



Going Places

Developing natural and cultural heritage tourism in Australia

ISSUES PAPER

National Tourism and Heritage Taskforce

for the



May 2003



Contents

Background	3
Issues identification	
1. Developing the product	5
1.1 Understanding demand	7
1.2 Identifying opportunities	10
1.3 Improving services and infrastructure	15
1.4 Communicating heritage values	18
1.5 Marketing	21
2. Managing tourism at natural and cultural heritage places	24
2.1 Impacts on places	26
2.2 Limits on use of places	30
2.3 Monitoring and reporting	31
2.4 Investing in the asset	33
2.5 Specific issues for natural heritage	34
2.6 Specific issues for Indigenous heritage	38
2.7 Specific issues for historic heritage	42
3. Planning and coordination	45
3.1 Integrating heritage and tourism planning	46
3.2 State and regional coordination	49
3.3 Community involvement in planning	52
3.4 Developing partnerships	53
4. Supporting people and products	55
4.1 Skills, training and support	57
4.2 Support for Indigenous operators and communities	59
4.3 Access to information	64
4.4 Regional capacity building	69
References consulted	71
National Tourism and Heritage Taskforce members	76

This paper is provided for information purposes and does not reflect the views of the Environment Protection and Heritage Council (EPHC) nor any member government.

© Environment Protection and Heritage Council, 2003.

This work is copyright. It may be reproduced in part subject to the inclusion of acknowledgment of the source and no commercial sale.

ISBN Print 0642 32360 7 Web 0642 32359 3

Background

Introduction

Tourism is one of Australia's largest and fastest growing industries. It makes an important contribution to rural and regional economies throughout Australia, embracing a diverse range of service providers including accommodation, transport, hospitality and tour operators.

Heritage places are a pivotal component of many forms of tourism. Visiting natural and cultural heritage places can be part of a range of activities undertaken by tourists or it can be the sole reason for travel. Specialist tourism ventures, whether nature-based, adventure, Indigenous, historic, cultural or ecotourism, all rely strongly on heritage and heritage places.

Experience in Australia and overseas shows the value of improving links between tourism and heritage places – as the quality and diversity of tourism products improves, heritage places are better cared for and regional development is stimulated.

Identifying opportunities for tourism and heritage

The Regional Australia Summit in 1999 provided the impetus to consider national approaches to promoting sustainable heritage tourism. The summit recommended that a regional heritage tourism strategy be implemented as a model for promoting regional business development.

In May 2002, the Environment Protection and Heritage Ministerial Council (EPHC) comprising all state and territory heritage and environment ministers, agreed to support the development of an integrated national heritage policy covering natural, Indigenous and historic heritage issues. One of its objectives was to develop and promote sustainable heritage tourism opportunities.



The EPHC has established a taskforce to consider issues and develop an action plan for key opportunities. This National Tourism and Heritage Taskforce is chaired by Reece McDougall, Director, NSW Heritage Office, and includes representatives of Commonwealth, state and local governments, the tourism industry, universities and Indigenous organisations. A full list of members is included at the end of this document.

Taskforce terms of reference

The taskforce was asked to examine and report on:

- identification of barriers associated with international and cross-border domestic tourism that affect the management and responsible marketing of natural and cultural heritage resources
- development of nationally agreed approaches and principles for sustainable tourism marketing, training and management
- partnerships with stakeholders in industry, state and local governments, and communities
- opportunities to build on other national initiatives in tourism and natural and cultural heritage, such as the proposed National Heritage List and management of national heritage sites, national and state tourism action plans/strategies, better focused grants and incentives programs
- practical approaches for assistance to regional communities in tourism development and heritage conservation, and
- opportunities to expand Indigenous-owned tourism enterprises and extend Indigenous involvement in the tourism industry.

Key issues

The taskforce identified four key areas where action is needed for the future development of heritage tourism and management of heritage resources.

These areas are:

- developing the product
- managing tourism at natural and cultural heritage places
- planning and coordination, and
- supporting people and products.

More than 80 separate issues relating to these areas have been identified and are documented in the following pages together with notes on potential actions and relevant examples.

Process

This issues paper was developed by analysing more than 130 heritage and tourism resource documents and integrating the findings using the perspectives and experiences of the taskforce.

A list of the references consulted, including strategies, plans, reports, research papers and other sources, is provided at the end of this document.

Outcomes

This paper presents a national overview of the issues and opportunities for potential action. It provides a useful reference document for those working in both the heritage and tourism areas. It will assist in raising awareness of the diverse issues involved in protecting both heritage places and building a vibrant tourism industry in regional Australia.

On 23 May 2003, the Environment Protection and Heritage Ministers Council agreed to make this Issues Paper publicly available.

The EPHC National Tourism and Heritage Taskforce in consultation with key stakeholders will continue to refine a set of key opportunities arising from the Issues Paper.

The work of the Taskforce will assist in delivering sustainable tourism approaches for Australia's *10 Year Plan for Tourism*, currently being developed by the Commonwealth Department of Industry, Tourism and Resources.

1. Developing the product

Overview

Natural and cultural heritage underpins much of Australia's tourism product. The market for heritage tourism is rapidly evolving, presenting many opportunities for exploration.

Several areas need particular attention. Information about demand could be used more effectively when developing products and managing places. Heritage values could be better explained and presented to improve visitor behaviour, experience and product relevance. Infrastructure, accommodation and support services could be better coordinated and planned to ensure that tourism is sustainable.

Issues and potential actions for *Developing the product* are listed under the following headings:



1.1 Understanding demand

- 1.1.1 The demand for natural and cultural heritage experiences and products is rapidly changing
- 1.1.2 Limited information on demand for natural and cultural heritage tourism products
- 1.1.3 Overestimating the potential for developing new drawcard attractions
- 1.1.4 Inconsistent approaches to collecting data within and between states hinder comparative analysis
- 1.1.5 Limited market research into visitor expectation and satisfaction in Indigenous tourism

1.2 Identifying opportunities

- 1.2.1 Lack of depth and appropriate interpretation in existing products
- 1.2.2 Limited information on the potential for developing niche tourism using heritage themes
- 1.2.3 Regions face challenges in overcoming infrastructure and industry development issues
- 1.2.4 Regions could provide more diverse experiences for visitors
- 1.2.5 Indigenous individuals, groups and communities face significant barriers in entering the industry
- 1.2.6 New system of national heritage identification and protection

1.3 Improving services and infrastructure

- 1.3.1 Transport services and infrastructure is a major issue affecting product development in rural and regional areas
- 1.3.2 Waste management, water supply and demands on local services and infrastructure become important issues as visitor numbers increase
- 1.3.3 Accommodation in some areas and regions is not effectively planned
- 1.3.4 Signage in many areas is inadequate
- 1.3.5 Many visitor centres, particularly in regional areas, are not well coordinated
- 1.3.6 Often tourism infrastructure and services use unsustainable energy sources, practices and technologies

1.4 Communicating heritage values

- 1.4.1 Visitors not adequately informed or educated before visiting destinations
- 1.4.2 Good quality interpretation is not used as effectively as it could be
- 1.4.3 Industry needs to broaden its perspective on the natural and cultural heritage values associated with places
- 1.4.4 Lack of awareness of the tourism significance, uniqueness and diversity of Indigenous culture and cultural attractions
- 1.4.5 Major non-English speaking visitor groups lack access to minimal impact and other key information on heritage values

1.5 Marketing

- 1.5.1 Poor market recognition of particular places and regions
- 1.5.2 Limited coordination between marketing efforts for regional attractions
- 1.5.3 Domestic and international marketing efforts could more effectively promote natural and cultural heritage values
- 1.5.4 Marketing of Indigenous tourism needs to be strategic and coordinated

Issues: 1.1 Understanding demand	Potential Actions	Examples
<p>1.1.1 The demand for natural and cultural heritage experiences and products is rapidly changing</p> <p>Heritage managers, governments and industry have not always fully appreciated the changes in demand for natural and cultural heritage experiences and products in Australia.</p> <p>Increased public awareness of environmental and Indigenous issues in Australia has prompted a growth in tourism at destinations that have products based on environmental and cultural themes. Ecotourism, cultural tourism and heritage themes are becoming part of the mainstream industry and less distinct as niche markets (Ecotourism Australia-Wide Online Conference 2002). This trend is supported by recent research in New South Wales (Tourism New South Wales 2002) that suggests the environment is a significant factor affecting destination choice in the mass market. Ecotourism and cultural tourism, as special-interest and high-yield products, will still have an important and growing presence in the market.</p> <p>New research indicates that 'true' ecotourists constitute a very small percentage of the market and that growth in demand for ecotourism is slowing. The trend in developing 'eco' tourism products at the luxury/high cost end of the market appears to be strengthening, while the demand for 'eco' products at the low end of the market is less understood. More operators, including mainstream operations are using eco and cultural themes in their marketing, and there is a sense that some in the industry are using the 'eco' label without integrating the principles of sustainability. Currently there is a lack of clarity in identifying different levels of expert practice for consumers and the Industry itself.</p> <p>Research has also indicated that while there is a general growth in interest in Indigenous culture, this does not necessarily translate to a direct growth in demand for Indigenous tourism products. The relationship between demand, supply and general awareness is a complex one, particularly for Indigenous tourism. Projections of potential have in the past been over optimistic or lacked understanding of these complexities.</p>	<p>Encourage in both heritage and tourism interests, a realistic statement of perspectives and projections of market demand for natural and cultural heritage experiences and products. Promote consumer education of best practice issues in sustainable tourism.</p> <p>Promote the independent audit and review of industry-based accreditation schemes, to both ensure that operators' claims are valid, and that their criteria are meeting heritage management needs. This could result in better integration into heritage management regimes and subsequent increased recognition of, and consumer confidence in, such labels.</p>	

Issues: 1.1 Understanding demand	Potential Actions	Examples
<p>1.1.2 Limited information on demand for natural and cultural heritage tourism products</p> <p>Limited information exists on the demand for natural and cultural heritage tourism products for specific market segments such as backpackers, families and older travellers. This leads to difficulties in understanding trends or projecting market growth.</p> <p>Traditionally, state tourism organisations have focused their research on market segmentation, destination and expenditure. Relatively less effort has been expended on the demand, trends and projections necessary for product development.</p> <p>Information on demand is needed to convert customer interest into business (for example translating the interest in learning about Indigenous cultures to actual product and market growth). This information is also needed to increase the effectiveness of developing new products, management planning for places, feasibility studies, providing more targeted interpretation, planning specific infrastructure and for regional planning.</p>	<p>Initiate further specific research in cooperation with research organisations, state agencies and the Australian Tourism Commission.</p> <p>Develop more effective ways to use research and data on consumer demand for natural and cultural heritage products. This information could help in identifying gaps in products, developing strategies for new products, infrastructure development as well as place and regional planning.</p>	<p>The Tourism and Protected Areas Forum (TAPAF) is currently compiling a national list of research projects and a wish list of future projects. Further demand research could be identified.</p>
<p>1.1.3 Overestimating the potential for developing new drawcard attractions</p> <p>Developing new drawcard attractions requires considerable support at all levels of government and among local communities and businesses. Often the economic and other benefits of developing a new attraction are overestimated. Realising benefits often comes slowly, and requires sustained effort and support.</p>	<p>Pursue coordinated 'whole of government' and 'whole of community' approach to planning and development.</p>	<p>Discussion of museums, cultural attractions and 'Halls of Fame' in Bramley 2000.</p>
<p>1.1.4 Inconsistent approaches to collecting data within and between states hinder comparative analysis</p> <p>Major natural and cultural heritage destinations use varying approaches to collecting data relating to visitor numbers, characteristics, expectations and satisfaction.</p>	<p>Continue to work at a national level to align different approaches to collecting visitor data at heritage places.</p> <p>Work with relevant partners on producing an accessible guide to collecting visitor data at natural and cultural heritage destinations, and on servicing resorts, airports etc.</p>	<p>A Tourism and Protected Areas Forum (TAPAF) project related to these issues is currently underway. The World Conservation Union, IUCN, has guidelines relating to data collection. The CRC for Sustainable Tourism funded a project on this issue in 2001.</p>

Issues: 1.1 Understanding demand	Potential Actions	Examples
<p>1.1.4 continued</p>	<p>Conduct a desktop assessment of existing data, strategies and surveys to provide the basics for a systematic, ongoing approach to data collection.</p>	<p>In Antarctica, most major tour companies are members of the International Association of Antarctic Tour Operators (IAATO). The association works with the US National Science Foundation (NSF) to coordinate the collection and collation of Antarctic tourism data.</p> <p>The Douglas Shire's tourism strategy (Qld) outlines approaches to data collection.</p> <p>CSIRO's Tourism Futures Simulator is applied in Douglas Shire (Qld).</p>
<p>1.1.5 Limited market research into visitor expectation and satisfaction in Indigenous tourism</p> <p>Only limited specific market research has been undertaken into visitor expectation and satisfaction in Indigenous tourism (ATC 2002). This information is necessary for use in feasibility studies and to develop of improved Indigenous tourism products.</p>	<p>Commission further specific market research on consumer preferences in relation to Indigenous tourism in target markets and in areas with high potential for Aboriginal tourism growth.</p> <p>Develop guidelines for preparing feasibility studies for use by Indigenous tourism product developers, consultants and for those assessing projects for funding eligibility (NATSITIS).</p>	<p><i>Market Research Intelligence on Aboriginal Tourism</i> (ATC 2002).</p> <p><i>Survey of Indigenous Tourism</i> (Department of Industry, Science and Resources 2000).</p>

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
<p>1.2.1 Lack of depth and appropriate interpretation in existing products</p> <p>Tourism products and services are not always delivered at the quality suitable or desired for significant heritage places. The quality of experiences can be improved upon, particularly where potential exists to develop content-rich products that can educate about the natural and cultural values of places. The accuracy and appropriateness of information imparted by guides continues to be a concern in some areas.</p>	<p>Encourage the development of more products specifically designed to cater for a well-informed or information-seeking visitor market such as school groups.</p> <p>Emphasise product development based on heritage places and values specifically which would service and take advantage of future growth in the educational tourism market. Key stakeholders should look closely at the link between natural and cultural heritage places and the educational tourism market.</p> <p>Introduce minimum performance standards for guiding staff. Assist operators to produce better non-personal interpretative materials. Identify and define standards of service delivery for differing levels of information.</p>	<p>FACET Golden Guide Award (WA State Tourism Awards) which aims to recognise individual excellence in tour guiding and the significant contribution made by quality tour guides, to enrich the experience of visitors. Such awards encourage and reward high quality practice.</p> <p><i>Survey of Indigenous Tourism</i> (Department of Industry, Tourism and Resources 2000).</p> <p>Manyallaluk (NT) is an operation which has won three consecutive national tourism awards. The Manyallaluk experience provides an opportunity to meet people in their environment. Guides with long-term industry experience share local heritage places and food, craft and land management practices.</p>

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
1.2.1 continued		<p>An example of a product developed to assist in both management and to deliver high quality interpretation is the Desert Parks Pass (SA). The Pass, for travellers across northern South Australia comes as a kit with a handbook, park maps and wildlife information. People visiting the Desert Parks are required to purchase this pass for entry.</p>
1.2.2 Limited information on the potential for developing niche tourism using heritage themes	<p>Encourage further specific market research and demand analysis to help identify underdeveloped opportunities. Identify specific thematic or market niche development potential such as migrant heritage and identify other thematic areas suitable for potential development.</p>	<p>There may be specific opportunities for tourism based on heritage themes, for example, migrant heritage, convicts, shipwrecks, history of Chinese migration to the Victorian goldfields, railway expansion, etc.</p>

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
<p>1.2.3 Regions face challenges in overcoming infrastructure and industry development issues</p> <p>Many regions face challenges in encouraging tourists (both international and domestic) to visit and stay in their area. These challenges include distance, air transport, quality of roads, quality of accommodation, other facilities, diversity of experience and the presence of drawcard attractions. Some regions struggle to systematically address these issues. More effective use could be made of natural and cultural heritage attractions in developing the tourism potential of regions as a whole. Many sites are never going to be successful on their own but can be of more value if part of a collectively-packaged touring route or trail.</p>	<p>Develop natural and cultural heritage attractions to promote tourism development potential in regions in a systematic way to ensure that funds are channelled towards projects which have been assessed as having strong tourism potential.</p> <p>Develop, test and pilot a model to assess key regional issues to identify heritage tourism development opportunities in regions. Seek Commonwealth/state and regional partnerships to develop and implement the assessment methodology.</p>	<p>Models such as self-drive routes, for example 'Watchable Wildlife' in the US and Canada.</p>
<p>1.2.4 Regions could provide more diverse experiences for visitors</p> <p>In many cases, regions could provide more diverse experiences for visitors to better meet the demands of different styles of visitation and different user profiles.</p> <p>More consideration could be given to how natural and cultural heritage issues relate to specific market segments such as farm stays, food and wine tourism, adventure tourism and educational tourism. Growth in these sectors will affect heritage places, and, if poorly managed, will lead to negative impacts.</p>	<p>Encourage more thorough consideration of the diversity of potential visitor experiences and styles of visitation in regional plans and management plans.</p> <p>Demonstrate, using actual projects, how systematic planning and assessment can provide for a broader range of user groups. Managers of heritage places would be assisted by case studies/guidance which focus on developing heritage places to provide for a more diverse range of visitor experiences while maintaining integrity.</p> <p>Consider in greater detail, opportunities for using heritage themes and encouraging sustainable practices at the places with specific market segments such as farm stays, food and wine tourism, adventure tourism and educational tourism.</p>	<p>Coolart Wetlands and Homestead, managed by Parks Victoria on Mornington Peninsula, could be a good example – it caters for educational groups, music and other events.</p>

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
<p>1.2.5 Indigenous individuals, groups and communities face significant barriers in entering the industry</p> <p>These barriers relate to education, community health, culture and finance. Added to this is the difficulty in matching the demand for Indigenous tourism experience with existing products, local heritage sites and other cultural values. A major problem still exists for new enterprises to raise funds where there is either a lack of land ownership or legal problems in using Aboriginal land as security. These barriers often have a cumulative effect. A clear and pressing need exists to reduce these obstacles in an otherwise promising industry for Indigenous cultural, social and economic development. (Tourism NSW 1997; QPWS 2000; Successful Tourism at Heritage Places 2001).</p> <p>Significant strengths can be built on in relation to identifying opportunities and developing the potential of Indigenous engagement with the tourism industry. Tourism offers the potential for Indigenous people to visit their country, it encourages the transmission of knowledge between generations and generally it helps to have their culture valued (Pearson 2002).</p> <p>Often industry or government perspectives do not match Indigenous views or aspirations.</p> <p>In some cases, the development of Indigenous tourism product is challenged by low literacy and cultural factors such as inexperience in cross-cultural communication, customer service and presenting in a public group. Development often suffers from inadequate capital to buy fundamental assets or establish infrastructure, and from a lack of sound business and commercial skills that would help to capture the clients needed to provide an ongoing financial base. Most new products rely on support from different sources, while key components lack funding. Project management and funding approaches that are more holistic are lacking.</p> <p>Other issues relating to support for Indigenous operators and communities are presented in 4.2.1.</p>	<p>Support Indigenous individuals, businesses and communities to develop new opportunities in a realistic manner. Approaching new product development with a strong heritage protection focus can engender a sense of security for Indigenous communities concerned about not being able to control the development of tourism.</p> <p>Align community and individual aspirations for product development by using community-based programs to identify major community and business development issues. This will lead to identifying more realistic business development proposals. Industry support mechanisms such as the ROC (Respecting Our Culture) Tourism Development Initiative can then be used for specific product development support.</p> <p>Encourage project management approaches to match industry and community needs and provide the on-ground continuity of support that is needed for success in the long-term. This should address holistic financial needs to bridge problems of fractured financial support. High levels of accountability for support should be included.</p> <p>Identify priority actions from the National Aboriginal and Torres Strait Islander Tourism Industry Strategy (NATSITIS) and State Aboriginal Tourism Strategies and obtain a commitment for their implementation.</p> <p>Re-establish the pilot project approach carried out during development of NATSITIS.</p>	<p>Cape York Partnerships (Qld).</p> <p>Indigenous Protected Area Program.</p> <p>Mossman Gorge (Qld).</p>

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
<p>1.2.5 continued</p>	<p>Identify specific opportunities for real engagement incorporating a multi-dimensional approach covering:</p> <ul style="list-style-type: none"> • education and training • access to timely advice and expertise • partnerships with leading corporate and government players • use of technology required to operate in the tourism industry, and • sustained and sustainable support for emerging individuals and enterprises. <p>Develop stronger regional Indigenous tourism products by combining the marketing, development and planning aspects of Indigenous products together with experiences, enterprises and communities, for example, establish Indigenous transport companies/networks to link local and regional products and communities.</p> <p>Discuss options for further supporting the development of new Indigenous tourism opportunities with Aboriginal Tourism Australia (ATA), the Indigenous Tourism Leaders Group and other Indigenous stakeholders.</p> <p>Other proposed actions relating to support for Indigenous operators and communities are presented in 4.2.1.</p>	

Issues: 1.2 Identifying opportunities	Potential Actions	Examples
<p>1.2.6 A new system of national heritage identification and protection</p> <p>New Commonwealth heritage legislation, soon to come into effect, will involve the development of a list of Australia's most nationally significant places. The list will comprise places that are considered to have outstanding significance to the nation for natural, Indigenous and historic heritage values (and combinations of them). Once listed, places will come under the management and protection provisions of the Commonwealth <i>Environment Protection and Biodiversity Conservation Act 1999</i>. The list will include places that are already major tourism destinations, and is likely to include others that may become so over time. The list, and how places on it are marketed and used within national, state and regional tourism marketing programs, is an issue for future consideration.</p> <p>New marketing models will be required when a new system of national heritage identification and protection comes into effect.</p>	<p>Undertake further discussions among stakeholders on tourism implications of the national list of heritage places. Tourism issues should be considered in developing and implementing new approaches to promoting and presenting national list places.</p>	
Issues: 1.3 Improving services and infrastructure	Potential Actions	Examples
<p>1.3.1 Transport services and infrastructure is a major issue affecting the development of tourism product in rural and regional areas</p> <p>The loss of air services has had negative flow-on effects including a loss of tourism and employment.</p> <p>Access to heritage locations and trail networks needs to be improved through upgrading of roads, signage and transport (linkages and timing) within regional areas. Tourism and heritage protection needs should be considered in current transport planning.</p>	<p>Improve investment in transport infrastructure by creating a more favourable investment environment through better planning, better integrated environmental impact assessment processes, more favourable tax treatment (land tax, research and development-type incentives, payroll tax) (Tourism Taskforce 2002).</p> <p>Link heritage places to walking/riding/cycling trail networks through developing trail links or signing existing routes.</p>	

Issues: 1.3 Improving services and infrastructure	Potential Actions	Examples
<p>1.3.2 Waste management, water supply and demands on local services and infrastructure become important issues as visitor numbers increase</p> <p>Currently the burden often falls to local communities and taxpayers to pay for infrastructure in regional areas. These issues are particularly important for developing heritage places in remote and regional areas.</p> <p>Community and volunteer involvement will be increasingly important as a factor to be included in grant/funding applications, and in containing costs in infrastructure developments.</p>	<p>Demonstrate how systematic planning and assessment can more effectively balance the needs of tourists, managers and the local community. For those providing infrastructure and services, it would be useful to have examples where cost-sharing arrangements, including operator contribution to community projects, have been negotiated based on well-justified proposals.</p>	
<p>1.3.3 Accommodation in some areas and regions is not effectively planned</p> <p>The supply of accommodation needs to address the diversity of styles, proximity to attractions, seasonality and supply issues (some areas are oversupplied with accommodation while others experience undersupply). Accommodation, infrastructure and services need to meet minimal impact environmental sustainability standards, and to protect the heritage values of a site.</p>	<p>Increase research into the accommodation needs of tourists, tourism operators, heritage managers and others to inform regional planning processes.</p> <p>Update zoning and building codes to promote sustainable alternatives.</p> <p>Encourage innovation in accommodation. This does not necessarily have to involve expensive and permanent infrastructure.</p>	<p>Work on this issue is currently being conducted by the Tourism Task Force and the Property Council of Australia.</p>
<p>1.3.4 Signage in many areas is inadequate</p> <p>Signage often does not provide adequate information and directions. The lack of internationally recognised and standardised signage hinders more effective visitor management.</p> <p>Interpretation research is slow to be applied in many instances. There is still an abundance of physical signage at sites which offer more information than most visitors will read or absorb. Signage is expensive to install and maintain, and often falls into disrepair, detracting from the site. It can absorb significant amounts of capital for no economic return. New and innovative interpretation should be explored, to ensure some return on investment.</p>	<p>Establish national guidelines/programs for internationally recognised and nationally standardised signage for heritage places/attractions.</p> <p>Link in with the Information Signage Project being conducted by the state tourism organisations.</p>	<p>'Watchable Wildlife' signs in the US-funded by road transport authorities.</p> <p>Tasmania's Heritage Highway – signage was replaced with a series of interpretative 'games' and activities designed to entice visitors off the highway.</p>

Issues: 1.3 Improving services and infrastructure	Potential Actions	Examples
<p>1.3.5 Many visitor centres, particularly in regional areas, are not well coordinated</p> <p>This particularly relates to their location, and the quality and dissemination of material.</p>	<p>Co-locate information / interpretation / community centres as public and tourist facility (UNESCO 2002).</p> <p>Participate in projects relating to visitor centres being conducted through state tourism organisations.</p> <p>Investigate a national system for accreditation of visitor information centres.</p>	<p>Two recent CRC for Sustainable Tourism studies on effectiveness of visitor centres in Tasmania and Victoria.</p> <p>New approaches to visitor centre's are emerging – for example, visitor plazas in US parks.</p> <p>Some states have well-established and effective accreditation schemes for visitor information centres. For example Victoria, run by the Country Victoria Tourism Council, which results in higher defined standards for accredited centres.</p>
<p>1.3.6 Often tourism infrastructure and services use unsustainable energy sources, practices and technologies</p>	<p>Promote adoption of greenhouse gas management programs as part of overall environmental management approaches.</p> <p>Encourage further adoption of sustainable energy technologies and practices.</p>	

Issues: 1.4 Communicating heritage values	Potential Actions	Examples
<p>1.4.1 Visitors not adequately informed or educated before visiting destinations</p> <p>In some cases, visitors are not adequately informed or educated before visiting destinations, or at early stages in their visit. This can lead to inappropriate behaviour and inadvertent damage to natural or cultural sites of significance. Awareness needs to be raised about cultural and environmental values and issues at major tourism destinations. This includes awareness of specific natural and cultural values of places, the relationship between natural and cultural values, and sustainable visitor behaviour.</p> <p>There is a pressing need to preserve the 'sense of place' in any tourism product development and infrastructure provision. The heritage of a particular location should be retained, connecting visitors with the essence of what they have come to experience. For example the traditional general store at Birdsville has recently been replaced with a suburban style service station convenience store, not exactly the 'essence of the Outback'.</p>	<p>Improve awareness through more creative and effective use of mass media, community education and community involvement in tourism. Other options include:</p> <ul style="list-style-type: none"> • using community service announcements • using local tourist radio for specific campaigns or local messages • supporting content development for in-school and junior ranger programs covering 'doing the right thing' and minimal impact messages, and • using volunteers more effectively, including training them about heritage values and management issues. <p>Introduce accreditation to help improve visitor awareness about heritage values at tourist destinations. For example, a requirement of NEAP accreditation is that operators talk about heritage values and NEAP to customers. Benchmarks could be identified and established, as part of accreditation for levels of information, interpretation and education material/ services.</p> <p>Distribute information via overseas outbound and Australian inbound packages.</p> <p>Explore opportunities for educative in-flight videos.</p>	<p>Birdsville and Strezlecki Tracks (SA).</p> <p>Burra (SA) – where community involvement in tourism is leading to better stewardship, greater support for tourism and enthusiastic ambassadors for local products.</p> <p>In the case of Uluru (NT) it has been suggested that more needs to be done at international visitor's point of origin (for example high profile media events and literature) to educate them about the cultural values, specifically in relation to the issue of climbing because the idea of climbing can be set at the earliest stages of travel decisions.</p>

Issues: 1.4 Communicating heritage values	Potential Actions	Examples
<p>1.4.2 Good quality interpretation is not used as effectively or innovatively as it could be in many places</p> <p>Interpretation is a vital tool for effectively communicating natural and cultural heritage values and generally improving the quality of the experience. It can also contribute to the conservation and management of the site, and increase visitor satisfaction.</p>	<p>Use professional expertise from trained and experienced interpretation professionals to design and improve products and aspects of operations.</p> <p>Establish partnerships between community, operators and land/place managers to help identify areas where interpretation can be improved in order to enhance tourism products and assist place management goals.</p> <p>Introduce minimum performance standards for guiding staff.</p> <p>Establish a consultants' register.</p> <p>Produce handbooks and training opportunities in areas such as cross-cultural awareness, interpretation and themed workshops for operators.</p>	<p>Some innovative approaches to interpretation include:</p> <ul style="list-style-type: none"> • Naracoorte Caves (SA) • Heritage Highway (Tas) • Phillip Island (Vic) • Lake St Clair (Tas) • Peel Heritage Project (WA), and • Tree Top Walk (WA).
<p>1.4.3 The Industry needs to broaden its perspective on the natural and cultural heritage values associated with places</p> <p>A broadened knowledge of values needs to be incorporated into products, interpretation and business management.</p>	<p>Develop activities such as tour operator workshops so operators can gain more accurate information about heritage values and management issues. Distribute support materials to companies (for example, firms employing bus drivers) for staff unable to attend workshops.</p> <p>Link to the existing national accreditation framework being provided by the Australian Tourism Accreditation Authority.</p>	<p>Uluru and Kakadu Tour Operator Workshops – PhD by Brenda Weeks indicated that tour operators considered these workshops to be the best in Australia.</p> <p>FACET (WA) run regular interpretation workshops, On Line Training (WA), CALM (WA) Interpretation workshops.</p>

Issues: 1.4 Communicating heritage values	Potential Actions	Examples
<p>1.4.4 Lack of awareness of the tourism significance, uniqueness and diversity of Indigenous culture and cultural attractions</p> <p>Awareness needs to be raised about Indigenous relationships to country, the cultural values of places that are often regarded as primarily natural attractions, and the diversity of Indigenous communities. The lack of information on Indigenous history and culture, and the diversity of cultures across Australia has created a bias toward 'traditional' rather than contemporary themes and a lack of recognition of Indigenous people in southern Australia as 'real' Aboriginal people. Due to a lack of educational material, many tourists are not aware of authenticity issues and subsequently do not buy authentic Indigenous products. (Tourism NSW 1997; Geelong Otway Tourism 1995; Leader-Elliott 2002)</p>	<p>Encourage the development of agreements between local Indigenous groups, tour operators, local agencies and organisations and heritage place managers which recognise the role of Indigenous people, their knowledge and how awareness of these issues should be addressed at a local level. Agreements should cover protocols for the use and ownership of information.</p> <p>Continue to develop public awareness materials based on the 'Welcome to our Land' brochure and seek wider distribution channels.</p> <p>Encourage Australian Tourist Commission/ state tourism organisations/ regional tourism associations and major guidebooks to present an accurate picture about the nature and diversity of Aboriginal culture and experience in different regions.</p> <p>Encourage the development of locally-based 'welcome to country' information on signs and in accommodation through cooperative projects between Indigenous communities and local businesses.</p>	<p><i>Respecting Our Culture</i> (ROC) Indigenous Industry Development Program.</p> <p>'Welcome to Ngunnawal Country' and 'Ngunnawal people welcome you to Namadgi National Park' signs in ACT.</p>

Issues: 1.4 Communicating heritage values	Potential Actions	Examples
<p>1.4.5 Major non-English speaking visitor groups lack access to minimal impact and other important environment and cultural information</p> <p>Visitor groups from countries such as Korea, China and Japan do not have access to information contained in signage, interpretation and printed material. The quality of access to a variety of information sources for visitors who are planning to travel, needs to be improved.</p>	<p>Undertake a needs analysis and strategic assessment of effective ways to communicate messages to international visitors. Note, most non-English speaking visitors are not independent travellers, therefore a focus on information for operators may be appropriate.</p> <p>Provide a template which defines different standards and identifies a basic standard for on-site and pre-visit information.</p>	
Issues: 1.5 Marketing	Potential Actions	Examples
<p>1.5.1 Poor market recognition of particular places and regions</p> <p>In some regions there is misalignment between available products and potential markets.</p> <p>The lack of coordinated approaches to regional marketing has also resulted in a lack of consumer awareness of the quality and diversity of natural and cultural heritage based tourism products.</p>	<p>Establish structures, mechanisms and processes for regional marketing cooperation (both within and between regions).</p> <p>Encourage strengthened and coordinated marketing between operators and between niche market segments.</p>	<p>Tourism Victoria is establishing a cooperative marketing program through regional tourism authorities.</p> <p>Success of coordinated marketing for Far North Queensland.</p> <p>Lack of consumer recognition of key natural icons in NSW (NSW Nature Tourism Discussion Paper 2001).</p>

Issues: 1.5 Marketing	Potential Actions	Examples
<p>1.5.1 continued</p>		<p>Following a lack of awareness of Victoria's Aboriginal attractions (Victorian Aboriginal Tourism Strategy 1998), an attempt was made to address this through the cooperative marketing effort of the Aboriginal Tourism Marketing Association and their website www.seeaboriginaltourism.com (Vic).</p>
<p>1.5.2 Limited coordination between marketing efforts for regional attractions</p> <p>Marketing coordination between regional attractions is limited as is the cross-marketing of natural, Indigenous and historic attractions.</p>	<p>Involve natural, Indigenous and historic place managers and operators in structures / mechanisms for regional marketing cooperation.</p>	<p>Cobb and Co Heritage Trail (NSW).</p> <p>Queensland Heritage Trails.</p> <p>Golden Pipeline (WA).</p> <p>Desert Parks Pass (SA).</p> <p>Circular Head Tourism Association (Tas) – joint local, regional and state marketing initiatives.</p>

Issues: 1.5 Marketing	Potential Actions	Examples
<p>1.5.3 Domestic and international marketing efforts could more effectively promote natural and cultural heritage values</p> <p>More effective promotion of these values could also ensure that visitors were given a realistic portrayal of places and issues to avoid misplaced expectations and subsequent management problems. This was a particular issue in the case of promoting and marketing Indigenous tourism. It also applies to creating expectations at natural and cultural heritage places that need to be aligned with management goals.</p>	<p>Encourage key agencies responsible for broad-scale marketing programs (state agencies and Australian Tourist Commission) to consider and implement policies and programs for responsibly and effectively marketing the natural and cultural heritage values of places and regions. Checks for alignment with management goals should also be included.</p>	<p>Following problems promoting walks in parks by Tourism Victoria, Parks Victoria has joined the Tourism Victoria's 'Legends, Wine and High Country' multi-agency and stakeholder committee to develop more cooperative approaches to marketing.</p>
<p>1.5.4 Marketing of Indigenous tourism needs to be strategic and coordinated</p> <p>More effective marketing of Indigenous tourism needs to be based on improved understanding of market demand, and should reflect the diversity of Indigenous cultures. A greater synergy between the product development and marketing arms in state tourism organisations would help to achieve this.</p>	<p>Ensure that state and regional Indigenous tourism strategies reflect the diversity of Indigenous tourism and also encourage the development and use of a better understanding of market demand.</p>	<p>Cooperative marketing effort of the Aboriginal Tourism Marketing Association and its website www.seeaboriginaltourism.com (Vic).</p> <p>Examples of efforts to use information about demand for Indigenous tourism products include the <i>Domestic Consumer Research Report</i> (Tourism Queensland 2000) and, <i>Market Research Intelligence on Aboriginal Tourism</i>, Australian Tourist Commission 2002 and <i>Survey of Indigenous Tourism</i>, Department of Industry Science and Resources, 2000.</p>

2. Managing tourism at natural and cultural heritage places

Overview

Tourism impacts on heritage places in many different ways – some better understood than others. Information about these impacts does not always reach those who need to understand them.

A key challenge for both the tourism industry and heritage managers is how they deal with increasingly popular protected areas. A balance is needed between providing services for visitors and managing the values of the area. The following section identifies issues relating specifically to the needs of natural, Indigenous and historic heritage places.

Issues for *Managing Tourism at Natural and Cultural Heritage Places* are listed under the following headings:

2.1 Impacts on places

- 2.1.1 Limited information available relating to the long-term social, cultural and economic impacts (both positive and negative) of tourism.
- 2.1.2 Impacts of tourism development vary significantly from place to place and are potentially cumulative.
- 2.1.3 Access to information on impacts needs to be improved for all involved.
- 2.1.4 The extent of damage caused by overuse needs to be assessed and managed, where possible.



2.2 Limits on use of places

- 2.2.1 Need to consider the concept of usage limits in sensitive locations.
- 2.2.2 Need for improved identification of 'vulnerable areas' in determining limits on use of a place.

2.3 Monitoring and reporting

- 2.3.1 Monitoring can be an important management tool for both operators and heritage place managers but is often not used.
- 2.3.2 A lack of baseline information (natural or cultural) in many heritage places hampers effective monitoring of change over time.
- 2.3.3 Guidance to assist in monitoring activities can be difficult to access.

2.4 Investing in the asset

- 2.4.1 Further exploration is needed into how the tourism industry can contribute to maintaining its heritage assets.

2.5 Specific issues for natural heritage (including protected areas)

- 2.5.1 Providing for visitor access and tourism infrastructure is putting undue pressure on natural heritage management.
- 2.5.2 Mechanisms to balance tourism management and nature conservation can be difficult to establish and maintain.
- 2.5.3 Protected areas are increasingly seen as major tourism assets.
- 2.5.4 Development immediately adjacent to, and around protected areas, is becoming more of an issue for protected area management.
- 2.5.5 Restrictive conditions imposed by management authorities can affect certainty and discourage business investment.
- 2.5.6 Confidentiality about some natural heritage values is needed in some cases.

2.6 Specific issues for Indigenous heritage

- 2.6.1 The demand for public access to more sites has increased due to the raised profile of Indigenous themes in Australia.
- 2.6.2 It can be difficult to gain permission to access and use Indigenous sites from appropriate people with cultural authority for an area.
- 2.6.3 Respect for gender protocols in relation to Indigenous heritage sites is extremely important and often unclear.
- 2.6.4 Souveniring and vandalism (graffiti and other damage) is of great concern to Indigenous communities and heritage managers.
- 2.6.5 Intellectual property issues relating to Indigenous knowledge, place and culture continues to be a concern.

2.7 Specific issues for historic heritage

- 2.7.1 A range of specific issues relate to managing tourism at historic heritage places.
- 2.7.2 Conservation planning for historic places may not deal effectively with tourism development issues.
- 2.7.3 Visitor impact and monitoring programs for cultural tourism products are often not implemented.
- 2.7.4 Historic heritage sites lack a system of quality control / accreditation, as NEAP (National Ecotourism Accreditation Program) is to ecotourism.
- 2.7.5 Appropriate adaptive re-use of historic heritage places for tourism (for example, for tourist accommodation and visitor centres), needs to be encouraged subject to state legislation and planning controls.
- 2.7.6 Remote historic heritage places (for example, Shipwrecks and Maritime heritage) have specific management issues in relation to tourism.

Issues: 2.1 Impacts on places	Potential Actions	Examples
<p>2.1.1 Limited information available relating to the long-term social, cultural and economic impacts (both positive and negative) of tourism</p> <p>Australia is particularly short of relevant research into impacts of tourism (Newsome et al 2002). This is a substantial issue which, to be addressed, requires increased research funding. The information from this research is needed by planners, industry, place managers and the community to assist with planning and managing sustainable operations at heritage places. It would provide a better understanding of the impacts by identifying characteristics such as type, timing, location, intensity, scale and suddenness. In turn, this could improve knowledge on how to manage these impacts.</p> <p>The nature of impacts in particular environments and contexts also needs to be better understood with particular attention given to environments which are considered at risk (fragile environments and those under pressure such as coastal, marine and mountain areas).</p> <p>The consequences of tourism development vary significantly from place to place and range from the positive to the negative. Particular types of impacts affecting heritage places include:</p> <ul style="list-style-type: none"> • <i>environmental benefits</i>: the incentive to protect and enhance environmental assets, may be a more desirable activity than traditional industries (for example, logging, agriculture) and may raise the profile of environmental values or threats to places • <i>environmental impacts</i>: vehicle access, poor camping behaviour, hygiene, soil erosion, loss of vegetation, timber gathering, littering, water quality, disruption to pastoral activities, damage to tracks, damage to management facilities, anchors on coral reefs, boat movements in shallow waters, damage to, or removal of, rare plant species, introduction of exotic species, direct and indirect impacts on fauna populations, waste and noise pollution • <i>sociocultural benefits</i>: promotion of cross-cultural understanding, incentive to preserve culture and heritage, fostering social wellbeing and stability 	<p>Encourage more ecosystem-specific research, studying impacts in specific environments and contexts (for example, fragile historic places and other sensitive ecosystems such as outback rivers and waterholes).</p> <p>Investigate ways to nationally-coordinate research on impacts (involving the current Cooperative Research Centre for Sustainable Tourism). This could include developing a priority list of where research into tourism's long-term social, cultural, economic and environmental research is most needed.</p> <p>Establish, with appropriate key partners, a national on-line clearing-house for impacts research and management information.</p>	<p>TAPAF project on research by Protected Area Management Agencies e.g. Parks Victoria and NSW National Parks & Wildlife Service databases.</p> <p>Cooperative Research Centre for Sustainable Tourism (CRCST) 2003 project reviewing CRCST research relevant to Protected Area Management Agencies.</p> <p>CRCST project on framework for collecting, storing and presenting human usage data (Murdoch University).</p> <p>The Australian Antarctic Division is proposing to develop guidelines and consistent information and data management for non-government activities such as tourism in Antarctica.</p>

Issues: 2.1 Impacts on places	Potential Actions	Examples
<p>2.1.1 continued</p> <ul style="list-style-type: none"> • <i>social impacts</i>: commodification of culture, visitors overwhelming the local community, overcrowding, crime, competition for resources and services with visitors, impacts on traditional activities, impacts on local recreational behaviour, undesirable new influences (for example, drugs and prostitution) and loss of 'amenity' generally • <i>economic benefits</i>: direct revenue, indirect revenue, economic integration and diversification, employment (direct and indirect), regional development, growth potential, and • <i>economic impacts</i>: financial costs (direct and indirect), fluctuations in intake, competition with other sectors, employment problems. <p>(Commission on Sustainable Development 1999; De Lacy 2002; Geelong Otway Tourism Inc. 1996; Iwanicki and Leader-Elliott 2001; Weaver and Oppermann 2000; and Williams 1998).</p>		
<p>2.1.2 Impacts of tourism development vary significantly from place to place and are potentially cumulative</p> <p>The potential for impacts to be cumulative needs to be recognised and factored into planning. The effect of impacts over time is of concern to managers, local communities and responsible tourism operators.</p> <p>Impacts can be a result of tourism alone and/or in combination with other land use activities. Particular concerns for incremental or progressive impacts include crowding at sites, increasing pressure on natural systems and general 'hardening' of sites. It is recognised that the potential for detrimental cumulative impacts of tourism in heritage settings is greater because of the focus on relatively unaltered or sensitive environments and places (for example, Antarctica). Initial sustainable tourism products can open up areas for conventional tourism and greater impacts over time. Greater emphasis may need to be placed on the importance of managing the asset – natural and cultural – as a fundamental part of presenting the tourism product (which includes cumulative impact management).</p>	<p>Refocus research and grant programs as well as other initiatives to encourage development of existing and new techniques for documenting and monitoring social, cultural and economic impacts (positive and negative).</p> <p>Encourage further research using tools such as community-based monitoring, qualitative social condition assessments, various types of modelling and other innovative techniques. Emphasise establishing the relationship between techniques and practical monitoring approaches in research.</p> <p>Communicate outcomes of research and documentation programs to tourism planners, local planners, land managers and communities.</p>	<p>Banff-Bow Valley Cumulative Effects Assessment 1996 (Canada).</p> <p>The Respecting Our Culture (ROC) program (Aboriginal Tourism Australia) addresses environmental issues and provides a tool for operators in managing impacts.</p> <p>Community based marine monitoring program (Conservation and Land Management WA).</p> <p>CRCST 2003 project on 'impact creep'.</p>

Issues: 2.1 Impacts on places	Potential Actions	Examples
<p>2.1.2 continued</p> <p>While there is a consistent and continuing level of concern for environmental impacts, there appears to be a growing desire to more effectively address socio-cultural impacts.</p> <p>Tourism and host communities have a complex relationship. Related issues needing to be better examined, understood and reported include the mix of positive and negative impacts, the compounding effects over time and social change independent of, and attributed to, tourism.</p> <p>Ideally, positive impacts need to be maximised and negative impacts minimised through management and the best use of resources. Tourism may, in some instances, contribute funding for monitoring and management activities in heritage places.</p>	<p>Develop management plans for specific areas incorporating monitoring, research, education and protocols for operators and visitors.</p>	
<p>2.1.3 Access to information on impacts needs to be improved for all involved</p> <p>Techniques to minimise both environmental and social impacts could be further promoted and interpreted to the public and operators. Minimal impact messages should also be conveyed to other relevant user groups that may impact on heritage places (for example, recreational fishers).</p> <p>Communicating the minimal impact message is made more challenging with some advertising and television programs promoting reckless indifference towards the environment. This can result in reduced appreciation of environmental values and impacts, inappropriate behaviour by tourists and unrealistic expectations.</p>	<p>Develop a national approach to core minimal impact messages (with the ability of these to be customised in states, regions and locally). Promote the minimal impact program/messages.</p> <p>Where appropriate, support the development of minimal impact guides for particular environments (for example, Australian Alps Visitor Use Minimal Impact Codes) and particular contexts (for example, Australian Alps Huts Code for Visitors, and Indigenous sites). Tailoring core minimal impact messages to specific environments will be particularly desirable in some contexts (for example, guidelines for wildlife watching and tourism impact minimisation in Antarctica complementing the existing guidelines for Antarctic tourism developed by industry and Antarctic Treaty).</p>	<p>Green Guides (Buckley and CRCST).</p> <p>'Leave No Trace' – use of consistently recognisable and worded messages across regional/state/international boundaries.</p> <p>Australian Alps Liaison Committee, Recreation and Tourism Working Group has developed a generic minimal impact code for the Australian Alps National Parks.</p>

Issues: 2.1 Impacts on places	Potential Actions	Examples
<p>2.1.3 continued</p>	<p>Develop a website (potentially) showing region by region the types of recreational fishing that are to be encouraged or are illegal or of concern. This would provide a guide for recreational fishers (often tourists).</p> <p>Raise awareness of impacts to Indigenous heritage places (National Aboriginal and Torres Strait Islander Tourism Industry Strategy) and promote responsible behaviour at remote sites.</p> <p>Improve advertising standards to avoid showing people being environmentally irresponsible. Encourage television identities to be involved in advertisements that communicate the minimal impact message.</p> <p>‘De-market’ identified locations to discourage visitation where impacts are not sustainable. This means removing information about particular locations from marketing material such as maps, brochures and web sites. Market alternative locations.</p>	<p>The Respecting Our Culture program provides for tour operators to enter into negotiated agreements with Indigenous owners on access to country/sites.</p>
<p>2.1.4 The extent of damage caused by overuse needs to be assessed and managed, where possible</p> <p>Changes to whole systems of visitor management and infrastructure could be pursued to prevent further damage.</p>	<p>Provide more specific information to managers on how to deal with impacts. Advice should be informed by research and experience in the development and use of indicators and by monitoring visitor use and site remediation techniques.</p>	

Issues: 2.2 Limits on use of places	Potential Actions	Examples
<p>2.2.1 Need to consider the concept of usage limits in sensitive locations</p> <p>There are varied approaches, opinions and experiences in limiting the usage of sites. However, scope exists for management plans to address more explicitly the issues of use levels and capacity. Heritage managers and the tourism industry will need to work in partnership to minimise impacts and encourage appropriate tourism use.</p> <p>In determining limits, social considerations need to be included along with environmental/physical concerns. Forecasting trends (in behaviour as well as numbers) using good quality statistical data, is also important. Limits may be set for particular special places, within a site or on a broader regional or park-wide scale. In some circumstances impact analysis, as part of the process of setting limits, should be expanded beyond the site to include regional and life-cycle analysis.</p>	<p>Prepare a document/guide for heritage managers and the tourism industry to consider concepts of capacity and usage limits in management planning. This could include various frameworks for assessing carrying capacity and managing impacts such as Limits of Acceptable Change (LAC), Visitor Impact Management (VIM), Visitor Experience and Resource Protection (VERP), Tourism Optimisation Management Model (TOMM) and zoning.</p> <p>Coordinate research on different approaches to managing impacts and setting limits of acceptable use. The key factors to consider in determining limits on use of places on a case-by-case basis include:</p> <ul style="list-style-type: none"> • number of visitors • concentrations (time and area) • type of activity • type of environment • specific heritage values present, and • the management and planning context (Moscardo 1996). 	<p>Hinchinbrook Island (Qld).</p> <p>Montague Island (NSW).</p> <p>NZ Walking trails.</p> <p>US Dept Agriculture/US Dept Interior Interagency Taskforce on Visitor Capacity.</p> <p>Queensland Parks & Wildlife Service consultancies on Fraser Island (Qld).</p> <p>Recreation Planning in Canada.</p> <p>Tourism Optimisation Management Model Kangaroo Island (SA).</p> <p>NSW National Parks and Wildlife Service report on visitor management models at various sites across Australia.</p>

Issues: 2.2 Limits on use of places	Potential Actions	Examples
<p>2.2.2 Need for improved identification of ‘vulnerable areas’ in determining limits on use of a place</p> <p>Consideration should be given to assessing the ‘resilience’ of a particular environment context (for example, sand dunes) or material (for example, bedrock on which rock art is painted) or feature (for example, the remains of a stone wall in a ruin).</p> <p>In some cases, the heritage values may mean that tourism is not an appropriate use for a place. Recognition needs to be given to the fact that some places or parts of places may be too sensitive/vulnerable, whether ecologically, culturally or physically, to tolerate visitors.</p>	<p>Provide more guidance for assessing the condition of areas to determine vulnerability and resilience. Condition assessments, as practiced in environment and heritage conservation methodology, could be useful to assess the physical condition of a place and the condition of heritage values. This information could improve tourism and recreation management planning.</p>	<p>Antarctica – vulnerable areas tend to be off-limits, or permits including Environmental Impact Assessment endorsement required for activities (wildlife concentrations during breeding seasons, sensitive vegetation etc).</p>
Issues: 2.3 Monitoring and reporting	Potential Actions	Examples
<p>2.3.1 Monitoring can be an important management tool for both operators and heritage place managers but is often not used</p> <p>Monitoring, conducted by land management agencies according to a regulatory framework, could be complemented by operator monitoring. Monitoring activities should be an integral part of management plans and should incorporate meaningful and measurable indicators. It may need to be coordinated in multi-operator or multi-jurisdictional situations.</p> <p>Monitoring needs to be realistic, participatory and accountable.</p> <p>Operators show their commitment to performance and monitoring by developing their own management systems. Implementing these systems could be a condition of operation at a particular place, or may be required by accreditation schemes (for example, Green Globe). By adopting monitoring-based management models, operators would be implementing best practice. Rewards derived from permit terms, fees etc, could be offered to operators who maintain best practice. Monitoring also presents an educational/experiential opportunity for visitors.</p>	<p>Encourage operators, by providing monitoring guidelines, to achieve higher levels of environmental performance. The guidelines should communicate clear links between activities and effects on natural and cultural heritage assets.</p> <p>Encourage operator participation in monitoring by providing an appropriate (simple) template. The guidelines and template would need to be low cost and practical for industry to adopt.</p> <p>Investigate the use of Environmental Management Systems. While sometimes costly and complex, they can be used in some circumstances as a practical tool for heritage managers and operators.</p>	<p>Reefwatch and Quicksilver – operator monitoring (Qld).</p> <p>WA marine reserves community monitoring manual.</p> <p>Lodge workbooks as part of Draft Perisher Valley Environmental Management Strategy which are used for self-monitoring and are also related to a broader framework (NSW).</p> <p>Development of monitoring system for Quarantine Station that monitors a broad range of variables for sustainability (NSW).</p>

Issues: 2.3 Monitoring and reporting	Potential Actions	Examples
<p>2.3.1 continued</p> <p>The capacity for those working at the local level, such as operators, site managers and community members, to be involved in and undertake monitoring programs needs to be reinforced and enhanced.</p>	<p>Investigate the possibility of augmenting community-based monitoring techniques, include them more prominently in monitoring programs, and provide more community-based information on monitoring.</p>	<p>The Kangaroo Island Tourism Optimisation Management Model (TOMM) provides simultaneous monitoring of all the dimensions of sustainable tourism on Kangaroo Island. Surveys and monitoring activities involve a strong element of community ownership and participation and activities and results are regularly posted on a website – www.tomm.info (SA).</p> <p>Green Globe – requirement for monitoring.</p>
<p>2.3.2 A lack of baseline information (natural and cultural) in many heritage places, hampers effective monitoring of change over time</p> <p>What is needed is current condition information on which to base future monitoring, even if it is not possible to monitor particular sites prior to tourism activities. More specific research on baseline conditions and improved indicators is also required. Indicators for natural and cultural values (more specific when necessary, and more straightforward to use) would help make monitoring more effective and would inform management responses.</p>	<p>Collect baseline information on the condition of natural and cultural elements, where possible, whether based on current scientific assessment or historical evidence (ATSIC and ONT 1997). Determining what is an effective level of baseline information depends on the context of the place/s involved.</p> <p>Coordinate and sponsor research at all levels of government and by educational institutions on baseline studies, development of improved indicators and monitoring systems (United Nations Environment Programme, World Tourism Organisation, Canadian Tourism Commission and Tourisme Québec, 2002).</p>	<p>Kangaroo Island Tourism Optimisation Management Model (TOMM) brings baseline data into a monitoring program for sustainable tourism on Kangaroo Island (www.tomm.info) (SA).</p> <p>Obtaining high-quality baseline records of publicly-visited rock art sites at Uluru, prior to establishing monitoring systems and monitoring points (NT).</p>

Issues: 2.3 Monitoring and reporting	Potential Actions	Examples
<p>2.3.3 Guidance to assist in monitoring activities can be difficult to access</p> <p>Operators and local communities need better guidelines, standards and straightforward information to monitor impacts.</p>	<p>Considering impacts of tourism on heritage places, develop a workbook and process, to encourage straightforward, locally-developed monitoring suitable for self-monitoring, accreditation and licensing. These could include guidance on condition assessments, selecting monitoring points and indicators, checking/monitoring procedures and advice on practical techniques.</p>	<p>Perisher Valley lodge monitoring workbooks (NSW).</p>
Issues: 2.4 Investing in the asset	Potential Actions	Examples
<p>2.4.1 Further exploration is needed into how the tourism industry can contribute to maintaining its heritage assets</p> <p>It is a widely held view that tourism should reinvest in heritage resources used. This could involve making tangible contributions to costs of conservation management, visitor management, interpretation services and infrastructure. Reinvestment would require commitment from both the operator and government. It is also recognised that there is the potential for use of cost recovery and user-pays approaches. National park authorities currently provide a high proportion of visitor infrastructure and visitor management in parks.</p> <p>Returns can be in many forms including contributions to research, establishing trust and donation systems, running monitoring programs, undertaking practical environmental management projects and developing higher-quality interpretation. Tourism should also provide identifiable returns to the local community, with reinvestment into its cultural capital, such as training, education, employment and other innovative contributions to community development.</p> <p>One of the most important, but least-recognised ways that tourism can assist natural and cultural heritage conservation is by improving environmental management.</p>	<p>Improve cooperative development of environmental management, by establishing tourism advisory committees (and the like) to advise boards of management for natural and historic places and other tourism and heritage forums. Other approaches that have been used in Indigenous communities and at historic sites include facilitated sessions, workshops, or ongoing consultative meetings. Cooperative approaches between tourism and heritage managers could minimise impacts and reduce the need for levies and other user contributions.</p> <p>Employ cost-recovery methods including commercial permits, licences, resource rents and negotiated agreements (Buckley 2001). Encourage, where appropriate, reinvestment in the heritage asset by rewards such as longer permits, licence fee reductions etc.</p>	<p>Proportion of entry fees going directly to national parks management, for example, Uluru and Tasmanian parks (section 2.5.3).</p>

Issues: 2.4 Investing in the asset	Potential Actions	Examples
<p>2.4.1 continued</p> <p>This issue is political, administrative and economic and has been discussed in many forums.</p>	<p>Encourage research on measuring the economic contribution that tourism makes to various regions. It may also be worthwhile to measure the level and proportion of national park expenditure that relates to management of visitors and their impacts. Other options for investing in the asset could be investigated.</p>	
Issues: 2.5 Specific issues for natural heritage (including protected areas)	Potential Actions	Examples
<p>2.5.1 Providing for visitor access and tourism infrastructure is putting undue pressure on natural heritage management</p> <p>There is a level of concern by people responsible for places primarily reserved for natural heritage conservation, that providing for visitor access, visitor services, tourism and accommodation developments, is putting undue pressure on the natural heritage of these areas. Parts of the general community are also concerned that tourism is affecting the capacity of managers to provide adequately for the conservation of their heritage values.</p> <p>The view also persists that the pressure to provide increasingly high standards of public access and visitor facilities is diverting funds and staff time from the core activities of conserving values in protected areas. Some believe that part of the responsibility of parks is to provide areas for public enjoyment. Activities such as basic research to improve the understanding of values and programs to manage values (such as weed eradication programs) are getting harder to fund when political and other pressures often favour providing for visitors and the needs of the tourism industry. Public use is important but should not be to the detriment of heritage conservation.</p>	<p>Endeavour to strike a balance between effort and resourcing, and conserving values and visitor access. Make the public and others aware of how this balance is being managed.</p> <p>Address, through the corporate goals of the management agency, the issues of providing for visitors and conserving heritage values (ie, conservation is the priority). This should be reflected in management plans and operational procedures.</p> <p>Encourage interpretation through signage, visitor information, ranger talks, and tour operator information to help visitors to understand the nature of the environment and the potential impacts of visits. This would also help to explain why certain activities are not permitted in protected areas.</p> <p>Encourage, where appropriate, organised tours that have less of an impact than independent recreation.</p>	<p>Great Barrier Reef – operators are responsible for delivering the messages about World Heritage values.</p>

Issues: 2.5 Specific issues for natural heritage (including protected areas)	Potential Actions	Examples
<p>2.5.1 continued</p> <p>Tourism operators and other third parties can deliver effective minimal impact and other management messages and interpretive information. This can result in quality delivery of messages (for example, in the Great Barrier Reef). However, in some cases this shift in delivery can result in the public sector losing some of its capacity to present good interpretive messages, to influence behaviour and to develop a constituency.</p>		
<p>2.5.2 Mechanisms to balance tourism management and nature conservation can be difficult to establish and maintain</p> <p>In protected areas, systems exist for balancing tourism management and nature conservation, such as zoning, permits, monitoring and enforcement. However, they can be difficult to adapt, establish and maintain and are increasingly political.</p> <p>Zoning (and using buffer zones) is an important planning tool for tourism within protected areas and in regions, but zoning systems can be complicated to administer and amend. They need to be relevant and useful for local communities. Zoning could be linked to providing permits and to accreditation. Local government zoning has been subject to legal challenge inside and outside of protected areas.</p>	<p>Provide a range of examples of current zoning systems and buffer zones so that people can consider applying them to their place/region.</p>	<p>Visitor zones on Heard Island (areas of specific sensitivity accorded special status and permits or management plans used to control access and activities by tourists).</p> <p>Legal challenge examples: Denali, Great Barrier Reef Marine Park Authority, Zapovedniks.</p>
<p>2.5.3 Protected areas are increasingly being seen as major tourism assets</p> <p>Because protected areas are increasingly seen as tourism assets, land management agencies are one of the largest tourism providers in each state.</p> <p>There is a national obligation to conserve protected areas as well as a need to provide infrastructure and management for visitors. As demand for visitor use and tourism in protected areas grows, the potential will increase for conflict between conservation and use. Park management and recreational management are two separate tasks and there are various views on whether park agencies or the tourism industry should be funding these tasks. Resourcing conservation and use through government funding, user pays, park fees, levies etc, will continue to be an issue.</p>	<p>Consider and include in tourism development planning, well-established processes to reduce the potential for conflict between heritage place managers, conservation supporters and development proposals.</p> <p>Develop a national framework for collecting, managing, using and accounting for user-access fees for protected areas.</p>	<p>Queensland has suggested developing planning categories for protected areas in relation to existing or potential tourism use levels (Qld Parks and Wildlife Service 2000). Such a state-wide system could be used to identify high priority projects for specific additional funding.</p>

Issues: 2.5 Specific issues for natural heritage (including protected areas)	Potential Actions	Examples
<p>2.5.3 continued</p> <p>Returning tourism revenue to park management is an issue for many. Park fees are often fed into consolidated revenue, and are not directly linked to providing improved services or conservation. A strong link between fees and a visible investment in improving the visited place would provide an opportunity for visitors to develop a sense of responsibility and participation in caring for a place.</p> <p>Some parks require specific additional resources to manage and interpret significant sites where there is a high or rapidly-growing level of visitation.</p>	<p>Investigate state-wide systems used to allocate specific additional funding for tourism-related infrastructure, services and products. This should take into account priorities for tourism in protected areas (revised according to data and industry trends). Incomes from user-pays fees could be allocated to managing visitor impacts at that place.</p> <p>Investigate innovative partnership approaches to aid conservation and raise revenue.</p>	<p>Tasmania has developed a system for returning park entry fees to purposes that relate directly to infrastructure development and upgrading interpretation and visitor services. A percentage is retained to cover the cost of collection, with the remainder used for park projects such as track maintenance, access road improvements, building and maintaining platforms, interpretative material and summer interpretative rangers. Projects are allocated on a state-wide priority basis. The fees have a strong selling point to park users in that they know that revenue is used for park purposes. As about 75% of visitors are from interstate and overseas, the system also alleviates the burden on Tasmania taxpayers.</p> <p>Demonstration of link between fees and visible investment – United States Recreation Fee Demonstration Project.</p>

Issues: 2.5 Specific issues for natural heritage (including protected areas)	Potential Actions	Examples
<p>2.5.4 Development immediately adjacent to, and around protected areas, is becoming more of an issue for protected area management</p> <p>Development in these areas is out of the control of protected area managers.</p> <p>Further information on this issue will become available in a forthcoming paper being developed by the Department of Industry, Tourism and Resources.</p>	<p>Provide for park managers to have an active voice and role in regional planning and coordination issues. The potential impacts of developments (particularly road, transport and accommodation) on regional protected areas needs to be considered thoroughly in impact assessment and planning processes.</p>	<p>Yulara (and luxury tent development), Uluru – Kata Tjuta National Park (NT).</p> <p>Carnarvon Gorge (Qld).</p> <p>Freycinet Lodge (Tas).</p> <p>Yellowstone National Park (United States).</p>
<p>2.5.5 Restrictive conditions imposed by management authorities can affect certainty and discourage business investment</p> <p>Operators see restrictive management arrangements as limiting their ability to innovate and compete to meet market demand. Tourism operators and the industry generally, perceive these restrictions as an impediment to effective and sustainable business management. They may also deter investment in tourism businesses. These issues apply particularly to operators in protected areas and heritage places.</p> <p>Specific issues include:</p> <ul style="list-style-type: none"> • lack of certainty about management arrangements • delays in, and the complexity of, issuing permits and approvals • regulations that restrict flexibility in operations • lack of management's recognition of high standard operations • lack of opportunity to access places where caps have already been reached, and • lack of incentives for operators to improve. <p>There is particular concern about lack of certainty in the length of permits.</p>	<p>Advocate strong and active roles for tourism industry advisory groups.</p> <p>Streamline administrative systems (for example, more effective permits databases).</p> <p>Apply risk management principles to management decisions and processes (Chadwick 2002).</p> <p>Make longer-term permits available, where an operator has demonstrated high standard operations. This is already happening in some states. This would help alleviate fears about certainty, reward high standard operators and provide an incentive for other operators to improve and achieve best practice (Chadwick nd).</p>	<p>TTRAC (Tourism and Recreation Reef Advisory Committee), Great Barrier Reef Marine Park.</p> <p>Some Australian Antarctic tour operators are being offered multi-year approvals for their Environment Impact Assessments.</p> <p>TAPAF Code of Practice for Commercial Tour Operators in Protected Areas 2002.</p>

Issues: 2.5 Specific issues for natural heritage (including protected areas)	Potential Actions	Examples
<p>2.5.6 Confidentiality about natural heritage values is needed in some cases</p> <p>This applies to many fossil sites and wild rivers. The confidentiality of sensitive fossil site locations is an important issue which is still being negotiated.</p> <p>Rare plant species may also present similar issues for special-interest tourism.</p> <p>Sites of high natural or scientific value tend to be in specially-protected areas which are often off-limits to tourist activities (for example, Antarctica).</p>	<p>Ensure that the possible requirement for site confidentiality is addressed at every stage of the development of site interpretation or facilities.</p> <p>Use permits to limit, where necessary, access to sites.</p>	<p>Wild Rivers (Environment Australia 1998).</p>
Issues: 2.6 Specific issues for Indigenous heritage	Potential Actions	Examples
<p>2.6.1 The demand for public access to more sites has increased due to the raised profile of Indigenous themes in Australia</p> <p>This has led to increasing pressures on sites already open to the public (Janke 1998). Demand exists for public access to more sites, especially the more visible, such as rock art and engraving sites and also historical locations such as missions.</p> <p>A major problem area is in the Kimberley (WA) where there are no designated public sites which relate to Indigenous culture. This means that visited sites (such as on the main tourist trail to the Mitchell Plateau) are not managed and are consequently deteriorating.</p> <p>A lack of cultural awareness among tourists and operators has resulted in the unauthorised use of significant areas, stories and photographs. This has also led to degraded sites and improper behaviour (where visitors have knowingly or unknowingly broken cultural protocols). It is important for the tourism industry to encourage Indigenous cultural awareness and respect for cultural sensitivities.</p> <p>The general lack of consideration or respect paid to traditional lands on which a product or development stands continues to be a major issue for Aboriginal and Torres Strait Islander communities.</p>	<p>Raise general awareness, and communicate information to visitors and the tourism industry, about Indigenous culture and appropriate behaviour at Indigenous cultural sites. Guides could play an important part in communicating this message.</p> <p>Seek wider distribution channels and audience for messages such as those contained in the brochure 'Welcome to our Land' (Aboriginal Tourism Australia). Use guide books incorporating 'Welcome to our Land'.</p>	<p>The 'Respecting Our Culture' program requires interpretive material to be approved by the traditional owners/custodians to ensure that the correct information for that area is provided to visitors.</p>

Issues: 2.6 Specific issues for Indigenous heritage	Potential Actions	Examples
<p>2.6.1 continued</p>	<p>Educate operators and tourists about respecting or avoiding areas for cultural reasons (whether gender or otherwise), along with any specific cultural requirements for entering such areas. There is a mutual obligation for tourism operators to be aware of these issues and for Indigenous communities to assist the industry to comply with these wishes (such as working through issues and identifying places and protocols). Partnerships may achieve this end, but facilitated processes may also be necessary. Agreements to formally recognise arrangements may assist.</p> <p>Collaborate with relevant Indigenous custodians to identify and establish public access, visitor management and interpretive material at major Indigenous sites along existing tourist routes (for example, Kimberley, Innamincka).</p>	
<p>2.6.2 It can be difficult to gain permission to access and use Indigenous sites from appropriate people with cultural authority for an area</p>	<p>Promote use of Indigenous consultation guidelines (such as <i>Ask First: A guide to respecting Indigenous heritage places and values</i>) in tourism and heritage communities. Provide other practical advice specific to tourism needs.</p>	

Issues: 2.6 Specific issues for Indigenous heritage	Potential Actions	Examples
<p>2.6.2 continued</p>	<p>Streamline contact information for people seeking permissions from appropriate owners. Land Councils, state Aboriginal Affairs and Native Title Tribunals could all assist more with this process. This could also ensure that the appropriate people were 'talking for country' as well as facilitating a strong role for traditional owners in tourism-related matters on their land.</p>	
<p>2.6.3 Respect for gender protocols in relation to Indigenous heritage sites is extremely important and often unclear</p> <p>These protocols may relate to who can visit a place, what behaviour is permissible or appropriate, and what is allowed to be viewed.</p>	<p>Make cultural awareness education and information (including protocols) more accessible so these issues are considered when planning tourism activities. A booklet or education program would be helpful in promoting an understanding of why these protocols are so important.</p> <p>Increase awareness of cultural protocols through Indigenous cultural awareness seminars to industry.</p>	<p>To identify issues of gender access, the 'Respecting Our Culture' program requires an interpretation plan, which would identify sites etc, to be signed off by the local community.</p>
<p>2.6.4 Souveniring and vandalism (graffiti and other damage) is of great concern to Indigenous communities and heritage managers</p> <p>Added to this is the cost associated with repairing damage or installing preventative infrastructure.</p>	<p>Undertake risk assessments for heritage places where the potential exists for souveniring and vandalism. Consider management options and emergency response strategies. Encourage the inclusion of such actions in management plans and tourism business plans when they are written or reviewed.</p>	

Issues: 2.6 Specific issues for Indigenous heritage	Potential Actions	Examples
<p>2.6.4 continued</p>	<p>Increase interpretive information at sites and highlight the responsibilities of visitors to keep the resource intact. Also work to increase the public awareness of legislation that protects Indigenous sites and the importance of site protection as a benefit for all Australians.</p>	
<p>2.6.5 Intellectual property issues relating to Indigenous knowledge, place and culture continues to be a concern</p> <p>Managing intellectual property issues can be complex. Identifying, recognising and finding ways to protect these rights is important.</p> <p>Over recent years, some progress has been made. Generally, tourism operators dealing specifically with Indigenous culture, have established good cooperative relations with Indigenous owners, custodians and hosts. However, the message can still be improved.</p> <p>A continuing problem in some areas of the tourism industry and at some heritage places, is that information on Indigenous culture and places comes from unreliable or out-of-date sources. Indigenous people are the primary sources, guardians and interpreters of information on the cultural values of particular places and aspects of Indigenous culture, and should be recognised as such. Authorising information, respecting Indigenous knowledge and providing reward for its use, will be important issues to address. They will require stronger cooperative relations between Indigenous communities, tourism operators and heritage places.</p> <p>The use of images needs to be clarified. Images associated with particular places (photographs and associated designs) can be subject to strict protocols in relation to reproduction and use. Using, publishing or selling designs associated with places may contravene Australian copyright, patent and intellectual property rights laws.</p>	<p>Clarify key intellectual property issues relating to Indigenous people and tourism, including the use of knowledge, sites and images. This information on intellectual property matters should be made available to, and addressed by, the mainstream tourism industry.</p> <p>Encourage the use of agreements for clarifying intellectual and cultural property issues and for ensuring that they are respected. An essential pre-condition of any agreements which may be made for the recording, study, use or display of Indigenous heritage material should be the free and informed consent of the Indigenous owners. Agreements should also address benefits resulting from the commercial application of this cultural heritage (Janke 1998).</p>	<p>The 'Respecting Our Culture' program provides for agreements of traditional owners/custodians in using the cultural resources of the area.</p> <p>Parks Australia (Uluru) is currently undertaking a project to investigate Indigenous Cultural and Intellectual Property (ICIP) rights, including how to better ensure their control and commercial returns (NT).</p>

Issues: 2.7 Specific issues for historic heritage	Potential Actions	Examples
<p>2.7.1 A range of specific issues relate to managing tourism at historic heritage places</p> <p>These include:</p> <ul style="list-style-type: none"> • ensuring conservation planning is in place before tourism planning, to ensure heritage values are conserved • determining appropriate uses, and the level of acceptable alteration to the fabric of places adapted for tourist uses • retaining and maximising views towards and from properties to enable appreciation of the place and its setting • ensuring visitor services do not detract from appreciation of the place's heritage values or adversely affect these values • maintaining and enhancing the amenity of places for public access and use, particularly in relation to views and access to waterways and other public space • staging events, festivals, public expressions in a way which is appropriate and complementary to the character and significance of a place • providing for disabled access, and • providing parking. <p>In some states, the conservation agency is not a historic heritage manager (although it holds a significant number of heritage assets). There is no legal obligation to manage these sites and it is a low priority relative to biodiversity and conservation demands.</p>		<p>Some specific examples which illustrate key issues in managing tourism at historic places include:</p> <ul style="list-style-type: none"> • NSW and WA studies preceding disposal of lighthouses • Sydney Harbour historic sites (Sydney Harbour Federation Trust Draft Plan, Fort Denison, the Quarantine Station) and Hill End (NSW) • Fremantle Gaol and Golden Pipeline (WA) • Invaresk Railway Workshops, Port Arthur, Ross, Richmond and Woolmers Estate (Tas) • Calthorpe's House (ACT) • Beechworth (Vic), and • Mawson's Huts – control of visitation through management plan, requires presence of approved guides or departmental representatives.

Issues: 2.7 Specific issues for historic heritage	Potential Actions	Examples
<p>2.7.2 Conservation planning for historic heritage places may not deal effectively with tourism development issues</p> <p>It is usual practice and appropriate for conservation plans and conservation management plans to concentrate on conserving the fabric of a place. In some cases however, heritage conservation planning has dealt awkwardly with tourism development issues.</p>	<p>Develop, in cooperation with state historic heritage agencies, a guide or principles for considering tourism issues in relation to historic heritage places. For example, develop advice and a guide to include tourism issues in briefs for consultants undertaking conservation management plans and related studies.</p> <p>Suggest the following principles and guidelines as useful references for informing local governments, and development interests at historic places: <i>International Cultural Tourism Charter: Managing Tourism at Places of Cultural Heritage Significance</i> (1999) and <i>Successful Tourism at Heritage Places</i> (AHC 2001).</p>	<p>The <i>Sydney Harbour Federation Trust Draft Plan</i> 2002, in addition to the specific policies relating to tourism, proposes the development of a Cultural Tourism Strategy, consistent with the <i>International Cultural Tourism Charter</i> and <i>Successful Tourism at Heritage Places</i>.</p>
<p>2.7.3 Visitor impact and monitoring programs for cultural tourism are often not implemented</p> <p>The impact of visitors at historic and Indigenous sites, and at tourism products, museums, art galleries, etc is not always monitored. At remote or unsupervised sites, pilfering and vandalism can be a problem.</p>	<p>Continue developing hands-on manuals, training and education programs and lobbying for research funding (TCA 1999).</p> <p>Promote and support the further development of the Cultural Tourism Quality Survey (Cassidy and Verma/TCA 1999).</p>	
<p>2.7.4 Historic heritage sites lack a system of quality control / accreditation, as NEAP (National Ecotourism Accreditation Program) is to ecotourism</p>	<p>Coordinate an approach to historic heritage accreditation with state heritage councils or other appropriate authorities. Work with existing accreditation systems and authorities (NEAP, Green Globe, Australian Tourism Accreditation Authority and WAITOCs Indigenous tourism accreditation program) to build quality control for historic cultural heritage sites into existing programs.</p>	

Issues: 2.7 Specific issues for historic heritage	Potential Actions	Examples
<p>2.7.4 continued</p>	<p>Encourage a single system of accreditation, within an international framework.</p> <p>Suggest that the National Trust could provide accreditation to historic properties, historic heritage-based attractions and accommodation based in heritage buildings. The accreditation would cover aspects of sustainable environmental and cultural conservation practice and quality of service delivery to the tourism industry. This could be established as a public/private/professional partnership.</p>	
<p>2.7.5 Appropriate adaptive re-use of historic heritage places for tourism (for example, for tourist accommodation and visitor centres), needs to be encouraged subject to state legislation and planning controls</p>	<p>Encourage re-use of local community halls and other under-used local buildings for low-cost visitor information centres.</p>	
<p>2.7.6 Remote historic heritage places (for example, shipwrecks and maritime heritage) have specific management issues in relation to tourism</p> <p>Many of these sites are remote or unsupervised posing particular problems for managing tourism use. A national maritime heritage strategy (being developed at Commonwealth and state levels) will address a need in this field. It is hoped to enhance community perceptions, protect and conserve, interpret and promote and create partnerships to enhance and fund maritime heritage conservation.</p>	<p>Ensure actions are coordinated with <i>Our Island Home: rediscovering Australia's maritime heritage – A National Strategy</i> and other specific historic heritage strategies and plans.</p> <p>Ensure actions are coordinated with development of a Tasmanian Maritime Heritage Experience Strategy. This is a major new initiative being developed by the Tasmanian Heritage Office in 2003, in partnership with Tourism Tasmania, local councils and other partners.</p>	

3. Planning and Coordination

Overview

The diversity of interests involved in heritage and tourism issues makes planning and coordination challenging. Heritage management and tourism development should be planned together if coexistence is to be sustainable. Coordination at the regional level will make more effective use of resources available for heritage management and marketing. Better communication between tourism and heritage interests can lead to new partnerships and fresh opportunities for tourism development.

Issues for *Planning and Coordination* are listed under the following headings:

3.1 Integrating heritage and tourism planning

- 3.1.1 Heritage planning and tourism planning lack interaction and dialogue.
- 3.1.2 Regional planning is under-utilised for integrating heritage management and tourism industries.
- 3.1.3 Better integration of tourism planning and heritage conservation is needed at the site level.

3.2 State and regional coordination

- 3.2.1 The complexity and diversity of heritage and tourism interests makes coordination and consistency difficult.
- 3.2.2 Lack of consistent and coordinated approaches to planning of visitor use at heritage places.
- 3.2.3 Lack of communication and coordination when planning and marketing at a regional level.



3.3 Community involvement in planning

- 3.3.1 Expertise in identifying and conserving heritage, as well as in community development, is under-used when developing products.
- 3.3.2 Informed and involved communities are needed for tourism development to be successful and sustainable.

3.4 Developing partnerships

- 3.4.1 There is potential for new and strengthened partnerships in protected areas between managers, communities and the tourism industry.
- 3.4.2 Lack of a shared understanding of heritage values of the tourism asset.
- 3.4.3 Partnerships with Indigenous communities and the tourism industry could be further explored.
- 3.4.4 Cross-industry partnerships are needed.

Issues: 3.1 Integrating heritage and tourism planning	Potential Actions	Examples
<p>3.1.1 Heritage planning and tourism planning lack interaction and dialogue</p> <p>Integrated heritage and tourism planning is necessary to protect natural and cultural assets while still addressing the industry's development needs of such as the long-term viability of tourism operations. Better integration is needed in regional planning and at the places themselves. It is also needed for planning specific high-use areas and in developing infrastructure at key attractions.</p> <p>Integrated planning should also be included during community planning (for example, waste, water and other service issues). It should take into account long-term needs and cumulative impacts. Tourism can dramatically affect community development, particularly in remote areas and in Indigenous communities. So planning, which involves representation of all the relevant interests, is important.</p> <p>Assessments (of tourism potential, development and management requirements) should include both tourism and heritage issues so that they can inform subsequent planning. Improved assessment methods are also needed to help consider the feasibility of tourism activities at heritage places. More informed assessments would help local government, developers, funding agencies and Indigenous communities in particular.</p>	<p>Develop and apply models for integrated heritage and tourism assessment (for example, the Ecotourism Association of Australia Conference workshop 2002). Approaches should address community development issues and consider community-based and participatory planning methodologies.</p> <p>Consider programs and activities to demonstrate integrated heritage and tourism planning in regions and at specific places. Encourage the use of integrated planning principles in cooperation with funding agencies.</p>	<p>State level: Queensland Heritage Trails Network.</p> <p>Regional level: Great Sandy Region (Qld) Regional Plan designed to produce better outcomes for the planning and management of visitor activities in an environmentally-sensitive region.</p> <p>Carnarvon – Ningaloo Coastal Planning Strategy (WA).</p> <p>Cobb and Co Trail (NSW).</p> <p>Dumaresq Shire Ecotourism Plan (NSW).</p> <p>Place level: Mutitjulu Kapi Management Plan, Uluru – Kata Tjuta National Park (NT).</p> <p>A Cultural Tourism Plan for the Maitland and Dungog districts (NSW).</p> <p>Wedge and Grey Management Plan (WA).</p>

Issues: 3.1 Integrating heritage and tourism planning	Potential Actions	Examples
<p>3.1.2 Regional planning is under-used for integrating the heritage management and tourism industries</p> <p>Regional planning for tourism based on natural and cultural heritage assets requires an understanding of the region's ecosystems, cultural and community values, and economic development. In order to provide a sound foundation for regional tourism planning, it is useful to use professional analysis of heritage assets and their regional significance.</p> <p>Regional plans are tools for forward planning and they deal with such issues as coordinating the management of visitors, visitor use and commercial activities.</p> <p>Planning at the local government and biogeographic regional level is often where many practical links can be identified and employed between environmental, socio-cultural, economic and infrastructural needs. This results in more integrated and effective planning. As part of this process, the strengths of individual attractions or destinations can be balanced to spread benefits across communities.</p>	<p>Encourage more effective use of mapping overlays of regional ecosystems and heritage themes in regional tourism planning.</p> <p>Use cultural mapping based on professional and community-oriented heritage assessments to generate ideas and content which will help with tourism planning.</p>	<p>In the United States, an integrated process for successful heritage tourism was developed, covering:</p> <ul style="list-style-type: none"> • assessing potential • planning and organising • preparing, protecting and managing, and • marketing for success (the United States National Trust for Historic Preservation). <p>In Canada, the Heritage Regions Program developed an approach to rural and regional regeneration where heritage resources were used as a focus for tourism and community development (Heritage Canada 1996).</p> <p>The Great Sandy Region (Qld) Management Plan (1994) was designed to produce better outcomes for the planning and management of visitor activities in an environmentally-sensitive region.</p> <p>Cobb and Co Trail (NSW).</p>

Issues: 3.1 Integrating heritage and tourism planning	Potential Actions	Examples
<p>3.1.3 Better integration of tourism planning and heritage conservation is needed at the site level</p> <p>In some cases the needs of tourism and heritage conservation, and their interaction, have not been fully explored before developments proceed.</p> <p>A systematic approach is needed to assess places which require high priority site protection works, upgraded visitor presentation and infrastructure development.</p> <p>Access to skilled advice and experienced practitioners at the right stage of planning, and the development of more cross-disciplinary skills, will help to produce improved conservation and tourism outcomes for particular places.</p> <p>Conservation plans and management plans are important in guiding the conservation of heritage values. Conservation plans for historic places tend to focus on conserving significant values and the fabric of the place. Conservation management plans (CMPs) and management plans tend to include more specific discussion of tourism issues where these are relevant. It is increasingly necessary for CMPs and management plans to demonstrate a realistic understanding of tourism issues and deal with them explicitly in policies and strategies.</p> <p>Where relevant, the marketing of particular places needs to be cross-checked to ensure that it is aligned with park management goals. Management plans are often silent on marketing issues and there is potential to better integrate marketing techniques in some aspects of visitor management in parks.</p>	<p>Develop and apply a heritage and tourism assessment model (for example, Ecotourism Association of Australia Conference workshop 2002) and support package. This would help managers and tourism developers to plan in a more integrated way.</p> <p>Share the application of heritage and tourism planning at particular sites through a nationally accessible web site.</p> <p>Prepare a consultants' register of qualified and experienced advisers who can undertake integrated heritage and tourism planning.</p> <p>Encourage more cross-disciplinary professional development specifically focussing on heritage and tourism issues. This could include tourism issues for people with a heritage focus (heritage managers and consultants) and heritage issues for the tourism sector. This need could be addressed by nationally-available online courses and resources (for example, through Open Learning Australia) linked to both tourism industry training packages and the Australian National Training Authority – Land Management Training Package.</p> <p>Develop more guidance for agencies on issues relating to tourism that could be included in briefs for consultants undertaking conservation management plans and related studies.</p> <p>Encourage inclusion of marketing guidelines in permits for commercial tour operators.</p>	

Issues: 3.2 State and regional coordination	Potential Actions	Examples
<p>3.2.1 The complexity and diversity of heritage and tourism interests makes coordination and consistency difficult</p> <p>The diversity of interests involved in heritage and tourism issues makes coordination challenging. The variety of business involved, the range of people who might be involved in different heritage values (natural, Indigenous and historic) and the broad range of government interest (infrastructure, natural and cultural heritage agencies, planning, tourism, Indigenous affairs, etc.) make for a very complex picture in some regions and places.</p> <p>There is a lack of consistency of procedures and regulatory mechanisms between states and regions. The many layers of planning (legislation, zoning, permits, management plans etc) can be complicated, prescriptive, inefficient, costly and frustrating for operators. People who run operations between regions and across states often have to deal with multiple systems, approvals, procedures, and sometimes major anomalies. One example is the varying requirement for access to different Aboriginal lands, and the range of conditions that apply across borders.</p> <p>Lack of clarity of roles and responsibilities between institutions can lead to confusion, delays, perceived or real obstruction and inefficient use of resources.</p>	<p>Identify and address procedures and interests more effectively by improving communication between states, between regions and within regions. This could include maintaining a Commonwealth/state group to advise on these issues.</p> <p>Identify more consistent approval and regulatory systems for operators working at heritage places across jurisdictions. Straightforward national guides, developed cooperatively with states, could help to establish more standardised procedures.</p> <p>Examine case studies where institutional or regulatory issues are seen as being a barrier to sustainable development. Use this to more clearly define the problems and then recommend appropriate reforms to policy, structure and service delivery.</p>	<p>Mossman Gorge (Qld).</p> <p>Douglas Shire (Qld).</p>
<p>3.2.2 Lack of consistent and coordinated approaches to planning of visitor use at heritage places</p> <p>Some areas need a more systematic, consistent and coordinated approach to the way visitor use is planned at heritage places.</p> <p>In the case of natural heritage places, it has been suggested that regular state or territory-wide reviews of natural heritage attractions are needed to plan for future market development (for example, Northern Territory Tourism Development Master Plan 2000–2005).</p> <p>In the case of Indigenous places, the level of planning, management and monitoring for these places should be reviewed and strategies developed for identified priority sites.</p>	<p>Audit accessible attractions and identify key future priorities (on a state or territory basis).</p>	<p>Queensland has suggested developing planning categories for protected areas in relation to tourist appeal and suitability for levels of tourist use (Queensland Parks and Wildlife Service, 2000).</p>

Issues: 3.2 State and regional coordination	Potential Actions	Examples
<p>3.2.2 continued</p>		<p>Queensland's <i>Visitors to Aboriginal Sites in Queensland: toward a state policy for the management of visited cultural heritage places</i> (1996) and Victoria's Key Aboriginal Sites Project are two relevant examples of state-wide considerations of Indigenous sites and public access.</p> <p>Western Australia is currently developing a State Heritage Tourism Strategy that provides an audit of key heritage attractions and will produce a priority list of tourism-ready and development potential sites.</p>
<p>3.2.3 Lack of communication and coordination when planning and marketing at a regional level</p> <p>At this level the role of local governments and regional tourism organisations becomes critical.</p> <p>Major issues include the way in which regions are defined and how effectively they communicate among themselves. In some cases there seems to be a poor fit between the 'arbitrary statistical divisions' (Western Plains Regional Development 2002) that regions are required to work with and the natural bioregions that make more geographic sense from both the environmental and the travellers' perspectives.</p>	<p>Consider the varied options for improving coordination and communication at the regional level. Two areas of potential are:</p> <ol style="list-style-type: none"> 1. augmenting the capacity of regional tourism organisations and local governments to enable them to consider and plan for issues relating to tourism and heritage places. 	<p>Product development and marketing cooperation with a strong emphasis on natural and cultural heritage tourism assets occurs in the Murray Mallee Region of northern Victoria, south-western NSW and South Australia despite the number of states, agencies and tourism bodies concerned.</p>

Issues: 3.2 State and regional coordination	Potential Actions	Examples
<p>3.2.3 continued</p> <p>In some regions, coordination and cooperative planning is made difficult across jurisdictional boundaries. This can make development of a clear regional tourism identity difficult.</p> <p>In many parts of rural and regional Australia, individual regions or communities are too small and lack a clear profile or concept to have the pulling power to attract visitors. In these cases there is a need to develop partnerships and to cooperate with neighbouring communities and regions to collectively market themselves and to ensure that there are sufficient points of interest to attract and hold visitors in the area.</p>	<p>This might be achieved via a specifically-developed program of information, education, training and/or support for key staff. This program would establish better links with the managers of heritage attractions.</p> <p>2. establishing regional tourism committees, where they do not already exist (Western Plains Regional Development 2002). These would include community and industry representatives alongside natural and cultural heritage attraction managers.</p> <p>Coordinate across all heritage interests, agencies and places so that stronger and more coordinated regional themes, products and marketing can emerge. Consideration should be given to bioregions, regional ecosystems and regional cultural heritage characteristics.</p> <p>Establish regional heritage tourism focus groups to help communicate tourism issues. These could include representatives of tourism, natural, Indigenous and historic heritage interests and could be coordinated by regional tourism organisations.</p>	<p>Successful examples of regional heritage and tourism coordination include:</p> <ul style="list-style-type: none"> • Cobb and Co Heritage Trail (NSW) • Rainforest Way (Northern Rivers NSW), and • Golden Pipeline Heritage Trail (WA)

Issues: 3.3 Community involvement in planning	Potential Actions	Examples
<p>3.3.1 Expertise in identifying and conserving heritage as well as in community development is under-used when developing products</p> <p>This expertise and experience can be useful to the tourism industry. Community consultation and/or involvement can generate local support. Tourism products can also benefit if they draw on local knowledge and present local cultural heritage. Adequate acknowledgement of origins, and prior consent or agreement from knowledge holders needs to be included in tourism products.</p>	<p>Improve local involvement from the planning stages by working with local government, regional tourism organisations and local heritage groups in all ventures.</p> <p>Develop information materials for heritage and tourism planning which include advice on community consultation, participation processes and consideration of community development issues.</p>	
<p>3.3.2 Informed and involved communities are needed for tourism development to be successful and sustainable</p> <p>Within communities, there is a lack of information on tourism development that is realistic, unbiased and fairly represents benefits and negative impacts. Some communities are unaware of the possible advantages of tourism development, even where this might provide alternatives to other industries, such as mining, forestry or marginal agriculture.</p> <p>Natural and cultural heritage tourism can impact negatively on communities as a result of personally and culturally inappropriate behaviour, overcrowding, conflict over access, competing water uses, loss of privacy and amenity, and commodification (which commercialises otherwise non-commercial relationships). As a result of this, many communities have a negative view of tourism (particularly if the 'locals' are not benefiting financially from the operations) and would be less likely to support further tourism development.</p> <p>It is an investment in the long-term health of the local tourism industry to understand community issues. The community should be involved in decisions that might affect such things as amenity, its social and cultural fabric, and the condition of local places. If tourism is going to be sustainable within a community, then it is important to consider a range of local issues.</p>	<p>Develop specific information, where needed, for local communities to build understanding of what tourism involves, and what might be expected as tourism development occurs.</p> <p>Encourage development that is sensitive to community aims and aspirations. Product development or planning processes should incorporate local involvement at least at key points to ensure that relationships are maintained. Community concerns should be taken into account when performance is being monitored.</p>	<p>CSIRO Tourism Futures Model (Paul Walker) helps community decision-making on tourism issues.</p> <p>Natural – Daintree (Qld).</p> <p>Cultural – Tilba Tilba (NSW).</p>

Issues: 3.3 Community involvement in planning	Potential Actions	Examples
<p>3.3.2 continued</p> <p>Differences between community expectations and the outcomes of tourism can lead to tensions in the relationship between the tourism industry and local communities. There can be distinct differences between the expectations and perceptions of 'outsiders' (tourists) and 'insiders' (locals). Locals may value attractions for their economic potential and feel a strong sense of local ownership, while outsiders may value the same places for aesthetic or cultural attributes and will have a tendency not to recognise, or sufficiently value, local ownership and custodianship.</p>		
Issues: 3.4 Developing partnerships	Potential Actions	Examples
<p>3.4.1 There is potential for new and strengthened partnerships in protected areas between managers, communities and the tourism industry</p> <p>Partnerships need to be better-developed.</p>	<p>Include tourism industry representatives on the boards of management of protected areas or historic sites.</p> <p>Establish tourism liaison/coordination committees for major heritage-based destinations.</p> <p>Facilitate specific relationship-building meetings and processes between the tourism industry and Indigenous communities in areas where the relationships are distant or non-existent.</p>	<p>Tourism Consultative Committees to Boards of Management for Uluru and Kakadu.</p> <p>Great Barrier Reef cooperative management approaches and the Wet Tropics World Heritage Area visitor management system.</p> <p>Cape York Partnership Projects (Qld).</p>
<p>3.4.2 Lack of a shared understanding of heritage values of the tourism asset</p> <p>Communication problems and breakdowns in relationships between parties involved in tourism and heritage are often due to not being aware of the common ground. Partners need to develop a thorough and shared understanding of the heritage values of the places involved.</p>	<p>Develop processes to help or encourage partners to develop a deeper mutual understanding of heritage values through workshops, joint working groups, annual review meetings of heritage knowledge, etc.</p>	<p>TAPAF Principles on Tourism Licensing.</p>

Issues: 3.4 Developing partnerships	Potential Actions	Examples
<p>3.4.2 continued</p>	<p>Ensure that agreements relating to tourism and heritage issues state that a common respect for heritage values is one of the core principles of the partnership.</p> <p>Encourage lease and permit conditions to include the need to represent and protect identified heritage values and, if necessary, refer to the relevant documents or principles. Penalties could be included for misrepresenting or impacting on values as could incentives or awards for exemplary practice.</p>	
<p>3.4.3 Partnerships with Indigenous communities and the tourism industry could be further explored</p> <p>Partnerships are seen as one of the keys to real engagement of Indigenous communities in the tourism industry. Communities, successful operators, education and information technology providers and people with particular expertise should forge working relationships.</p> <p>Given the complex nature of tourism as a business, such relationships offer the best opportunity to provide for the needs of the Indigenous community, the enterprise itself and the industry while still offering visitors Indigenous tourism experiences.</p>	<p>Update and/or reissue the South Australian Tourism Commission publication <i>Guidelines for Tourism Joint Ventures between Aboriginal and Non-Aboriginal Partners</i>.</p> <p>Continue to explore and report on innovative approaches to partnerships between Indigenous and non-Indigenous interests (for example, tourism operators leasing traverse rights and contracting back interpretative services – the lessee raises finance and provides revenue to the Indigenous community through lease and contract fees).</p>	<p>Camp Coorong and Coorong Wilderness Lodge (SA).</p> <p>Maku-Nyajil Project and Daintree Eco Lodge and Spa (Qld).</p>
<p>3.4.4 Cross-industry partnerships are needed</p> <p>Partnerships between different industry sectors in a region are needed in many cases to develop new opportunities and to explore linkages (for example, between regional heritage attractions and food and wine tourism or mountain bike touring in forestry areas or along old railway lines).</p>	<p>Identify opportunities to develop partnerships between tourism and other industry sectors (such as forestry, agriculture, defence, science, fisheries, etc).</p>	<p>Victoria's program for use of disused railway lines as mountain bike touring routes.</p> <p>Munda Biddi Trail and Bibbulmun bike trails (WA).</p>

4. Supporting people and products

Overview

Australians need to know more about sustainable tourism. At an industry level, this could be pursued through flexible professional development and training programs for heritage managers, the tourism industry, regional interests and Indigenous communities. Information on sustainable practice could be more readily available to operators and heritage managers.

For tourists, information could be presented more effectively at heritage places. Indigenous communities and new operators need advice on options for developing tourism and improving business skills. Regional tourism organisations and local government need to realise the potential of heritage tourism in their areas.

Issues and potential actions for *Supporting people and products* are listed under the following headings:



4.1 Skills, training and support

- 4.1.1 Specific skills and expertise required to develop and maintain a high-quality product.
- 4.1.2 Need for short course and professional development options.
- 4.1.3 Skills for identifying, monitoring and managing impacts often not available locally.

4.2 Support for Indigenous operators and communities

- 4.2.1 Indigenous operators and communities have specific needs.
- 4.2.2 Lack of access to advice on heritage protection and on tourism development.
- 4.2.3 Lack of business and management skills a major barrier to developing product.
- 4.2.4 Need to develop trust and skills before equal partnerships are possible.
- 4.2.5 Need to develop the necessary skills to consistently deliver a quality product.
- 4.2.6 Need for information, training and support to develop tourism on Indigenous owned or managed land.
- 4.2.7 Need for effective representation of Indigenous tourism interests in government and industry forums.

4.3 Access to information

- 4.3.1 Limited access to information prevents improvements in environmental, social and economic sustainability.
- 4.3.2 Tourism operators and heritage managers often lack access to information and training in best practice environmental management for tourism.
- 4.3.3 Management of tourism suffers from a lack of access to research in a range of areas.
- 4.3.4 Access to information is a particular issue for Indigenous people.
- 4.3.5 Lack of reliable information on Indigenous cultures available to tourism industry.
- 4.3.6 Consumers often lack information about places

4.4 Regional capacity building

- 4.4.1 Identifying and developing new opportunities is best achieved at the regional level.
- 4.4.2 Need for understanding of tourism costs and benefits at the local government level.

Issues: 4.1 Skills, training and support	Potential Actions	Examples
<p>4.1.1 Specific skills and expertise required to develop and maintain a high-quality product</p> <p>Tourism at natural and cultural heritage places requires specific skills and expertise to develop and maintain a sustainable and high quality product.</p> <p>As the concept of sustainable tourism gains momentum and the specific needs for tourism management at these places grow, so too will the need to provide more information, training, skills development and support to those that want to improve their product, or to improve the way tourism is managed at local places.</p> <p>The training and support available to more specialist providers, such as ecotourism and eco-accommodation operators, have increased markedly over the last decade. Specific self-assessment models are available for cultural heritage (Leader-Elliot 1999 <i>Tourism with Integrity</i>) and ecotourism (Tourism Queensland 2001 <i>Ecotourism Rapid Assessment Model</i>) for example, which can assist in developing products and raising the level of awareness about specific issues. Implementing these useful approaches sometimes requires facilitation, training and support to see improvements in products or places carried through.</p> <p>The opportunity to encourage the development of high-quality products is often greater with new entrants to the market. Sometimes the quality of operations and interpretation of established products is not as high as it could be. The awareness of operators and tour guides of the significance of places and an understanding of relevant guidelines, principles and regulations can be poor. This is a challenging issue in an industry where the turnover of staff can be high.</p> <p>While basic education and training is important (there is now a wide range of university-based units and courses dealing with tourism and natural and cultural heritage issues), the emphasis for industry development should be on short, targeted professional development options.</p>	<p>Emphasise short, targeted professional development options for industry development</p> <p>Influence the skills development and training for mainstream and large-scale operators (including resorts located close to protected areas). This could include incorporating more specific natural and cultural heritage management into staff induction, education and training programs.</p> <p>Develop processes for continuous improvement and rewards for operators that demonstrate a desire to operate at best practice. Options that will assist include voluntary submission of self-assessment reports, including regular independent assessments/reviews in operations, greater use of incognito monitoring checks and using volunteers / 'friends of' groups to undertake specific monitoring tasks.</p> <p>Introduce ongoing industry professional development programs for guides, to ensure that they are aware of a broad range of environmental, cultural and management issues, and that these are well explained to customers.</p> <p>Introduce voluntary certification of guides (for example, EcoGuide Program www.ecotourism.org.au/guide.cfm)</p> <p>Required certification in some cases will assist in raising standards, as will encouragement and recognition of accreditation programs.</p>	<p>Models available for assessing and developing products include:</p> <ul style="list-style-type: none"> • <i>Tourism with Integrity</i> (Leader-Elliot 1999), and • <i>Ecotourism Rapid Assessment Model</i> (Queensland Tourism 2001). <p>Examples of areas where training and skills development of operators and guides has been noted as a current and important issue include:</p> <ul style="list-style-type: none"> • Antarctica, and • Kakadu and Uluru – Kata Tjuta National Parks (NT).

Issues: 4.1 Skills, training and support	Potential Actions	Examples
<p>4.1.2 Need for short-course and professional development options</p> <p>More short courses and professional development options are needed for people working in tourism, in local government and at heritage sites. Currently the training effort to encourage more sustainable practice in the tourism industry is concentrated in university-based degree courses. National coordination of the training effort is lacking. Skills development areas that are inadequate in relation to sustainable natural and cultural heritage tourism include:</p> <ul style="list-style-type: none"> • integrated tourism and heritage planning (for tourism planners, local governments, regional and place heritage managers, tourism and heritage consultants, tourism and heritage agencies) • tourism industry planning and business perspectives (for those working in land management and cultural heritage) • marketing (for natural area managers, Indigenous communities and cultural heritage attraction managers) • managing specific impacts (for place managers, tourism operators) • using heritage themes more effectively in the development of products at a business or regional level (for tourism operators, regional tourism planners and local governments) • learning more about specific heritage values at places in order to develop greater product depth, new interpretation options and increase customer satisfaction (for guides and tourism operators), and • more effective business management for small owner-operators and heritage destinations. 	<p>Educate to improve new operators and parks managers in a range of skills (tourism, economic management, marketing etc). Training in both sectors could enhance communication and coordination between managers of protected areas and tourism operators.</p> <p>Develop specific professional development programs with key education partners. This could be in the form of nationally-available online courses and resources (for example, through Open Learning Australia), linked to both the tourism industry training packages and, for example, the ANTA Land Management Training Package. The principal emphasis of components should be on:</p> <ul style="list-style-type: none"> • integrated tourism and heritage planning • managing and monitoring impacts of tourism on natural and cultural heritage • using heritage themes in tourism product development, and • managing the business of heritage and tourism. <p>These training components could also be delivered in a workshop format to assist in product development, project planning, and preparing grant applications. The training should be linked with both industry training packages (tourism and land management) and accreditation programs.</p>	<p>The Port Arthur Historic Site Management Authority in Tasmania has training workshops on interpretation and guiding to re-focus interpretation and provide additional professional development for staff. Initial pilot studies have shown significant success in the effectiveness of the thematic approach.</p> <p>Expert workshops for planners, operators and heritage managers in Tasmania to assist in development of specific thematic areas (for example, cultural landscapes and historical ecology).</p>

Issues: 4.1 Skills, training and support	Potential Actions	Examples
<p>4.1.3 Skills for identifying, monitoring and managing impacts relating to tourism are not often available locally</p> <p>Monitoring of tourism operations and impacts requires improved systems to determine the sustainability of operations at destinations and in regions (National Ecotourism Strategy 1994; DeLacy and Moore 2002; QPWS 2000).</p> <p>Access to professional skills for undertaking scientifically valid ecological monitoring and qualitative assessment of social factors remains an issue.</p>	<p>Prepare and distribute guidelines on minimal impact practices and techniques for monitoring and managing environmental impacts. This would enable operators and communities to undertake simple monitoring and to document information.</p> <p>Integrate the development of monitoring systems into the planning processes for places and regions.</p> <p>Educate operators about monitoring processes to improve performance. Easy methods of undertaking monitoring need to be demonstrated and communicated to the people who will apply it.</p>	
Issues: 4.2 Support for Indigenous operators and communities	Potential Actions	Examples
<p>4.2.1 Indigenous operators and communities have specific needs</p> <p>Apart from general needs for skills development and training that apply to Indigenous people as tour operators and place managers, Indigenous operators and communities have specific issues and needs.</p> <p>It has long been recognised that Indigenous individuals, groups and communities face significant barriers to entering the industry. Access to finance, skills, networks, equipment and support services is difficult for Indigenous operators and communities.</p> <p>Tailored information needs to be practical and relevant. It is helpful to communicate how other Indigenous groups and enterprises have tackled problems successfully. This makes the issues of running a tourism business or service, more real.</p> <p>Developing skills and support for Indigenous communities and enterprises involved in tourism needs to be done in a manner that is appropriate to the Indigenous community.</p>	<p>Further document and promote successful models and examples to guide new participants in Indigenous tourism and enable them to learn from past experience. Materials would need to be made available in an accessible location and format.</p> <p>Focus more closely on supporting individual and family sole operators through mentoring and other business development schemes.</p> <p>Revisit tourism products presented in <i>A Talent for Tourism: Stories about Indigenous people in tourism</i> (Commonwealth Department of Tourism 1994). Produce 'down the track' stories of these to present successful sustainable business advice to developing businesses.</p>	<p>Research report on extension, education and training needs in relation to tourism on Indigenous land (Vickery 2000).</p>

Issues: 4.2 Support for Indigenous operators and communities	Potential Actions	Examples
<p>4.2.2 Lack of access to advice on heritage protection and on tourism development</p> <p>New ventures in Indigenous tourism often lack reliable advice about both tourism and heritage protection issues in relation to tourism. There is no clear indication of where to seek that advice, and there is also a lack of experienced agency staff and consultants who can assist.</p> <p>Indigenous communities and individuals interested in starting tourism businesses or developing partnerships with tourism operators face many bureaucratic hurdles. The complexity of legal and regulatory procedures, such as permits, licence fees and insurance, can be daunting and demoralising. There is a lack of advice, support and political influence that would minimise these barriers to participation in the industry.</p> <p>Generally there is a lack of ongoing support for Indigenous tourism to develop new products and to continue through the establishment phases. Long-term mentoring and support is an issue that needs to be addressed for operations to be genuinely sustainable as businesses.</p>	<p>Support, with the help of tourism and Aboriginal development agencies, pilot project activities in each state such as Aboriginal tourism development symposiums (for example, Aboriginal Tourism Australia and Diverse Travel in Darwin 2002). These are a means of providing practical information to Indigenous businesses.</p> <p>Continue to develop community-based workshop models based on the <i>Protecting Heritage Places Kit</i>. This kit has worked well in Indigenous communities where there are tourism issues. Use such workshops as a way to deliver advice and other resources.</p> <p>Develop materials and a supported process for guiding individuals, Indigenous business and communities through the key issues and steps for engaging more effectively with tourism, or developing specific products. Consider piloting and demonstrating such a process in projects such as Daguragu (Wave Hill walk off sites and Victoria River Region) and Milingimbi (Aboriginal, Macassan and World War II sites) and/or at other locations.</p>	<p>Research report on extension, education and training needs in relation to tourism on Indigenous land (Vickery 2000).</p>

Issues: 4.2 Support for Indigenous operators and communities	Potential Actions	Examples
<p>4.2.2 continued</p>	<p>Consider establishing a form of extension service (see 4.4.1) which would help Indigenous tourism enterprises to become sustainable. The proposed <i>Respecting Our Culture</i> (ROC) program coordinators are designed to provide local level support to existing tourism businesses and Indigenous communities. The coordinators would provide direct assistance, advice and support to ensure operators develop sound, sustainable business and environmental practices.</p>	
<p>4.2.3 Lack of business and management skills a major barrier to developing product</p> <p>The lack of sound business and management skills has proved to be a major barrier to progress in developing sustainable Indigenous tourism enterprises. In particular, advice relating to the specific management needs of tourism businesses has been lacking. There is a need for a more coordinated and holistic approach to overcome tourism business development, and provide resources that can be shared across jurisdictions.</p>	<p>Reintroduce information previously available for Indigenous communities that support development of business skills specifically for tourism. Revise and reproduce the ATSIC <i>Strong Business, Strong Culture, Strong Country</i> workbook and video currently out of print.</p>	
<p>4.2.4 Need to develop trust and skills before equal partnerships are possible</p> <p>Indigenous individuals and groups do not always come to the table to negotiate or develop partnerships on an equal footing with other players. Sometimes processes or programs are needed to build skills, experience, confidence and trust before a commitment can be made to major initiatives.</p>	<p>Revise and widely distribute the South Australian Tourism Commission publication <i>Guidelines for Tourism Joint Ventures between Aboriginal and Non-Aboriginal Partners</i>.</p> <p>Consider ways of instigating cross-cultural education for non-Indigenous operators and others involved in the industry to assist in building links and partnerships with Indigenous communities.</p>	

Issues: 4.2 Support for Indigenous operators and communities	Potential Actions	Examples
<p>4.2.5 Need to develop the necessary skills to consistently deliver a quality product</p> <p>Many Indigenous tourism businesses lack the necessary skills and professional capabilities to consistently deliver tourism experiences that satisfy market expectations.</p>	<p>Consider, when developing new products or services, that attention may need to be given to individual and group development of literacy and interpersonal skills in a cross cultural context, in addition to development of business management skills.</p> <p>Invest in training and apprenticeship programs for Aboriginal and Torres Strait Islander communities and operators that could assist further in building skills and forging partnerships.</p> <p>Explore with training providers, new and innovative approaches to using technology for supported and guided local training programs. These programs would help to develop small-scale, community-based tourism projects/enterprises. The aim would be to build skills which could be used on projects and which would lead into longer-term partnership initiatives.</p>	
<p>4.2.6 Need for information, training and support to develop tourism on Indigenous-owned or managed land</p> <p>There is a lack of basic information, training and support to assist Indigenous owners or managers of protected areas, or other areas, to consider the management and development of tourism on these lands.</p> <p>The Indigenous Protected Areas program is part of the National Reserve System Program. An Indigenous Protected Area (IPA) is an area of land or sea over which the Traditional Indigenous Owners have entered into a voluntary agreement for the purposes of promoting biodiversity and cultural resource conservation.</p>	<p>Consider the needs for Indigenous Protected Areas in developing any Indigenous tourism development programs or plans at Commonwealth, state or regional level.</p> <p>Develop support products (printed materials, online materials and training) that can be used to provide advice and assistance in the planning of existing and potential new IPAs.</p>	<p>Deen Marr IPA (VIC). Planning a web page to promote tourism and accommodation opportunities and volunteer involvement in projects. An IPA is linked to the Aboriginal-owned Eumeralla Backpackers in a restored historic building in Yambuk.</p>

Issues: 4.2 Support for Indigenous operators and communities	Potential Actions	Examples
<p>4.2.6 continued</p> <p>Specific tourism issues for these areas include assistance in considering how tourism can fit in with the conservation objectives of IPAs (such as managing impacts and the benefits that tourism can bring), scoping the tourism potential of IPAs, exploring options and hearing how others have developed and managed tourism.</p> <p>The Indigenous Land Corporation (ILC) is a Commonwealth statutory authority that assists Indigenous people to acquire land and to manage Indigenous-held land throughout Australia. The ILC provides assistance for group-based planning, enterprise development and regional planning. It also provides support services for coordination and research. The challenge for the ILC is to assist Indigenous landholders to identify sustainable land uses that are consistent with their cultural, social, environmental and economic objectives. In many cases Indigenous landholders have also inherited past land uses, such as unsustainable pastoral operations. Specific issues for tourism development on lands of ILC interest are similar to those listed for IPAs above.</p>	<p>Demonstrate application of an integrated heritage and tourism assessment (see 3.1.1 and 4.2.2) developed in relation to the needs of an IPA, either for an existing area or one in planning.</p> <p>Approach the Indigenous Land Corporation and Land Enterprise Australia Pty Ltd to seek coordination and cooperation in development, delivery and use of support materials, training and Indigenous tourism business development programs.</p>	<p>Yalata IPA (SA) – Head of Bight whale watching and ecotourism enterprise where training was facilitated by Aboriginal Tourism Australia.</p> <p>Nantawarrina IPA (SA) – a tourism plan is currently being prepared.</p> <p>Wattleridge IPA (NSW) – has a plan of management with different use zones. The property has history of use for environmental tourism, with cabins in the Balidyerri zone and extensive series of walking tracks throughout the property. There are plans to develop an ecotourism business.</p>
<p>4.2.7 Need for effective representation of Indigenous tourism interests in government and industry forums</p> <p>Effective representation of these interests at government and industry forums remains an issue in developing national approaches to Indigenous involvement in the industry. The roles, responsibilities and relationships between Aboriginal Tourism Australia, the Indigenous Tourism Leadership Group and other representative groups is sometimes not clear to industry, government or Indigenous communities.</p>	<p>Continue discussions between tourism industry representatives, Commonwealth and state governments on suitable and effective mechanisms for representing Indigenous operators and Indigenous tourism interests in national, state and industry forums and policy-making. Clearer delivery mechanisms for programs and advice at the national level would assist product development.</p>	

Issues: 4.3 Access to information	Potential Actions	Examples
<p>4.3.1 Limited access to information, frequently prevents improvements in environmental, social and economic sustainability</p> <p>Awareness of heritage values is sometimes lacking. This raises questions about the accessibility and usability of information about heritage values (contained in heritage registers, conservation plans, management plans and in heritage reports). Statements of significance are potential primary resources for tourism.</p> <p>Education of local communities, tourists and the government currently does not include sufficient content on sustainability issues, best practice management and environmental issues. (Quebec Dec. 2002 and others.)</p> <p>The emphasis appears to be moving toward making accessible what already exists, filling specific information gaps and providing very clear, practical and straightforward information to improve the base level of practice.</p>	<p>Share information and experiences and collate information drawing on a variety of approaches. These include seminars, workshops, internet forum facilities and online conferences, exchange visits, websites, help lines, industry support networks, and print and media dissemination. (Tourism Taskforce, 2002, United Nations 2002, ATSIC and Office of National Tourism 1997, Tourism NSW 2001).</p> <p>Encourage coordination and cooperation between holders of information, such as government agencies, researchers, CRC and research institutions and community organisations.</p> <p>Develop models for community education, capacity-building and specific skills training.</p>	<p>The National Land and Water Audit (www.nlwra.gov.au/about.html) is a partnership between all states, territories and the Commonwealth sharing and exchanging information and data on wide range of topics to improve access to information for resource managers nationally. The audit has a web-based community interface.</p> <p>Ecotourism Australia-Wide Online Conference discussing tourism at natural and cultural heritage places, August 2002.</p> <p>Tourism Optimisation Management Model, Kangaroo Island, Online Forums.</p> <p>FACET (Forum Advocating Cultural and Ecotourism in Western Australia) is an example of a forum that encourages cross-communication between agencies, operators and communities.</p>

Issues: 4.3 Access to information	Potential Actions	Examples
<p>4.3.1 continued</p>		<p>TAPAF (Tourism in Protected Areas Forum) sponsored by Ecotourism Australia is designed to increase cross-communication in this sector.</p>
<p>4.3.2 Tourism operators and heritage managers often lack access to information and training in best practice environmental management for tourism</p> <p>Information on monitoring tourism is also often not easily accessible.</p> <p>Tourism operators have expressed the need for a forum where they can discuss specific issues of common concern, particularly regarding the practical issues of implementing sustainable practice and business management. The need for sector-specific forums was raised in the Ecotourism Australia-Wide Online Conference in August 2002.</p> <p>Information on practical approaches to identifying impacts, monitoring and managing them are difficult to locate. Small tourism operators and remote and regional areas are not always able to access information (including information about sources of funding). (National Ecotourism Strategy 1994, Tourism Task Force 2002).</p>	<p>Provide best practice information on a central web site (clearing house), or through other forms of dissemination, developed in conjunction with key academic institutions and agencies.</p> <p>Document and disseminate experience with environmentally-friendly technologies and increasing environmental awareness (Buckley & Sommer 2001).</p> <p>Consider establishing sector-specific online forums for operators to discuss practice and other issues. Operators of whale-watching and Indigenous enterprises have already expressed interest in such a facility. Online forums could easily be extended to other specific groups as the need arises, could be used for discussion on particular topics, or for future online conferences.</p>	<p>Kangaroo Island (SA) monitoring results are posted on a website: www.tomm.info</p> <p>Best practice operations may be interested in a cooperative approach to information dissemination and sharing of experience on a broader scale (for example Binna Burra Mountain Lodge (Qld) and Inala Nature Tours (Tas)).</p> <p>Other examples are included in the forthcoming publication <i>Case Studies in Ecotourism</i> (Buckley 2003).</p>

Issues: 4.3 Access to information	Potential Actions	Examples
<p>4.3.3 Management of tourism suffers from a lack of access to quality research in a range of areas</p> <p>Cooperative Research Centres and other academic institutions and agencies develop and sponsor a wide range of valuable research that can be of direct application to the industry.</p> <p>Locating and determining the applicability of research can be a problem, particularly for heritage managers and tourism operators working in remote areas.</p>	<p>Improve mechanisms for identifying gaps, strategically developing projects and sharing results nationally.</p> <p>Make more available research already undertaken and share on a national basis. This could be achieved through an improved central information node (or 'clearinghouse') for heritage and tourism information based on CRC networks and databases and extended to include cooperation with heritage agencies that may fund research outside the CRC network.</p>	
<p>4.3.4 Access to information is a particular issue for Indigenous people</p> <p>Factors relating to limited access for this group include language issues, available information not in an appropriate form, remoteness, lack of technology and a lack of business facilitators/trainers/mentors.</p> <p>The Indigenous tourism sector includes numerous government departments, state and regional bodies, training bodies etc. This makes seeking advice on developing or engaging with tourism a complex and confusing task.</p> <p>Indigenous communities sometimes lack access to knowledgeable support regarding tourism issues and lack confidence to develop their own creative solutions or engage in partnerships.</p>	<p>Ensure that access to information by Indigenous groups is through methods appropriate to their needs. State and national Indigenous tourism industry representative bodies should be recognised and supported as a central point of contact for Aboriginal and Torres Strait Islander tourism matters.</p> <p>Provide better access to information relating to Indigenous tourism for the Indigenous community, stakeholders and potential industry participants. This could be done by developing and maintaining a national internet conference facility on which information about Indigenous participation in the tourism industry could be exchanged.</p>	

Issues: 4.3 Access to information	Potential Actions	Examples
<p>4.3.5 Lack of reliable information on Indigenous cultures available to tourism industry</p> <p>Even though information on Indigenous cultures has increased, there is still a lack of reliable information available to the tourism industry and tourists. This is particularly so in southern Australia.</p> <p>Mainstream tourists on the whole have a poor understanding of Australia as a landscape occupied and cared for by numerous distinct groups. The tourism industry has potential to contribute in very tangible ways to general community awareness and reconciliation, through providing accurate and thoughtful information and experiences.</p>	<p>Better inform export marketing by improving information about specific places and on Indigenous cultures generally. Agencies and regional tourism organisations should work with local communities to generate basic agreed information that can be used in marketing and promotions.</p> <p>Improve information and marketing of the diversity of Indigenous cultures and Indigenous products around Australia to assist in raising awareness and to help build the market in the long-term.</p> <p>Look at options for increasing travellers' general awareness of the diversity of local Indigenous groups and their continuing presence and relationship to the land. Look at options for signage, where appropriate with Indigenous groups, to 'welcome people to country'. Investigate partnership programs between the corporate sector and Indigenous communities to provide 'welcome to country' information in hotels and other accommodation.</p> <p>Consider introducing cultural awareness programs to be built into industry professional development activities. This could increase understanding of Indigenous peoples' link to the land as well as to provide an insight into how Indigenous people / communities operate in contemporary Australia.</p>	<p><i>Aboriginal Australia and the Torres Strait Islands: guide to Indigenous Australia</i> (Lonely Planet Publications 2001).</p> <p><i>Aboriginal Sydney: a guide to important places of the past and present</i>, Hinkson, Melinda and Alana Harris (Aboriginal Studies Press 2001).</p> <p>Aboriginal Tourism Australia has facilitated the establishment of the Aboriginal Tourism Marketing Association and Ochre Dreaming Aboriginal as a motivational brochure and to increase awareness of Aboriginal cultural tourism In Victoria.</p> <p>An example of increasing general awareness of Aboriginal connection to country is the VicRoads use of signage to identify the traditional owners of an area for example, 'Welcome to Taungurong Country' on the Hume Highway.</p> <p>'Welcome to Ngunnawal Country' signs on road from Canberra airport and all major incoming roads.</p>

Issues: 4.3 Access to information	Potential Actions	Examples
<p>4.3.5 continued</p>		<p>'Ngunnawal people welcome you to Namadgi National Park' signs in ACT.</p>
<p>4.3.6 Consumers often lack information about places</p> <p>Consumers often lack information about the values of specific places, heritage themes and how to link places to develop an itinerary.</p> <p>The internet is a major travel-planning (and marketing) tool, the potential of which is currently vastly under-utilised in Australia.</p> <p>Information is needed (or accessibility to information) that enables consumers to be more discriminating in their choices of product and destination. Accreditation systems help, but other specific information is needed about what sustainable tourism means and on what basis choices should be made or questions asked.</p>	<p>Make heritage identification processes, and their results (such as statements of significance), more available and accessible for use in tourism through a tourism focussed website. Such a major initiative could be supported by a national program of printed booklets (see also US program). This could be developed by states and regions but coordinated in a national program.</p> <p>Seek wider distribution channels and audience for messages such as those contained in the brochure 'Welcome to our Land' (Aboriginal Tourism Australia).</p>	<p>US National heritage and travel site – www.cr.nps.gov/nr/travel/.</p> <p>Canadian travel site www.discovercanada.com/</p> <p>YHA Australia Itinerary planner www.itinerary.yha.com.au:8100/itinerary/ that enables you to choose pre-existing itineraries, customise them or build your own.</p> <p>Select and print customised itineraries www.scottsdalecvb.com/itinerary/</p>

Issues: 4.4 Regional capacity building	Potential Actions	Examples
<p>4.4.1 Identifying and developing new opportunities is best achieved at the regional level</p> <p>Identifying and developing new opportunities for tourism involving natural and cultural heritage places will be most achievable at the regional and sub-regional level.</p> <p>Regional tourism organisations and local governments are best placed to coordinate investigation into new opportunities, working with key agencies on regional issues such as roads, signage, specific product development, interpretation, marketing, etc.</p> <p>Many local communities, Indigenous communities and individual land management and cultural heritage agency staff do not know where to turn to for first-stage advice and links to information, expertise, sources of funding, etc. This is particularly true in relation to tourism and heritage issues. People are often aware that the issues involved individually in both tourism and heritage are complex and become more complex when combined. Put them together and there is sometimes a sense of 'where do I start?' and that it all seems too hard. Key resource people are needed to clarify the process and break the inertia that sometimes results. Generally, tourism lacks 'extension officers' (as have been used very effectively in agriculture) to transfer knowledge.</p> <p>Local governments look toward federal and state government assistance programs to leverage councils' contributions in tourism investment, or to provide whole grants and funds to free up council resources to focus on other community services. The federal and state governments provide valuable funding to promote economic development through programs such as Roads to Recovery, Tourism Road Grants, and grants for capital works, however some local governments (often those most in need) do not have the resources to apply successfully for grants. From a local government point of view, it would be an advantage to have more coordination of the grants available for tourism.</p> <p>The Natural Resource Management Plans, being funded by the Natural Heritage Trust 2, are often insufficiently engaged with tourism. Better integration with regional tourism bodies would be an advantage.</p>	<p>Develop the skills and expertise of heritage and tourism organisations at the regional level (including Regional Tourism Organisations) to improve information dissemination and flow-on benefits to operators and the region (Kelly ed. 2002).</p> <p>Train regional tourism organisations, local government and key regional agency staff to act as a central information point, as well as providing business, planning, education/training and general knowledge. Models such as the various types of land management facilitators or the Environment Resource Officers based in local government associations are examples of an active information and facilitation point to service a specific sustainability need. It has been suggested that a new body of expertise be developed in Australia to play the role of 'tourism extension officers' (Taskforce member 2002).</p> <p>Seek, as an alternative, agency and corporate support for a program of a 'travelling trainer/trainers' who would travel throughout Australian regional and remote areas over a period of time. They would disseminate and collect information, meet with a broad range of key stakeholders and deliver targeted information and professional development programs on managing tourism sustainably and using natural and cultural heritage more effectively for tourism.</p>	

Issues: 4.4 Regional capacity building	Potential Actions	Examples
<p>4.4.1 continued</p>	<p>Base regional capacity-building programs around two other possible initiatives suggested elsewhere in this paper:</p> <ul style="list-style-type: none"> • the integrated tourism and heritage planning models, and • development of specific professional development courses available online nationally through Open Learning Australia and linked to national industry training packages for both tourism and heritage. <p>Natural Resource Management Plans being funded by the Natural Heritage Trust 2 through Commonwealth/state bilateral agreements should, where appropriate, identify priority issues, have measurable targets and outcomes in relation to tourism.</p>	
<p>4.4.2 Need for understanding of tourism costs and benefits at the local government level</p> <p>Decision-making in local councils often takes place with little understanding of the impact that tourism will have on their locality. A better understanding of the costs and benefits of tourism could benefit local government decision-making regarding tourism.</p>	<p>Work with local councils and their associations to investigate costs and benefits of tourism so that councils have better information for decision-making.</p>	<p>A project: <i>The Financial Impact of Tourism on Local Government</i> is being undertaken by DITR with approximately 20 local governments, local government associations and ALGA.</p>

References consulted

- Aboriginal and Torres Strait Island Commission and the Department of Primary Industries and Energy 1997, *National Aboriginal and Torres Strait Islander Rural Industry Strategy*, Commonwealth of Australia, Canberra.
- Aboriginal and Torres Strait Island Commission and the Office of National Tourism 1997, *National Aboriginal and Torres Strait Islander Tourism Industry Strategy*, ATSIC, Canberra.
- Aboriginal and Torres Strait Island Commission and Northern Territory Tourist Commission nd, *Strong Business, Strong Culture, Strong Country, Managing Tourism on Aboriginal Communities*, ATSIC, Canberra.
- Aboriginal and Torres Strait Island Commission 1997, *Strong Business, Strong Culture, Strong Country, Managing Tourism on Aboriginal Communities*, ATSIC.
- Aboriginal Tourism Australia 2002, *Newsletter – Winter/Spring*, Aboriginal Tourism Australia, Melbourne.
- Aboriginal Tourism Australia 2002, *Draft Three-Year Business Plan 2003–2005*, prepared by Sayers Consulting Pty Ltd, Melbourne.
- Aboriginal Tourism Australia 2002, *Respecting Our Culture – Tourism Development Program*, www.rocprogram.com, Aboriginal Tourism Australia, Melbourne.
- Aboriginal Tourism Australia nd, *Welcome to Our Land – A short guide for visitors to remote Indigenous communities*, Aboriginal Tourism Australia and Department of Industry, Science and Resources, Melbourne.
- Australian Antarctic Division 2002, *Management of Antarctic Non-Government Activities – Australian comments*, Information Paper 108, Antarctic Treaty Consultative Meeting XXV (September), Australian Antarctic Division, Hobart.
- Australian Heritage Commission 1994, *Tourism and the Protection of Aboriginal Cultural Sites*, Jacobs J and Gail F, Australian Heritage Commission Special Australian Heritage Publication Series No 10, Australian Government Publishing Service, Canberra.
- Australian Heritage Commission 2000, *Heritage Tourism: bringing people to the bush*, Australian Heritage Commission, Canberra.
- Australian Heritage Commission 2002, *Outcomes from the Ecotourism Australia-Wide Online Conference 6–7 August 2002 – A paper for the 2002 Ecotourism Association of Australia International Conference, Cairns, 21–25 October 2002*, Australian Heritage Commission, Canberra.
- Australian Heritage Commission and CRC for Sustainable Tourism 2001, *Successful Tourism at Heritage Places: A Guide for Tourism Operators, Heritage Managers and Communities*, 2nd ed, Australian Heritage Commission, Canberra.
- Australian Local Government Association 2002, *Tourism – Fantastic for Australia but how does it impact on Local Government?*, ALGA Weekly News, 15 November, ALGA, Canberra.
- Australian Tourism Commission 2002, *Market Research Intelligence on Aboriginal Tourism*, Market Insights Unit, Australian Tourist Commission, Melbourne.
- Beeton, S 1998, *Ecotourism: a practical guide for rural communities*, Landlinks Press, Collingwood.
- Boele, N 1996, *Tourism Switched On: sustainable energy technologies for the Australian tourism industry*, a guide presented by Tourism Council Australia and the World Travel and Tourism Environment Research Centre in association with the Office of National Tourism, Tourism Council Australia, Canberra.
- Bramley, R 2000, *Will it work for you? The Use of Cultural Resources as a Catalyst for Regional Tourism Development*, prepared for the Department of Industry Science and Resources and the CRC for Sustainable Tourism, Indooroopilly.
- Brokensha, P and Guldberg, H 1992, *Cultural Tourism in Australia*, Department of the Arts, Sport, the Environment and Territories, Canberra.
- Buckley, RC 2001, 'Draft Principles for Tourism in Protected Areas', in Buckley, RC et al (eds) 2001, *Nature Tourism and Environment*, papers of 2001 Fenner Conference. Australian Academy of Science, CRC Tourism, Griffith University, Gold Coast.
- Buckley RC 2002, World Heritage Icon Value, *Contribution of World Heritage Branding to Nature Tourism*, Australian Heritage Commission / CRC for Sustainable Tourism, Canberra.
- Buckley, RC 2002, 'Public and private partnerships between tourism and protected areas: The Australian situation', *The Journal of Tourism Studies*, vol 13, No 1, May 2002, James Cook University, Townsville.
- Buckley, RC 2003, *Case Studies of Ecotourism*, CAB International, Oxford.
- Buckley, RC and Sommer, M 2001, *Tourism in Protected Areas: Partnerships in Principle and Practice*, CRC for Sustainable Tourism, Gold Coast.
- Buckley, RC, Witting, N and Guest, M 2001, *Managing People in Australian Parks: 1. Visitor Entrance and Camping Fees*, Research Report Series, CRC for Sustainable Tourism Pty Ltd, Gold Coast.

- Buckley, RC, Witting, N and Guest, M, 2001, *Managing People in Australian Parks: 2. Commercial Operations Management*, Research Report Series, CRC for Sustainable Tourism Pty Ltd, Gold Coast.
- Buckley, RC, Witting, N and Guest, M, 2001, *Managing People in Australian Parks: 3. Risk Management and Public Liability*, Research Report Series, CRC for Sustainable Tourism Pty Ltd, Gold Coast.
- Buckley, RC, Witting, N and Guest, M 2001, *Managing People in Australian Parks: 4. Asset Management*, Research Report Series, CRC for Sustainable Tourism Pty Ltd, Gold Coast.
- C & B Group 2002, *Greenhouse Reduction Strategy for the Marine Tourism Operators of the Great Barrier Reef – Scoping Study*, C & B Group, Cairns.
- Cape York Peninsula Development Association Inc 2000, *A Strategic Tourism Management Plan for Cape York Peninsula*, Department of Industry, Science and Tourism.
- Cassidy, L and Verma, J 1999, *Tourism Council Australia, Cultural Tourism Survey, Group Research Project Final Report*.
- Ceballos-Lascurain, H 2001, *Integrating Biodiversity into the Tourism Sector: Best Practice Guidelines: Report submitted to UNEP/UDNP/GEF/BPSP*.
- Cegielski, M, Janeczko, B, Mules, T and Wells, J 2001, *The Economic Value of Tourism to Places of Cultural Heritage Significance – A Case Study of Three Towns with Mining Heritage*, Australian Heritage Commission and the CRS for Sustainable Tourism, Canberra.
- Chadwick, Virginia nd, *Adaptive Management – Balancing the Need for Conservation with the Needs of a Vibrant and Competitive Industry*, Hon Virginia Chadwick, Chair, Great Barrier Reef Marine Park Authority, Townsville.
- Clark, A and Black N 1997, *A Critical Evaluation of Tourism in the Gulf Savannah: a study of tourists and operators in the region*, report to GLADA.
- Commission on Sustainable Development 1999, *Report on the Seventh Session, Economic and Social Council Official Records 1999 Supplement No 9*, (Decision 7/3 Tourism and Sustainable Heritage), United Nations, New York.
- Commonwealth of Australia 2001, *Stronger Regions: A Stronger Australia*, Commonwealth of Australia, Canberra.
- Commonwealth Coastal Action Program 1997, *Coastal Tourism A Manual for Sustainable Development*, Department of the Environment, Sport and Territories, Commonwealth of Australia, Canberra.
- Commonwealth Department of Communications, Information Technology and the Arts 1999, *Tourism with Integrity, Best Practice Strategies for Cultural and Heritage Organisations in the Tourism Industry*, Commonwealth of Australia, Canberra.
- Commonwealth Department of Tourism 1994, *National Ecotourism Strategy*, Australian Government Publishing Service, Canberra.
- De Lacy, T, Gschwind and D, Craik W 2002, *Tourism and Sustainability, Proposal for Establishment of a National Advisory Committee on Tourism and Sustainability*, unpublished report, Gold Coast.
- De Lacy, T and Moore, S 2002, *Public/Private Partnerships for Sustainable Tourism*, Asia Pacific Economic Cooperation, APEC Tourism Working Group, unpublished report, CRC for Sustainable Tourism, Gold Coast.
- Department of Communications and the Arts 1997, *Heritage Places – Past, present and future, Draft Guidelines for the Protection, Management and Use of Aboriginal and Torres Strait Islander Cultural Heritage Places*, Department of Communication and the Arts, Canberra.
- Department of Environment Queensland 1998, *Managing visitors and commercial operators for ecological sustainability: Final report of the review of tourism activities in the Great Sandy Region*, Queensland Department of Environment, Brisbane.
- Department of Industry, Science and Resources 2000, *Survey of Indigenous Tourism*, Northern Territory Tourist Commission, South Australian Tourism Commission, Tourism NSW, Tourism QLD, Tourism Tasmania, Tourism Victoria, Department of Industry, Science and Resources, Canberra.
- Department of Industry, Science and Resources 2000, *National Indigenous Tourism Forum proceedings report: Tourism – the Indigenous Opportunity*, Sydney 3–4 June 2000, Department of Industry, Science and Resources, Canberra.
- Department of Industry, Science and Tourism 1998, *Tourism: a ticket to the 21st century*, Commonwealth of Australia, Canberra.
- Department of Industry, Tourism and Resources 2002, *Early Draft Document for 10-Year Plan – A Prospectus for Developing an Integrated Framework for Policy Development and Government – Industry Partnerships for Sustainable Tourism in Australia*, Department of Industry, Tourism and Resources, Canberra.
- Department of Industry, Tourism and Resources 2002, *The 10-Year Plan for Tourism – A Discussion Paper*, Commonwealth of Australia, Canberra.
- Department of Natural Resources and Environment Victoria 1999, *Best Practice in Park Interpretation and Education – A report for the ANZECC Working Group on Benchmarking and Best Practice for National Parks and Protected Area Management*, Prepared by Earthlines Consortium, Victoria.
- Department of Tourism, Small Business and Industry 1997, *Queensland Ecotourism Plan*, Department of Tourism, Small Business and Industry, Brisbane.

- Department of Tourism 1992, *Tourism Australia's Passport to Growth*, Commonwealth of Australia, Canberra.
- Department of Transport and Regional Services (pers comm) 8 October 2002, *Issues Raised at the Regional Tourism Roundtable, 12 August 2002*, Department of Transport and Regional Services, Canberra.
- Department of Urban Affairs and Planning 2001, *NSW Alpine Region Strategy*, Department of Urban Affairs and Planning, Sydney.
- Directorate for Science, Technology and Industry Tourism Committee, Organisation for Economic Co-operation and Development, 2002, *Results of the World Ecotourism Summit in Canada: recommendations to governments and importance to Canada*, OECD, Paris.
- Eagles, PFJ 2002, *International Trends in Park Tourism*, World Protected Areas Leadership Forum (6–8 May 2002), Sydney.
- Eagles, PFJ 2002, 'Tourism-use measurement and reporting in parks and protected areas', *Parks – Tourism and Protected Areas*, Vol 12 No 1: 3–10.
- Eagles, PFJ, McCool, SF and Haynes, CD 2002, *Sustainable Tourism in Protected Areas: guidelines for planning and management*, prepared for the United Nations Environment Programme, World Tourism Organisation and IUCN – the World Conservation Union in Phillips, A (ed) *World Commission on Protected Areas Best Practice Protected Area Guidelines Series No 8*, The World Conservation Union, Gland, Switzerland.
- EarthWatch Institute 2001, *Business and Biodiversity – An Australian business guide for understanding and managing biodiversity*, EarthWatch, Victoria.
- Ecologically Sustainable Working Groups 1991, *Ecologically Sustainable Working Group Final Report – Tourism*, Commonwealth of Australia, Canberra.
- Environment Australia 1997, *Coastal Tourism: a manual for sustainable development*, prepared for Tourism Council Australia, Australian Local Government Association and Royal Australian Planning Institute in collaboration with Portfolio Marine Group (Environment Australia) and Office of National Tourism. Based on a draft paper by Southern Cross University, Commonwealth of Australia, Canberra.
- Environment Australia 1998, *Conservation Guidelines for the Management of Wild River Values*, Commonwealth of Australia, Canberra.
- Environmental Protection Agency and the Queensland Parks and Wildlife Service 1994, *Great Sandy Region Management Plan*, Queensland Government, Brisbane.
- Epler Wood, M 2002, *Ecotourism: Principles, Practices and Policies for Sustainability*, UNEP, Paris.
- Far North Queensland Regional Planning Advisory Committee (FNQ RPAC) 2000, *Far North Queensland Regional Plan Executive Summary*, the Queensland Department of Communication and Information, Local Government, Planning and Sport, Cairns.
- Franklin, N 1996, *Visitors and Aboriginal Sites in Queensland: Towards a State Policy for the Management of visited Cultural Heritage Places – Report to the Cultural Heritage Branch of Queensland Department of Environment*, draft report, Cultural Heritage Branch of the Queensland Department of Environment, Brisbane.
- Geelong Otway Tourism Inc 1995, *Cultural Tourism Three Year Development Strategy*, Geelong Otway Tourism Inc, Geelong.
- Geelong Otway Tourism Inc 1996, *Ecotourism Three-Year Development Strategy*, Geelong Otway Tourism Inc, Geelong.
- Gulf Regional Planning Advisory Committee December 1998, *Gulf Regional Development Plan*, Queensland Department of Communication, Information, Local Government and Planning, Cairns.
- Heritage and Outback Conference* notes, provided by Alan Graham 2002 unpublished.
- Heritage Canada 1996, *Heritage Regions Review Final Report*, Heritage Canada, Ontario.
- Hodge, A 2002, 'Corporate aid brings life to ecotourism dream', article published in *The Australian*, 11 November, p4, Sydney.
- Hutchison, J 1997, *Tourism: getting it right for the millennium*, a report from Jon Hutchison, Managing Director of the Sydney Convention and Visitors Bureau to the Hon John Moore MP, Minister for Industry, Science and Tourism, providing industry input to the development of a National Tourism Plan, Sydney Convention and Visitors Bureau, Sydney.
- Iwanicki, I and Leader-Elliott, L 2001, *Sharing the Space – Tourism in South Australia's Outback*, unpublished.
- Jacobs, J and Gale, F 1994, *Tourism and the Protection of Aboriginal Cultural Sites, Special Australian Heritage Publication Series No 10*, Australian Government Publishing Service, Canberra.
- Janke, T 1998, *Our Culture: Our Future – Report on Australian Indigenous Cultural and Intellectual Property Rights*, report prepared for Australian Institute of Aboriginal and Torres Strait Islander Studies and the Aboriginal and Torres Strait Islander Commission, Michael Frankel and Company, Surry Hills.
- Kayler-Thomson, W and Carson, D 2001, *Briefing Paper for the Australian Regional Tourism Convention – Ten Year Plan for Tourism*, Centre for Regional Tourism Research, Lismore.
- Kelly, I (ed) 2002, *Australian Regional Tourism Handbook. Industry Solutions 2001*, CRC for Sustainable Tourism, Centre for Regional Tourism Research, Lismore.

- Kennington, R 1993, *Tourism in Coastal and Marine Environments – A Recreational Perspective*, Ocean and Coastal Management (vol 19) 1–16, Elsevier Science Publishers Ltd, Essex.
- Kimberley Aboriginal Tourism Association 1996, *Kimberley Aboriginal Cultural Tourism Strategy*, prepared by Global Tourism and Leisure, Darwin.
- Kleinhardt – FGI Pty Ltd 2002, *Tourism and Recreation Values of the Daintree and Fraser Island*, prepared for the Australian Tropical Research Foundation, Cape Tribulation.
- Leader-Elliott, L 2002, *Birdsville and Strzelecki Tracks Heritage Tourism Report*, unpublished, Adelaide.
- Manidis Roberts Consultants 1996, *Developing a Tourism Optimisation Management Model (TOMM), a model to monitor and manage tourism on Kangaroo Island*, Draft Consultation Report, South Australian Tourism Commission, Adelaide.
- Martin, E 1999, *Improving Access to Heritage Buildings – A practical guide to meeting the needs of people with disabilities*, Australian Council of National Trusts and the Australian Heritage Commission, Canberra.
- McNeely, J, Thorsell, J and Ceballos-Lascurain, H 1992, *Guidelines: Development of National Parks and Protected Areas for Tourism*, Word Trade Organisation, Madrid.
- Missing Link Tourism Consultancy 1998, *Visitor Management Models at various sites across Australia*, a report prepared for NSW National Parks and Wildlife Service, Hurstville.
- Moscardo, G 1996, *Tourism and the Environment*, chapter submitted for inclusion in *International Tourism – A Global Perspective*, Word Tourism Organisation, Madrid.
- Moscardo, G 1996, *Using Tourism Research to Develop New Tourism Products: Creating Sustainable Tourism Experiences for the Great Barrier Reef*, Paper presented at the Travel and Tourism Research Association Conference, Las Vegas.
- Moscardo, G 1997, *Birdwatching as a tourist activity in the Great Barrier Reef Region*, CRC Reef Research James Cook University, Townsville.
- Moscardo, Morrison, Cai, Nadkarni, O'Leary 1996, *Tourist Perspectives on Cruising: Multidimensional Scaling Analyses of Cruising and Other Holiday Types*, The Journal of Tourism Studies 7 (2) 54–63, James Cook University, Townsville.
- National Centre for Studies in Travel and Tourism 1996, *Outback Queensland Regional Tourism Strategy – Draft*, National Centre for Studies in Travel and Tourism, Brisbane.
- National Indigenous Tourism Forum 2000, *National Indigenous Tourism Forum – Communique*, National Indigenous Tourism Forum, 4 June 2000, Sydney.
- New South Wales National Parks and Wildlife Service 1997, *A Draft Nature Tourism and Recreation Strategy for protected areas of NSW*, Australia, Sydney, NSW National Parks and Wildlife Service, Hurstville.
- Northern Territory Tourist Commission 2000, *Northern Territory Tourism Development Master Plan 2000–2005*, Northern Territory Tourist Commission, Darwin.
- Northern Territory Tourist Commission 2002, *Northern Territory Tourism Strategic Plan 2002–2007 Draft Key Outcomes*, Northern Territory Tourist Commission, Darwin.
- Office of National Tourism, Department of Industry Science and Tourism 1996, *Projecting Success, Visitor Management projects for sustainable tourism growth*, Commonwealth of Australia, Canberra.
- Pitcher, M, van Oosterzee, P and Palmer, L 1999, *Choice and Control: The Development of Indigenous Tourism in Australia*, Centre for Indigenous Natural and Cultural Resource Management, Northern Territory University, Darwin.
- Preece, N, van Oosterzee, P and James, D 1995, *Two Way Track: Biodiversity Conservation and Ecotourism, An investigation of linkages, mutual benefits and future opportunities*, Biodiversity Series, paper no 5, Environment Australia, Canberra.
- Queensland Environmental Protection Agency 2002, *Total Economic Values: The Great Barrier Reef Marine Park and other marine protected areas*, report prepared for Great Barrier Reef Marine Park Authority, Townsville.
- Queensland Parks and Wildlife Service 2000, *Master Plan for Queensland's Parks System – Discussion Paper*, Queensland Parks and Wildlife Service, Australia.
- Ross 2000, *Policy Setting for the Future* (Presentation at the Indigenous Tourism Summit), 3–4 June 2000, Sydney.
- Rowe, D, Jenkins, J, Markwell, K, Paton, G and Stevenson, D 2001, *Draft – A Cultural Tourism Plan for the Maitland and Dungog Districts*, NSW, Commonwealth Department of Transportation and Regional Services – Understanding Rural Australia Programme, Canberra.
- South Australian Tourism Commission nd, *Guidelines for Tourism Joint Ventures between Aboriginal and non-Aboriginal partners*, Adelaide.
- Taskforce for the National Strategy for Sustainable Heritage Tourism Opportunities, 6 September 2002, *Record of First Meeting*, Sydney.
- The National Trust for Historic Preservation, 1993, *Getting Started – How to Succeed in Heritage Tourism*, United States of America.
- Tourism Council Australia nd, *Our Heritage Its Our Business, An Action Plan for Sustainable Tourism*, Tourism Council Australia, Sydney.
- Tourism Council Australia and CRC for Sustainable Tourism 1999, *Being Green Is Your Business – an easy guide to environmental action for tour operators, travel agents and tour wholesalers*, a guide presented in association with the Department of Industry, Science and Resources, Commonwealth of Australia, Canberra.

- Tourism New South Wales 1997, *Indigenous Tourism – product development principles – based on consultations with Indigenous communities*, Tourism New South Wales, Sydney.
- Tourism New South Wales 2001, *New South Wales Nature Tourism Discussion Paper February 2001*, prepared by Missing Link Consultants, Sydney.
- Tourism New South Wales 2002, *Research Study – Impact of Geo – Tourism Development Values on Destination Choice in Coastal New South Wales*, Tourism New South Wales.
- Tourism in Protected Areas Working Group Report 2001, *Tourism Management in Protected Areas in Queensland – Draft Document*, unpublished.
- Tourism Queensland 2000, *Domestic Consumer Research Report*, Tourism Queensland, Brisbane.
- Tourism Queensland 2001, *ECORAM (Ecotourism Rapid Assessment Model), a simple guide to assessing 'great' ecotourism business ideas*, Tourism Queensland, Brisbane.
- Tourism Queensland 2002, *Queensland Ecotourism Plan 2003–2008*, State of Queensland, Brisbane.
- Tourism and Recreation Reef Advisory Committee 2002, *A Cooperative Framework for the Sustainable Use and Management of Tourism and Recreation Opportunities in the Great Barrier Reef Marine Park*, proposal of the Tourism and Recreation Reef Advisory Committee, February 2002, Townsville.
- Tourism Solutions and Inspiring Place 1999, *The Tasmanian Attractions Study – An independent study of current Tasmanian tourist attractions and a vision for growth into the 21st century*, report prepared for Tourism Tasmania, Arts Tasmania, Forestry Tasmania, Parks and Wildlife Service and Investment, Trade and Development, Hobart.
- Tourism Task Force 2002, *Keeping the Bush in the Game: New Approaches to Making Regional Tourism More Competitive*, Tourism Task Force, Sydney.
- Tourism Task Force 2002, *Submission to the Ten Year Plan for Tourism*, Tourism Task Force, Sydney.
- Tourism Tasmania, Tasmanian Parks and Wildlife Service, Tourism Council of Australia Tasmania and Department of Industry, Science and Resources 2001, *Nature: the leading edge for Regional Australia*, Department of Primary Industries, Water and the Environment, Hobart.
- Tourism Victoria 1998, *Aboriginal Tourism – Tourism Victoria Industry Plan*, Tourism Victoria, Melbourne.
- United Nations Environment Programme, Industry and Environment 1998, *Ecolabels in the Tourism Industry*, UNEP Paris.
- United Nations Environment Programme, World Tourism Organisation, Canadian Tourism Commission and Tourisme Québec 2002, *Quebec Declaration on Ecotourism*, United Nations Environment Programme, World Tourism Organisation, Canadian Tourism Commission and Tourisme Québec, Québec City.
- UNESCO 2002, *Culture Heritage Management and Tourism: Models for Cooperation among Stakeholders*, www.unescobkk.org/culture/norad-tourism/workshop/index.html, UNESCO, Bangkok.
- United Nations 2002, *ESCAP plan of Action for Sustainable Heritage Tourism Development in the Asian and Pacific Region 1999–2005*, United Nations Economic and Social Commission for Asia and the Pacific, Bangkok.
- Vickery, D 2000, *'Starting Out' – An ILC perspective on extension, education and training in the development of tourism opportunities for Indigenous land owners*, Indigenous Land Corporation and Land Enterprise Australia, Canberra.
- Wangka – Wilurrara Regional Council Eyre Regional Development Board 1996, *Aboriginal Cultural Tourism Strategy, Eyre Peninsula, South Australia*, prepared by Rob Tonge and Associates, Brisbane.
- Weaver, D and Oppermann, M 2000, *Tourism Management*, John Wiley and Sons Australia Ltd, Milton.
- West Coast Tourism Plan 2002–2004, strategy report, unpublished.
- Western Plains Regional Development 2002, *Rejuvenating the Heart of the State*, Central Western Plains Bioregion Whole-of-Community Strategic Development Plan, unpublished.
- Wet Tropics Management Authority 2000, *Wet Tropics Nature Based Tourism Strategy*, a strategy for the development and management of nature based tourism, Wet Tropics Management Authority, Cairns.
- Williams, S 1998, *Tourism Geography*, Routledge, London.
- Woods, B and Moscardo, G 1996, *Understanding Australian, Japanese and Taiwanese Ecotourists in the Pacific Rim Region*, Dr Martin Oppermann (Ed) Pacific Rim Tourism 2000, Issues, Interrelations, Inhibitors – Conference Proceedings, CAB International, London.
- World Tourism Organisation and United National Environment Programme 1992, *Guidelines: Development of National Parks and Protected Areas for Tourism*, prepared with the assistance of IUCN (McNeely, JA, Thorsell, JW and Ceballos-Lascurain, H), Word Trade Organisation, Madrid.
- Zeppel, H 1999, *Aboriginal Tourism in Australia: A Research Bibliography*, CRC Tourism Research Report Series: Report 2, CRC for Sustainable Tourism, Brisbane.

National Tourism and Heritage Taskforce

Reece McDougall (Chair)
Director
NSW Heritage Office

Bruce Leaver
First Assistant Secretary
Australian & World Heritage Division
Department of the Environment
& Heritage

Patricia Kelly
Head of Division
Tourism Division
Department of Industry Tourism
& Resources

Stephen Albin
Deputy Chief Executive
Tourism Task Force

David Tarr
Manager Development
Industry Strategy & Development
Tourism NSW

Dr Sandy Blair
Manager, Heritage Unit
Environment ACT

Dianne Smith
Manager Tourism Industry Partnerships
Parks Victoria

Ralph Henderson
Director Tourism & Visitor Management
Qld Parks & Wildlife Service

Colin Ingram
Manager Park Policy and Tourism
Department of Conservation
& Land Management

Jenny Nichol
Regional Heritage Services Coordinator
Heritage Council of WA

Louisa Aherne
Government Communication Executive
Australian Tourist Commission

Lois Peeler
Chairperson
Aboriginal Tourism Australia

Professor Ralf Buckley
Director
International Centre for Ecotourism
Research
School of Applied Science
Gold Coast Campus
Griffith University

Mike Berwick
Mayor
Douglas Shire Council

Daniel Gschwind
Queensland Tourism Industry Council

Professor Trevor HB Sofield
CRC Sustainable Tourism
Foundation Chair
University of Tasmania

Paul Ah Chee
General Manager
Aboriginal Art and Cultural Centre

Marie Illman
National Environment Resource Officer
Australian Local Government Association

Dr Rosemary Sandford
Director
Tasmanian Heritage Office

Peter James
Chairperson
Tasmanian Heritage Council

