

# ASSISTING COMMUNITIES TO DEVELOP HERITAGE TOURISM OPPORTUNITIES



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SUSTAINABLE  
TOURISM



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## **SUMMARY**

Heritage managers are increasingly expected to use tourism as a source of revenue to maintain heritage properties. Many of these individuals and organisations have little or no skills in business/tourism planning or financial management. This report outlines approaches that can assist with the development of heritage tourism across a region including use of a thematic framework to link heritage places, stories and practices together. The report includes a list of currently available resources at the time of publication of this report.

In this report, heritage is defined broadly as 'anything that someone wishes to conserve or collect, and to pass on to future generations' (Howard 2003: 6). Heritage tourism is defined as visits from persons outside the host community that are either motivated wholly or in part by the opportunity to experience, understand and enjoy the special values of Australia's heritage.

## **Objectives of Study**

The project will develop processes to identify heritage assets and to turn these assets into viable heritage tourism products. The objectives of the project are to:

- Identify the issues faced and methods used to establish regional coordination of stakeholders.
- Describe processes underlying successful development of heritage as a tourism product.
- Collate available resources to assist with establishing such a process.

## **Method**

The report is based on information gathered through desktop research, discussion with heritage tourism managers and stakeholder workshops. Discussions with heritage representative in the villages of the gold fields in Victoria provided the detail of their regional organisational structure and how this functioned. The thematic framework approach to heritage tourism development was adapted from the work of David Wood and applied in a workshop in Albany, Western Australia. Workshop attendees included heritage tourism operators, and state and local government representatives. Information relating to the available resources for development of heritage tourism was gathered through desktop research.

## **Key Findings**

The Villages of the Old Goldfields example demonstrates how a collaborative and coordinated approach to heritage tourism can encourage cooperation between localities within a region. The organisational structure of the Villages of the Old Goldfields Association enabled application of an over-arching vision while allowing individual participating shires some autonomy in identifying what their heritage is and how to present it.

The thematic framework exercise in Albany demonstrated its effectiveness in assisting stakeholders to identify linkages useful for linking heritage assets in the region into common themes. The themes could potentially be the basis for regional heritage tourism products. The thematic framework also assisted in overcoming the issue of dealing with dispersed and isolated heritage locations that were mostly unsuccessful as individual tourism products. In addition to product development, identification of important local themes was also of great interest to workshop participants in clarifying the identity of Albany as a city and a region. The themes helped to clearly articulate important aspects of Albany's heritage for both locals and visitors.

## **Future Action**

The thematic framework approach requires further refinement in the application of themes to heritage tourism. Villages of the Old Goldfields have expressed an interest in the thematic framework approach and would be an ideal location for the next stage of development of the thematic framework approach. The thematic framework approach should also link to the development of a national thematic framework, which has been explored by the Department of the Environment and Heritage (James 2006). The possibility of applying the thematic framework approach more broadly in Western Australia should also be explored as it provides a method for using heritage inventories (which exist for every local government area) to collaboratively organise heritage tourism development in a way that expresses local identity and stories.

Application of the thematic framework to aboriginal heritage should also be explored, as it was raised as an issue in the Albany workshop. Such an exploration will require a case study with an aboriginal community that has an interest in developing tourism and careful deliberation on the relationship between aboriginal and non-aboriginal heritage.

## *Chapter 1*

# INTRODUCTION

This study assesses some strategies for involving communities in cultural heritage tourism development in two regions in Australia: the Villages of the Old Goldfields in the central highlands of Victoria; and Albany in the Great Southern region of Western Australia. The regions were chosen in consultation with the Heritage Councils of Victoria and Western Australia respectively for their tourism potential and their desire to pursue heritage tourism opportunities. The report presents the results of a workshop and discussions with local community representatives based on the use of themes to develop regionally coordinated cultural heritage tourism concepts.

Local communities are increasingly conscious of the need to preserve parts of their history and culture, which define their identity and to establish competitive advantages in tourism and attracting new residents. With declining employment in agriculture, such competitive advantages could be central to the survival of small regional communities, services and institutions.

While tourism is often seen as a panacea for economic decline in regional Australia, local communities at times struggle to articulate the heritage that makes their particular region unique. This report describes steps that local communities could take in order to realise their heritage tourism potential: getting communities involved in heritage tourism development; and organising heritage for tourism development.

## **Organising Cultural Heritage for Tourism Development**

Most communities have some form of heritage they identify with. Heritage is a broad term that includes 'anything that someone wishes to conserve or collect, and to pass on to future generations' (Howard 2003: 6). Cultural heritage is a subset of heritage and may include both tangible aspects, such as buildings, memorials and landscapes; and intangible aspects, such as cultural practices, oral traditions and knowledge (McKercher & du Cros 2002; Heritage Council of Western Australia 2005). In this report, we follow McKercher and du Cros (2002) by referring to the individual sites and practices that constitute cultural heritage as 'heritage assets'. Heritage assets are those identified according to the definition of cultural heritage and represent significant aspects of the cultural tradition of a community. Heritage assets the community identifies with may or may not be the focus of attention for tourism activities and tourists. However, it is important to identify the local cultural heritage within a defined region as a first step toward developing cultural heritage tourism. Heritage assets differ from what we label 'heritage tourism products' as heritage tourism products refer to only those heritage attractions that are specifically developed for and promoted to tourists.

Once local heritage is inventoried further steps need to be taken to assess its suitability for heritage tourism development. Some heritage assets may be 'iconic' in nature. That is, it may be so uniquely distinct that it will be a focus of interest in the region for large numbers of tourists. Examples might include the Sydney Harbour Bridge, Port Arthur in Tasmania or The Tower of London. Unfortunately, most individual heritage assets are not obvious heritage icons. A way of overcoming this problem is by linking together, or 'bundling', a series of heritage assets within a region. Bundling can help create the critical mass of heritage tourism attractions necessary to motivate visitation and retain tourists in a locality. This approach presents 'a realistic and cost-effective option' for many regional communities (McKercher & du Cros 2002: 112). An effective way of bundling is to link heritage assets together through the use of *themes*. This report describes the method and outcomes of applying a *thematic framework* in order to link heritage assets under common themes to assist heritage tourism development.

Cultural heritage tourism is defined as tourism either motivated wholly or in part by the opportunity to experience tangible and/or intangible cultural artefacts deemed historically significant by tourists. Successful heritage tourism requires a combination of sound tourism business practice and heritage conservation. While conservation of heritage assets is important, in order for tourism to occur, there must be an identifiable demand apparent for that heritage. As such, cultural heritage tourism should 'be based on sound commercial tourism reasons first and cultural heritage management reasons second' (McKercher & du Cros 2002: 6).

## **Community Involvement**

Community involvement provides important grass roots support and access to skills and knowledge resources. Community involvement can also enable ready access to local characters and stories that can make a heritage object or place unique. While many towns may have various tangible heritage sites, it is the past events and characters and the stories they are part of that make a place unique and help overcome the 'just another old

building' perceptions of tourists. Local community involvement is necessary for building cooperative arrangements between various interested groups. This allows for sharing of resources and ideas to improve efficiency and effectiveness of cultural heritage tourism development. Community cooperation also facilitates the development of shared objectives and concepts across a region. A common understanding of objectives and concepts ensures that all community members are working toward the same goals, minimising conflicts and improving efficiency of resource use. However, it also needs to be recognised that Australian communities are highly heterogeneous and this makes reaching a consensus a complex process.

## **Case Study Locations**

### **Villages of the Old Goldfields**

The issues stakeholders face when building ongoing community involvement are explored through a case study in the Villages of the Old Goldfields tourism region. The case study focuses on the Villages of the Old Goldfields Association (VOGA), which links the goldfield towns of Clunes, Creswick and Talbot, near Ballarat, in efforts to develop heritage tourism opportunities.

Approximately 130 km northwest from Melbourne, the Villages of the Old Goldfields include towns established during the Victorian gold rush in the mid-19<sup>th</sup> Century. Many of the historic buildings in these towns date back to this period. The region also has a number of walking tracks, national parks, gardens, a range of accommodation and fresh produce. The small towns that constitute the Villages of the Old Goldfields are now beginning to address the dominance of the larger players in the region, Ballarat and Bendigo, in the tourism sector.

### **Albany**

The City of Albany is located about 400 km southeast of Perth on the southern coast of Western Australia. Albany has many points of interest for visitors including a range of heritage assets connected to its unique history. Albany is Western Australia's first European settlement, established in 1826. It was the primary port for Western Australia Colony until the early 1900s and was the point of departure of Australian troops heading to the Boer War and Gallipoli in World War I. Albany was chosen after consultation with the Heritage Council of Western Australia because of its unique history and its desire to pursue heritage tourism development. Albany was an ideal site for applying a thematic framework as the inventory of heritage assets is well established, and because the City of Albany council is seeking to more heavily promote regional heritage tourism.

## *Chapter 2*

# **LOCAL COMMUNITIES AND HERITAGE TOURISM DEVELOPMENT**

The benefits generally expected by communities from heritage tourism can be divided into two main categories. First, heritage tourism development can be a means for contributing to conservation of heritage. Working to conserve and develop heritage for tourism acts both to reinforce its value to the local community and communicate its values to visiting tourists. This can strengthen local identity and links between communities and locations.

Secondly, development of tourism based on heritage is commonly perceived as a means to generate some economic return to supplement other regional economic activities. Heritage tourism has been demonstrated to make an economic contribution to regional locations. For example, previous research by Hughes, Carlsen and Wood (2006) in Albany, Western Australia demonstrated that tourists contributed \$133.4 million in direct expenditure to the regional economy in 2005. In the same study, about 63% of visitors to Albany indicated that cultural heritage was an important part of their visit. This suggested approximately \$81 million in direct spend could be attributable to the cultural heritage in Albany, a significant portion of the total tourist direct spend contribution to the regional economy. Much of the economic contribution occurs through spending on accommodation and meals while staying in the region to experience heritage assets. Heritage that encourages tourists to spend more time than they otherwise would in a region is more likely to bring economic benefits to that region.

## **Challenges of Heritage Tourism Development**

While benefits such as conservation of heritage and increased economic activity are desirable, a number of issues need to be overcome in order to achieve such outcomes. These revolve primarily around sound business practice balanced with adherence to authenticity, quality and community identity. From the perspective of heritage conservationists, commodification of heritage is generally negatively viewed as a paradigm in which authenticity is devalued and conservation replaced by the profit-motive. Accounts of local attempts at heritage tourism development indicate that the desired outcomes are often not attained. Problems encountered by local communities include:

- a lack of consultation of local community stakeholders when undertaking heritage tourism development, resulting in an absence of community support (Fallon & Kriwoken 2003);
- faulty planning that results in a sizable expenditure on a heritage asset, at times chosen solely because of community sentiment, that cannot recoup initial costs as a tourist attraction (McKercher 2001);
- equipping personnel and committees that are overseeing projects with the skills to manage the process of tourism development (Leader-Elliott 2005);
- the development of 'generic' heritage products that does not reflect local identity and does not maximise the heritage potential of a location for either conservation or tourism (Millar 1989); and
- coordinating tourism development between commercial competitors and related perceptions of commercial risk and fear of losing control (Jamal & Getz 1995);

These problems can be avoided by providing techniques for local organisations and committees to assess local heritage and manage heritage tourism development. The rest of this chapter outlines simple strategies and techniques that, if employed in the initial stages of planning, will help avoid large problems later on.

## **Heritage, Topics and Themes**

Given the breadth of the term, heritage, it is useful to divide heritage into smaller, more usable categories when discussing the heritage of a region. One common way to achieve this is through the use of heritage topics, such as maritime heritage, industrial heritage, settlement and so on. While topics can be a useful way to categorise heritage, they do not reflect the unique character of a particular location or region or link locations into a broader heritage story. Uniqueness is a vital component of successful tourism, providing a motivating factor for tourists to visit the heritage asset. Linking individual heritage assets in a region through a broader narrative or story both functions to create a regional product (encouraging longer stays by visitors) and a critical mass of points of interest that can motivate visitation to a region. This may best be achieved through identification of heritage themes.

The difference between these two concepts is that while a topic is merely a category of subject matter, a theme is a message the communicator is trying to convey about a topic (Ham 1992: 21). For instance, 'Albany's maritime heritage' is a topic, while a theme would be 'Albany was 19<sup>th</sup> Century Western Australia's main port'. Themes have a number of advantages as they:

- articulate what is uniquely important about heritage in a region;
- provide an organising principle for linking key heritage assets across a region;
- facilitate efficient use of resources and effort into development of heritage tourism;
- enable development of coordinated and coherent heritage tourism experiences across a region; and
- contribute to developing a critical mass of linked heritage tourism attractions to motivate visitation where unlinked individual attractions may not.

Themes have also been recognised by the Australian Heritage Commission as a useful way of recognising the links between different regional stories in Australia's history (Australian Heritage Commission 2001). Additionally, any number of themes can be applied to a single topic depending on the identified heritage within a given location. This raises a number of possibilities for heritage tourism development such as product rejuvenation, seasonal variation and product differentiation through the application of relevant new themes. The use of themes is central to the methods recommended in this report.

## **Community Involvement in Heritage Tourism Initiatives**

Community involvement is central to successful heritage tourism development. According to Howell (1987), Blank (1989) and Hall (1995), the attitudes and perceptions of the community toward tourism and active involvement in the development process is a primary factor determining how successful tourism development will be. Work by Hughes and Macbeth (2005a, 2005b) in the wheatbelt region of Western Australia demonstrated the difficulties of developing tourism in the absence of general community support and involvement. Community support was more likely to manifest if the objectives and concepts are developed through grass roots consultation, the benefits of tourism development are plainly evident and perceived costs are minimal. In relation to heritage, it is important to ensure a balance between maintenance of integrity and development into a viable tourism product.

Frequently, emphasis is placed on the so-called 'symbiotic' relationship between sustainable development and community consultation during early stages in the planning process (Jamal & Getz 1995; Selin 1999; Timothy & White 1999; Aas, Ladkin & Fletcher 2005). Timothy and Boyd (2003) have observed that community participation in heritage development enables residents to voice their own aims for a project. Direct involvement of local community members in tourism development provides them with a sense of ownership. In this regard, Timothy and Boyd (2003: 181) comment that permitting residents to feel 'empowered to determine their own futures' ensures that 'they will be less inclined to criticise development efforts and have higher tolerance levels for tourists'.

Jamal and Getz (1995) promote what they term 'collaborative planning' to resolve the ubiquitous conflicts among groups engaged in heritage tourism. Differences in concepts and objectives can lead to developments which are conceptually diverse, undermining the coherence of a region's identity and attractions. This may cause confusion amongst potential visitors, but more importantly can waste often scarce resources as managers try to chase different developmental pathways. Collaborative planning for tourism is described as 'a process of joint decision making among autonomous key stakeholders to resolve planning problems' (Jamal & Getz 1995: 188). They also describe the need for 'legitimate stakeholders' to be central:

A legitimate stakeholder is one who has the right and capacity to participate in the process; a stakeholder who is impacted by the actions of other stakeholders has a right to become involved in order to moderate those impacts, but must also have the resources and skills (capacity) in order to participate. Legitimacy is an important issue, for the community should be reasonably reassured that the stakeholders assembled are capable of representing their interests (Jamal & Getz 1995: 194).

Jamal and Getz (1995: 198) claim that representative community views achieved through consensus and collaboration 'should reduce the need for costly and time-consuming referendums and surveys by local planners.

Three key issues have been identified when assessing partner collaboration (Fallon & Kriwoken 2003):

1. that a balance be achieved between all stakeholders ;
2. that attention be paid to the interests, communication methods and attitudes of the less powerful parties among stakeholders; and
3. that consensus decisions must be acceptable to all stakeholders even if not preferred by some.

They note that consensus building is likely to involve continuing conflict even with the achievement of harmony. However, Fallon and Kriwoken agree with Jamal (1997: 274) who suggests that the presentation of contemporary stories provide 'spaces for chance, resistance and dialogue', although strategies for doing so are not provided. Jamal and Getz (1995:198) also find that collaboration should be led by a convenor who is

required to initiate and facilitate community based tourism collaboration and who possesses the characteristics of 'legitimacy, expertise, resources, plus authority'.

Community involvement can also help overcome infrastructure and resource barriers to heritage tourism development. Issues such as an aging volunteer force, declining population numbers and skills shortages in writing grant applications and heritage expertise can be addressed by linking organisations and community groups and building a regional approach to heritage that reduces competition and reinforces local identities, while ensuring that the benefits of heritage tourism are spread across the region. Chapter 3 assesses the problems faced when building community involvement through a case study of the Villages of the Old Goldfields Association (VOGA).

## **Organising Heritage: a Thematic Framework Approach**

Heritage tourism is most effective when based around an 'icon' attraction or attractions 'that are truly unique or outstanding and will motivate people to visit the destination' (McKercher & du Cros 2002: 175). Unfortunately, most destinations do not possess icon attractions but rather a variety of heritage assets that are often scattered across a region. Variety in this instance can present a problem for tourism marketing as heritage assets in a region may appear to be unrelated and therefore difficult to promote as a single regional package. A second problem is that the region may appear not to have enough heritage to warrant a visit or a longer stay.

This section addresses the concept of organising heritage for heritage tourism development through a thematic framework approach. A thematic framework approach involves creating an inventory of heritage resources within a region and then linking them together with themes. Ideally, this approach aims to identify one or more themes that link a number of heritage assets in a region together, creating a product with the critical mass to attract larger amounts of visitors than a single isolated attraction.

## **Themes, Heritage and Interpretation**

Because much of the heritage tourism experience relies on stories, knowledge or recounting events and characters, interpretation can form a central part of the experience. Interpretation is a form of communication that aims to facilitate meaning and understanding of the place or experience for the visitor. Interpretation ideally provokes thought and reflection as well as enjoyment while also building a sense of personal connection between the visitor and the location. To achieve this, effective interpretation is based on themes. A theme communicates a message or belief about a given topic and acts as the focal point around which a larger story or experience can be developed and linked to other heritage within a region. Themes can function to flesh out heritage through communication of the stories, events and people associated with that place. Themes and the stories they evoke function to highlight why a particular location is interesting and important. Focussing on themes may also work to provide an identity for a region as outstanding in a particular field and gives it a competitive advantage over neighbouring regions.

The application of a thematic framework has been recommended as a method of strengthening heritage tourism across Australia (James 2006). This approach is central to published guides for developing heritage tourism for North American communities, such as Vermont's *Cultural Heritage Tourism Toolkit* and *The Tourism Handbook: Putting Virginia's History to Work*.

It should be noted that Australian conservation agencies have long advocated the use of themes in the preservation of Australia's heritage. Historic themes have been used since the 1970s and were revised in the 1990s to reflect a broadening in historical concepts associated with heritage (Australian Heritage Commission 2001). In 2001, the Australian Heritage Commission published a report detailing the Australian Historic Themes Framework (AHTF). While the AHTF was produced for historians and conservationists, it presents a resource for the development of themes that caters for the history and stories of Australian communities. However, an issue with the AHTF is that the 'themes' listed are generic and do not convey a message. In short, they are what we have defined in this report as 'topics'. Any use of the AHTF for tourism purposes will need to adapt the AHTF's 'themes' to communicate the stories and messages that are important to local communities.

## **Issues and Solutions**

While the thematic framework method has substantial support, there are three issues that could potentially hamper its application. First, the possibility that the application of heritage themes, as noted by Stocks (1996) in regard to Ireland, will lead to duplication when the manipulation of themes is not coordinated. Duplication could create generic heritage tourism development, suppressing the diverse heritage of a region. The second issue

relates to the provision of broad overviews in tool kits or manuals that, although clearly communicating concepts, do not provide adequate explanation of the issues involved in choosing and applying themes. Simplistic or unconsidered application of a thematic framework could result in the inappropriate or generic application of themes. The third issue is the need for a regional inventory of heritage assets before a thematic framework can be applied. In Western Australia, all local councils have heritage inventories that can potentially provide the information needed for a thematic framework approach. In regions where they do not yet exist, inventories of heritage assets will need to be created before a thematic framework approach can be applied.

The first two issues can be solved through development of appropriate techniques for applying the thematic framework. The thematic framework approach assists coordination with heritage tourism development in a region. A coordinated and inclusive approach to the development of a thematic framework should involve all relevant stakeholders, demonstrate that collaboration will benefit the community as a whole and not just a segment, and identify the concerns of individual stakeholders. Contributing to the methodological development of a framework approach is a key concern of this report.

The approach may increase the potential for marketing and product differentiation with competing regions, an important aspect of successful tourism development. It also provides a mechanism for linking heritage assets and tourism for promotion across a region. The heritage tourism in a region can also be rejuvenated through the application of new themes. This could refresh a region's heritage, encouraging repeat visitation to the region.

Finally, as noted in the recent report, *Telling the Stories. Integrating Heritage Themes More Effectively in Tourism*, a thematic framework improves the value of heritage tourism products by more clearly and effectively communicating heritage values through tourism products and experiences (James 2005). Visitor experiences are enhanced by clearly articulating what is special about a region and improving coordination between stakeholders.

The application of a thematic framework in a workshop in Albany with local stakeholders forms the basis of chapter 4. The authors' goals in this chapter were to: test the usefulness and appropriateness of a thematic framework approach for heritage tourism development; contribute to the methodological development of a thematic framework approach; and test the potential for applying a thematic framework to a local government's heritage inventory, and therefore its potential for application wherever heritage inventories exist.

## **Method**

The method included a review of the relevant literature, meetings with managers of cultural heritage and tourism in the Villages of the Old Goldfields and a workshop to inform the application of the thematic framework approach to cultural heritage tourism in Albany.

Information on the operation of the Villages of the Old Goldfields was acquired through semi-structured interviews with key stakeholders in the region. Interviews centred on how VOGA fostered community involvement and collaboration across three towns in a regional location. The stakeholders were approached for information based on their involvement in the process of building community structures to support heritage tourism. Each stakeholder was interviewed separately to obtain their perspective on heritage tourism in the region. The results of the interviews were reviewed by the involved stakeholders before being incorporated into this report.

A workshop in Albany aimed to test the application of a thematic framework approach to building heritage tourism products. In collaboration with the City of Albany, a range of stakeholders were invited to the workshop including:

- City of Albany employees,
- local historical groups,
- managers of heritage tourism attractions, and
- local businesses.

The workshop was organised into three parts:

1. An overview of tourism in Albany and heritage tourism.
2. Exploring heritage themes and applying them to the municipal heritage inventory.
3. Future heritage tourism development in Albany.

Part one consisted of a brief description of tourism in Albany based on past visitor surveys and data obtained from tourism WA. The results of a project estimating the direct economic value of heritage tourism to Albany (conducted in 2005) were presented to demonstrate the potential for additional economic contributions based on heritage. Part two involved a brief introduction to the concept of themes, after which participants worked in groups to identify potential heritage themes based on the Albany heritage inventory. This was followed by a group discussion on the themes identified by each of the working pairs. Ideas were combined to form a single thematic matrix. The final stage of the workshop focussed on how the thematic framework could inform future

development of heritage tourism in the Albany region through links with local businesses.

Stakeholders were provided with a document detailing the outcomes of the workshop and asking for their comments. The discussion in the workshop and the feedback on the outcomes were used to assess the application of a thematic framework approach. As described in Chapters 4 and 5.

### *Chapter 3*

## **BUILDING COMMUNITY INVOLVEMENT IN HERITAGE TOURISM INITIATIVES**

### **An Example from the Villages of the Old Goldfields Association**

Located north-west of Melbourne, Victoria's goldfields region has a history of European settlement dating from the arrival of pastoralists in the mid-1830s. After 1851, thousands of new migrants from around the globe journeyed to the area in search of gold. This influx resulted in a rich heritage of human settlement built on the wealth of gold mining in the region dating from the mid 19<sup>th</sup> century to the present day.

The chief regional cities of Ballarat and Bendigo have long dominated the region's heritage tourism. *Sovereign Hill*, Ballarat's popular living history outdoor museum, is the primary goldfields tourism focal point in the region. This facility presents a re-creation of 19<sup>th</sup> century goldfields life with a replica town and gold mines. Actors and guides portray local characters and stories while traditionally trained tradesmen demonstrate 19<sup>th</sup> century skills. Ballarat also has the Eureka Stockade Centre and uses Eureka for its destination branding. Both Bendigo and Ballarat boast grand streetscapes from the boom of the 1880s. Other towns such as Castlemaine and Daylesford are vibrant cultural and tourist centres. The Goldfields region also hosts a considerable array of historical buildings and sites ranging from disused ruins through to conserved artefacts located in numerous smaller towns.

Perhaps to a greater extent than the large centres of Bendigo and Ballarat, smaller towns in the goldfields region face a number of challenges common to rural areas engaging in tourism. These include lack of adequate visitor infrastructure, limited expertise in fund raising and underdeveloped or poorly marketed heritage product. At some destinations, shops are closed or have been turned into weekenders reducing retail opportunities for visitors and deterring extended stays at these destinations. While heritage tourists may make day trips to the smaller towns from a base in Ballarat or Bendigo, economic benefits are frequently limited to purchase of souvenirs, lunch or entry to museums. The challenge is to encourage visitors to stay longer in the region, ideally overnight, and to provide ample opportunities for distributed spending.

An ageing population within the towns has also underscored the lack of succession planning for existing heritage product such as community museums. While considerable historical knowledge exists with local museum personnel, these attractions generally struggle to remain open while staffed by a dwindling core of committed volunteers. Inevitably, they remain poorly marketed.

In addition, data for the goldfields region combines towns throughout the region into a single unit while isolating the dominant players, Ballarat and Bendigo. Tourism development in the region is therefore hamstrung by the limited data on visitation to individual towns other than accommodation figures through the census and some material from visitor centres.

### **Villages of the Old Goldfields Association (VOGA)**

Formed in 2006, VOGA is a tourism focused enterprise uniting the central Victorian goldfields towns of Clunes, Creswick and Talbot located to the north and northwest of the regional centre of Ballarat. The association is designed to take an organisational role in developing and marketing heritage tourism in the region. VOGA membership is open to local business and tourism managers and those whom the committee of management believe bring heritage and tourism expertise to the organisation.

The steering force behind VOGA is a planning partnership group called *Winning Communities*; a consultant organisation established by residents from the town of Talbot with previous employment backgrounds in areas such as grant acquisition, professional project management, change management, and marketing. *Winning Communities* is focused on capacity building to create sustainable communities through a triple bottom line approach. Grass-roots community engagement at all stages of the process is a philosophical core.

VOGA staff were interviewed to assess the challenges facing an organisation that was striving to organise small regional communities for heritage tourism. We focus on the practical challenges of collaboration in a region where the heritage tourism market is dominated by the larger centres of Ballarat and Bendigo. The authors' goals in this chapter are to:

- Identify the problems facing heritage tourism development in the Villages of the Old Goldfields and the solutions adopted by VOGA.
- Identify the issues faced and methods used when undertaking regional coordination.

- Assess the importance of community involvement in the strategies adopted by VOGA.

The following discussion outlines some of the ideas and approaches promoted by VOGA in the development of heritage tourism on a regional scale uniting the resources of three unique goldfields towns.

## **Building Leadership and Capability and Fostering Collaboration**

VOGA aims to cooperate with existing tourism related bodies and local government rather than assume all responsibility for management, marketing and funding of tourism in the area. The association is based on the concept of establishing linked taskforces and project teams so that VOGA acts as the strategic component rather than the agent conducting specific tasks. Each community works on its own identity and priorities in a way that captures and supports regional activity. The advantage of this is that each town has some autonomy in terms of developing its product and so is less likely to feel side lined or overshadowed by its neighbours. At the same time, the three towns are working under an over arching framework to ensure their stories link into common regional themes. In this way, the resources of the three towns are pooled while each maintains its own identity and control over development of tourism concepts.

VOGA has attracted significant widespread support among residents who recognise the benefits in cooperating as a group rather than 'going it alone'. These include building and identifying human skills capital in areas such as marketing and grant-raising, pooling resources for more effective and efficient use, avoidance of repetition of products and direct competition with neighbours, and increased community social networks and support systems. VOGA aims to build capability within the region by drawing on the diverse expertise within communities and local and state governments. Coaching and mentoring are also intended to develop leadership within particular aspects of the heritage tourism project.

Many of VOGA's concepts are also reflected in the Victorian state government's provincial statement, *Moving Forward*, including the need for cross-boundary alliances and small town marketing. Major funding has been offered to achieve the government's aims for enhancing regional prosperity and community life, which will be important to developing VOGA initiatives. Funding will also be sought from other state bodies, philanthropic organisations and corporations using a 'creative partnership' model.

## **Community Engagement and Volunteering**

Recent tourism research has acknowledged heritage tourism as engendering community pride and shaping identities among residents while improving quality of life in host communities (Pearson & Dunn 1999; McKercher 2001). VOGA aims to enhance knowledge and engagement with tourism by reducing the isolation of the diverse community organisations working to develop tourism in the region. This has led to extensive consultation with existing local business and tourism organisations such as the Clunes Tourism and Development Association, Creswick Business Group, Talbot Tourism Association and Talbot Action Inc, local government such as the Central Goldfields Shire Council and state-wide bodies including the Department of Victorian Communities and Tourism Victoria. Practical outcomes comprise inclusion in planning grant applications and the conduct of community workshops. Community meetings have been held which have endorsed the actions of VOGA and elected representatives to the VOGA taskforce and community life standing committee to develop cross regional activities and events has been established within the VOGA organisational structure. Community engagement includes developing recognition of heritage products as community ventures, a process which enhances ownership of products such as local museums and special events.

Volunteers form the backbone of most heritage tourism efforts and comprise an important resource for inexpensive labour and fund raising. However, there are specific issues of co-ordination, rewards, recruitment and succession when employing volunteer staff for heritage tourism purposes. For example, despite intense commitment to the task, health problems can limit the contribution of a heritage tourism workforce drawn entirely from elderly residents. VOGA views succession planning as important to the ongoing vitality of heritage products staffed largely by volunteers. The association also identifies that successful cultural products will in turn breed a fresh dynamism in the management of heritage and the attraction of more and possibly younger volunteers.

## **Differentiating from Competitors and Expressing Local Identity**

### **Product Differentiation**

A key difficulty for smaller goldfields towns engaged in heritage tourism is the issue of product differentiation. In the case of the goldfields region, not only do towns seek to encourage visitors to venture away from the higher

profile centres, they also seek to give tourists a distinct reason to visit each of the three towns. VOGA aims to assist communities in this task so that the villages act as an alternative to Ballarat and Bendigo rather than competing for the same market.

Currently, VOGA is devising an overarching theme for the region, such as ‘the heart of the old goldfields’, with each individual town adopting a unique and complementary sub-theme. VOGA emphasises the historical significance of each town and is considering tying product to place through by-lines such as ‘Where the Gold Rush Began’, in the case of Talbot, and ‘A Living History’ in the example of Creswick. As well as devising and implementing a comprehensive marketing plan, VOGA aims to create integrated badging of events and destinations to extend visitation and build awareness.

### **Developing Heritage Products**

The lack of sufficient product for weekday visitors is a particular problem, which in part may be solved by the cooperative marketing approach of the three towns. It is therefore anticipated that attractions and events, food outlets and accommodation can be effectively rationalised to meet demand at any give time. Creating a critical mass of heritage and cultural product across the region is especially significant in developing an attractive retail and experiential alternative to the two major regional centres. VOGA hopes this may be achieved by nurturing a suite of three complimentary markets operating each weekend comprising a craft market at Creswick, a ‘book town’ market at Clunes as well as the established farmer’s market at Talbot. The first Book Fair was held in Clunes on 20 May 2007 and involved 53 booksellers. The goal is to create complementarity across town boundaries with visitors finding a thematically linked market available on any weekend. Such activities create a focal point for tourists and also provide spending opportunities which benefit the local economy. The development of book towns in Britain, for example, has demonstrated the effectiveness of this approach.

It is important that development of such products compliment and express the stories associated with each town and the region as a whole. This ensures a coherent experience that makes sense to tourists. For example, the Asian spice market at Creswick might be linked to the involvement of Chinese migrants to the region or the Talbot’s farmers’ market might be tied to the pre-gold mining agricultural heritage of the region. Quality arts and crafts can also provide tangible and saleable expressions of the themes and stories that link the region.

Regarding heritage product development, VOGA has identified the generation of story telling as a critical first stage in product creation. Each of the three towns has a unique past including notable local identities. Creswick prides itself on connections with the Lindsay family of artists and writers, unionist W.G. Spence, and wartime Prime Minister John Curtin, while Clunes has strong links with Melbourne entrepreneur, John Wren. However, identifying and harnessing those stories is a daunting prospect as such knowledge is typically confined to individuals within each community. VOGA has identified that agreement has to be reached on which stories are to be developed through discussions or interviews with community members. This information is then converted into a format that is accessible, relevant and entertaining for visitors.

### **Stories and Heritage Tourism**

To this end, the thematic approach discussed in the following chapter is tendered as a model for the process of bringing relevant and unique local stories to light. The thematic framework model applied in Western Australia ensures a successful harnessing of sometimes contested community histories in the creation of a successful tourism product. It also works in assisting communities to understand how their stories link and intersect with one another while providing a framework for explaining the past in an engaging way. The thematic framework approach is also a useful tool for identifying event opportunities such as markets, and ensuring an appropriate ‘fit’ with local and overarching heritage themes.

VOGA recognises that presenting the information in an informative and entertaining manner is vital. This could take the form of guide books, audio presentations, signs or local guides. Converting the stories into a marketable format requires considerable resources and a commitment to ongoing maintenance. While these later stages fall outside the scope of this project, the thematic framework approach will be useful in the initial stages of developing regionally co-ordinated stories and heritage themes.

### **Telling Stories and the Thematic Framework Approach**

Although in the early stages of operation, the VOGA example showcases how a functional collaborative agenda is being used to encourage grass-roots participation and cooperation between three towns engaged in heritage tourism. The opportunity for different entities within the region to work effectively together is a vital first step toward developing a viable regional tourism product and VOGA is aware of the need to promote a cohesive regional product while maintaining the individual identities of each town. VOGA seeks to coordinate the development of different aspects of local heritage by locating unique stories and linking them into broader

themes for the region. This requires exploring the largely localised knowledge of individuals within each town and facilitating discussion about which stories best represent the regional cultures and identities. There is also a need to ensure that the stories are appropriately interpreted for tourist consumption and marketed and that any growth in tourism can be accommodated by the coordination of infrastructure and services in the region. The thematic framework approach is being considered by VOGA as a means by which each community can understand how their stories link and intersect while providing a framework for explaining the past in an engaging way.

## *Chapter 4*

# **A THEMATIC FRAMEWORK APPROACH TO HERITAGE TOURISM DEVELOPMENT**

## **A Study of Albany, Western Australia**

Albany, located in the south of Western Australia, differs from the Villages of the Old Goldfields in that it is the major centre of the Great Southern region and it has a more mature infrastructure. The City of Albany's *Tourism Strategy 2005-2010*, states that the council has a 'leadership and coordination role' in the development of the tourism industry (City of Albany 2005: 5). The region is home to a number of heritage tourism attractions that are owned by the City of Albany, such as Albany forts, convict prison and various historic buildings in the city. There are also privately owned attractions including the highly successful Whale World, based on the industrial heritage of a whaling station situated near Albany. Given the ownership mix, there are a range of motivations for promoting heritage tourism. The City of Albany, which owns many of the heritage assets, does not have a strong commercial rationale. The City is more interested in increasing visitor numbers to the heritage assets than direct revenue from entry fees. Private ventures such as Whale World have a strong focus on yield, based on entry fees.

Albany's level of infrastructure and local interest in heritage made it an ideal location to trial the thematic framework approach. A stakeholder workshop was conducted on 3 July 2006. The workshop included representatives from the City of Albany, managers of heritage assets, the local historical society, and a local architect. Representatives were also invited from the Western Australian museum and the local chamber of commerce but were unable to attend. Participants were provided with an outline of the workshop and a summary of our project. The workshop had two objectives:

1. Develop regional heritage themes in Albany.
2. Develop strategies for a critical mass of heritage tourism attractions needed to stimulate increased heritage tourist numbers in Albany.

## **Establishing Context**

An important element of the workshop was establishing how heritage tourism could contribute to the region. In a brief introduction, participants were informed of the kinds of data needed to make decisions about tourism development and more specifically about heritage tourism in Albany. It is important that stakeholders are aware of the motivations of tourists who visit their region, their activities, and their expenditure. This basic knowledge is necessary for predicting potential returns on any investment in heritage tourism and the likelihood of the success of varying ideas.

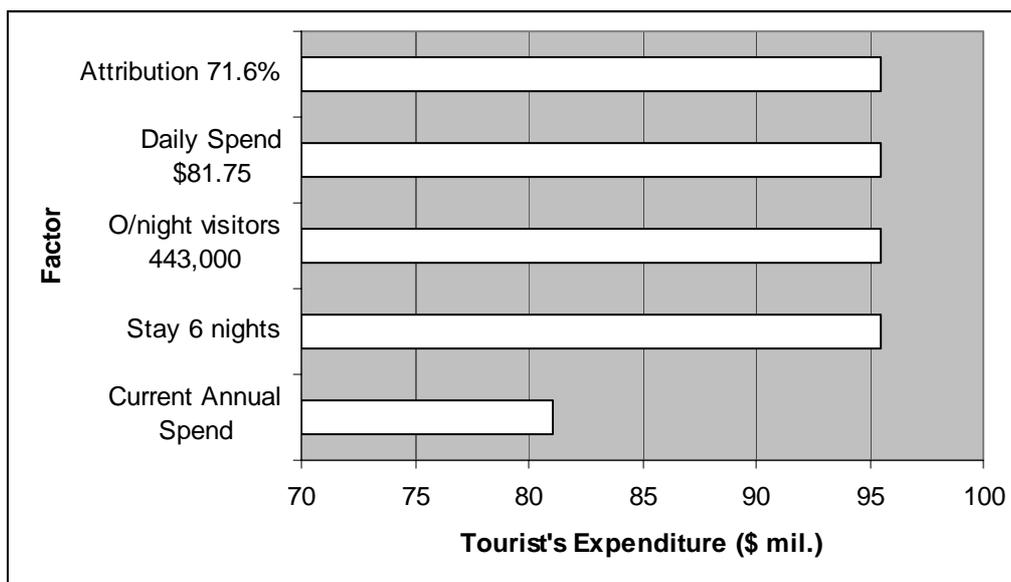
A study of Albany measuring tourists' expenditure associated with heritage demonstrated the direct visitor spend value of heritage tourism (Hughes, Carlsen & Wood 2006). Based on an average daily visitor spend of \$69.49<sup>1</sup> with 376,425 annual visitors staying for an average of 5.1 nights, total visitor spend in Albany per year was estimated to be \$133.4 million. The proportion of expenditure attributable to heritage tourism was calculated using data on visitor's motivations and activities. The study found that 60.8% of expenditure was attributable to Albany's heritage, totalling \$81.1 million. This represents a significant input into the local economy based on the presence of cultural heritage.

Using projections from these figures, Figure 1 indicates that a small increase in length of stay (from 5.1 to 6 nights) can significantly increase the direct spend contribution per year to \$95 million. Increasing the length of stay may be achieved through development of heritage tourism products linked by themes across the surrounding region. This perhaps may be more readily achieved than by attempting to directly influence other aspects such as increasing the number of annual visitors by 67,000, increasing daily spend (primarily means putting up the cost of accommodation and food) or increasing attribution.

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<sup>1</sup> All expenditure is in Australian dollars unless otherwise noted.

Figure 1: Heritage Tourism Projection Scenarios for Albany



## Clustering Heritage Through a Thematic Framework

One method of increasing length of stay in a region is to provide more activities. The thematic framework approach clusters heritage assets together so that they have the critical mass to encourage visitation by tourists and/or keep them in the region, and encourages coordination between the managers and owners of different heritage assets.

In Western Australia, every local government is required to compile and update a Municipal Heritage Inventory which includes a table of local heritage sorted by historical period and category. While the table was a useful starting point for the construction of a thematic framework, the categories used were not appropriate for heritage tourism themes. The categories used were:

- demographic settlement and mobility;
- transport and communications;
- occupations;
- community efforts; and
- outside influences.

While of interest to local historians, these categories are unlikely to have a broad appeal to visitors. Another issue with the tables was the focus on tangible heritage or heritage sites. Heritage can also be intangible – the stories and memories of local residents. Intangible heritage is important for both expressing local identity and for identifying the importance of heritage themes.

Workshop participants were provided with a table of Albany’s heritage and asked to review it in small groups with a focus on (1) including any missing heritage and (2) identifying heritage themes that linked together different heritage assets and stories. Once this had taken place, the groups joined together to review the small groups’ ideas. Two ‘themes’ in particular were viewed favourably by the workshop.

First, participants thought that Albany’s maritime history made strong linkages between numerous heritage assets and an important element of Albany’s history. Albany was the most important port in Western Australia in the 19<sup>th</sup> century, the centre of Western Australia’s postal service until it was assigned to Fremantle in 1900. Second, participants identified Albany’s military history as important to Albany’s history and identity. Albany was originally a military settlement and the point of departure for Australian troops going to the Boer War and Gallipoli in World War I. Albany also has a strong ANZAC<sup>2</sup> day tradition and was the location of one of the first ANZAC day dawn services, which are now widespread in Australia.

Participants also identified ‘Western Australia’s first settlement’, ‘the story of Albany’, and ‘town and hinterland interaction’ as other possible themes, although these were not as strongly supported as the first two

<sup>2</sup> ANZAC stands for Australia and New Zealand Army Corps, which fought in Gallipoli, Turkey during World War I. ‘The ANZACs’ are now a significant feature of Australia’s national memory and are often invoked in nationalist symbolism.

themes listed. Participants also agreed that a separate theme was needed for Albany's aboriginal heritage, which should be pursued through a separate workshop with local aboriginal representatives and community members.

Additionally, a number of other heritage assets were identified during the workshop. These included: impressions of Albany, in particular from famous visitors such as Mark Twain and Charles Darwin; an initiative to hire iPods with local stories linked to a tourist walk; and a genealogy trail at the library. Other possible linkages were with wildflower tours and visitors during the wildflower season; and the Albany Car Classic, where vintage cars do 'rounds' of the city, which was based on Western Australia's first organised motor race. We consolidated the thematic frameworks produced by participants into a single table addressing the two strongest themes, and a third theme focussed on life in Albany (see Appendix B).

## **Linking Tourism, Heritage and Enterprise**

The final session of the workshop focussed on using the thematic framework to form links between tourism, heritage and local businesses. When discussing linkages, participants considered it important to emphasise heritage that reflects Albany's character and identity. Participants viewed the ANZAC day memorial service as an important local event that had the potential to attract visitors to the region. Given the approaching centenary of the ANZAC landing, participants thought that a promotional strategy based on Albany's ANZAC heritage and local traditions had a good chance of success.

Potential collaborations were also discussed with a view to promoting particular themes. Participants viewed accommodation providers and restaurants as potential partners in promoting heritage themes due to the extra business generated by a longer average length of stay. Local coach tours were also viewed as a potential bonus for the region. During discussions it emerged that very few coach tours pass through Albany, which was an issue that participants hoped to address.

Mechanisms for promoting heritage tourism were also discussed. Participants' suggestions included:

- tourism brochures by heritage theme with similar design and colours (a house style) would link attractions and be a useful promotional tool;
- a heritage tourism website administered by the City of Albany and organised by theme with links to heritage assets;
- rotating tourism and hospitality industry functions through different heritage tourism attractions to provide education about attractions and promote linkages; and
- documentaries were also discussed but were deemed to be an expensive option.

## **Assessing the Thematic Framework Approach**

The Albany workshop demonstrated that the thematic framework approach was a useful tool for heritage tourism development. Its primary and most useful purpose was to link heritage assets together by themes. The themes encouraged cooperation between different heritage assets and were viewed as a means of collaborative marketing. Additionally, the review of local heritage assets and the construction of the thematic framework identified more local heritage, which tended to be intangible, such as local stories and a genealogy trail.

The successful application of the framework is contingent on two points that are not immediately obvious from the Albany case study. First, heritage themes need to reflect local identity. Ideally, the themes should reflect the important stories that local communities tell themselves about the place they live. Second, the municipal heritage inventory was an important tool that required interpretation. If a heritage inventory of some kind is not available, a list of local heritage will need to be compiled. In the case of the thematic lists in Western Australian municipal heritage inventories, they were useful starting points for thematic frameworks but their categories did not reflect local identity and were not appropriate for heritage tourism. Therefore, stakeholders in Western Australia should collaboratively review the municipal heritage inventories if they choose to construct thematic frameworks for tourism development.

While the application of the thematic framework was a useful exercise that yielded practical outcomes, reflection on the workshop revealed two problems. First, there was a need to encourage the participation of the broader local tourism industry, in particular representatives from businesses that will benefit from increased tourism, such as restaurants and hotels. While we were not successful in this regard, it would be possible to approach the tourism and hospitality industry once the themes were identified. However, the best case scenario is to involve the tourism and hospitality industry from the beginning of the process.

Second, an issue in the workshop was the confusion of themes with topics. As discussed in chapter 2, themes are more useful than topics and have more benefits for heritage tourism stakeholders and visitors. However, they were also more difficult to apply in a workshop setting. A more productive approach may be to first identify heritage topics, and then turn them into themes based on how those topics are articulated as important to local

identity through an additional workshop session. For instance, if maritime history was found to be important to Albany locals because of its importance to Western Australia's prosperity, a theme could be 'Albany's maritime history was important to creating Western Australia's current prosperity'. The confusion of topics and themes will have to be reviewed in future workshops.

*Chapter 5*

## **CONCLUSIONS AND FUTURE ACTIONS**

### **Conclusions**

The research presented here has explored some methods and strategies that community groups and localities can pursue to develop cultural heritage tourism opportunities. Two important aspects of heritage tourism development have been discussed through two complementary case studies: community involvement in heritage tourism development; and organising heritage themes for regional tourism development.

The Villages of the Old Goldfields Association provides a model for regional collaboration towards a common heritage tourism development goal. Collaboration between various community groups and governing bodies is important for fostering support for heritage tourism and enabling a sense of ownership within the community. This can help in solving conflicts and resolving planning problems. The Villages of the Old Goldfields example demonstrates a collaborative and coordinated approach to heritage tourism can encourage cooperation between localities within a region. Such an approach ensures neighbouring towns complement each other as heritage tourism products rather than compete for the same pool of visitors. Collaboration enabled the VOGA towns to pursue their individual heritage identities in a way that presents a coherent regional product to visitors without danger of repetition between the towns. The facilitative character of VOGA enabled coordination across the region without imposition of ideas on local communities. Additionally, a collaborative approach also contributed to overcoming common rural barriers such as skills shortages including heritage management and successful application for grants through resource sharing.

The thematic framework approach was demonstrated to be a useful technique for assisting with regional scale heritage tourism concept development based on a basic inventory of heritage. City of Albany's heritage inventory, consisting of a large number of individual locations, was used as a starting point for the framework approach. The framework enabled workshop participants to engage in the task of finding linkages that could be utilised to 'bundle' heritage in the inventory into common themes. The themes could potentially be the basis for regional heritage tourism products. The thematic framework assisted in overcoming the issue of dealing with dispersed and isolated heritage assets that were mostly unsuccessful as individual tourism products. In addition to product development, identification of important local themes was also of great interest to workshop participants in clarifying the identity of Albany as a city and a region. The themes helped to clearly articulate important aspects of Albany's heritage for both locals and visitors. This demonstrated that inventories of individual heritage assets and practices could be incorporated into a thematic framework relatively easily in a one day workshop.

### **Future Actions**

VOGA has begun to explore a series of strategies for regional communities to pursue heritage tourism opportunities. These include the identification of localised historical themes which provide the foundation for generating new retail and tourism opportunities such as craft and produce markets and arts precincts, and reinvigorating existing local museums and heritage assets. Promotion of the region as a whole centres on experiencing an authentic past through the Old Goldfields towns in contrast with the attractions found in the dominant destinations of Ballarat and Bendigo.

The thematic framework approach presents an opportunity to improve Australia's use of its cultural heritage. However, it will require some refinement before it can be broadly applied, in particular differentiation between topics and themes will need to be clearly explained in a workshop setting. Themes present a number of advantages over topics in the organisation of heritage tourism, hence the use of themes should be pursued. Given that VOGA have expressed interest in the thematic framework approach, the Villages of the Old Goldfields would be an ideal location for a second workshop. After further refinement, the thematic framework approach could be applied in other regions in Western Australia using the heritage inventories of local councils. The application in Western Australia should feed into any attempts to implement a national thematic framework, as outlined by Jane James (2006) in her report for the Department of the Environment and Heritage, *Telling the Stories. Integrating heritage Themes More Effectively in Tourism*.

Application of the thematic framework to aboriginal heritage should also be explored, as it was raised as an issue in the Albany workshop. Such an exploration will require a case study with an aboriginal community that has an interest in developing tourism and careful deliberation on the relationship between aboriginal and non-aboriginal heritage. The issue of aboriginal heritage will require close consultation with aboriginal communities and considered application of the thematic framework approach.

## APPENDIX A: RESOURCES TO ASSIST WITH ESTABLISHING AND FUNDING HERITAGE TOURISM IN AUSTRALIA

### Online Resources

#### Heritage Tourism

<http://www.heritagetourism.com.au/> (Resources for tourism businesses and destination promotion)

#### Department of Environment and Water Resources: Sustainable tourism for heritage places

<http://www.environment.gov.au/heritage/tourism/sustainable.html>

#### Environmental Protection and Heritage Council

[http://www.ephc.gov.au/heritage/strat\\_sustain\\_tour\\_herit.html](http://www.ephc.gov.au/heritage/strat_sustain_tour_herit.html)

#### Australian Heritage Council

<http://www.ahc.gov.au/>

#### Australian Heritage Directory

<http://www.heritage.gov.au> (information, guides and links to other useful Heritage places)

#### Sustainable Tourism Cooperative Research Centre

<http://www.crctourism.com.au> (bookshop and kit shop have useful resources for sale)

#### Tourism & Transport Forum, Australia

<http://www.ttf.org.au/> (information and reports relating to tourism and infrastructure)

### Reports/Manuals/guides

Title: *Understanding the Tourism Industry*

Author: Tourism Western Australia

Website: <http://www.westernaustralia.com/NR/rdonlyres/3F0474E6-1516-4DFB-BDA0-AEF5EFD6B33D/0/UnderstandingtheTourismIndustryv3280706final.pdf>

Year: 2006

Title: *Steps to Sustainable Tourism: Planning a sustainable future for tourism, heritage and the environment*

Author: Tourism and Transport Forum (TTF) & Department of the Environment and Heritage, Commonwealth Government

Website: <http://www.environment.gov.au/heritage/publications/sustainable-tourism>

Year: 2004

Title: *Going Places: developing natural and cultural heritage tourism in Australia*

Author: Environmental Protection and Heritage Council

Website: [http://www.ephc.gov.au/pdf/EPHC/goingplaces\\_issues.pdf](http://www.ephc.gov.au/pdf/EPHC/goingplaces_issues.pdf)

Year: 2003

Title: *Australian Historic Themes: framework for use in heritage assessment and management*

Author: Australian Heritage Commission

Website: <http://www.ahc.gov.au/publications/generalpubs/framework/index.html>

Year: 2001

- Title: ***Successful Tourism at Heritage Places: a guide for tourism operators, heritage managers and communities***  
Author: Sustainable Tourism CRC & Australian Heritage Commission  
Website: [http://www.crctourism.com.au/CRCBookshop/page.aspx?page\\_id=2&productID=344](http://www.crctourism.com.au/CRCBookshop/page.aspx?page_id=2&productID=344)  
Year: 2001
- Title: ***Protecting Local Heritage Places: a guide for communities***  
Author: Australian Heritage Commission  
Website: <http://www.ahc.gov.au/publications/localheritage/ahc-2.html>  
Year: 1998
- Title: ***How to make more money from your attraction or tour operation: yield management for small to medium-sized attraction and tour operators***  
Author: Tourism Tasmania  
Website: [http://www.tourismtasmania.com.au/pdf/yieldman\\_attracttour.pdf](http://www.tourismtasmania.com.au/pdf/yieldman_attracttour.pdf)  
Year: N/A
- Title: ***Cultural Heritage Tourism Practical Applications A guide to help Arizona's history and heritage institutions develop heritage-based tourism attractions***  
Author: Arizona Humanities Council  
Website: <http://azhumanities.org/pdf/chtwrkbk.pdf>  
Year: 2000
- Title: ***Cultural Heritage Tourism Toolkit***  
Author: Vermont Arts Council  
Website: <http://www.vermontartscouncil.org/Community/CulturalHeritageTourism/tabid/168/Default.aspx#CHT>  
Year: 2003
- Title: ***Tourism Handbook: Putting Virginia's History to Work***  
Author: Virginia Department of Historic Resources  
Website: [http://www.dhr.virginia.gov/pdf\\_files/DHR%20TourHndbk.pdf](http://www.dhr.virginia.gov/pdf_files/DHR%20TourHndbk.pdf)  
Year: 1998

## APPENDIX B: THEMATIC FRAMEWORK EXAMPLE

### City of Albany Thematic Framework Matrix – By Tourism Theme

Theme (below)	1826-49 From military to Free Settlement	1850-1881 Convicts, Ships, and Corrugated Iron	1882-1899 Gold and Rail
<b>Albany's Maritime History</b>	<p>Boats and ships were the major form of transport; Ellen Cove used as alternative harbour and smuggling drop off point; maritime transport was changing due to technological developments (1848 first steam ship); 1834 first PO which developed into the central hub of WA's postal service in the 19<sup>th</sup> C; whalers and sealers; 1841 Eyre and Wylie end large southern coast of Australia exploration at Albany</p> <p>Heritage:</p> <ul style="list-style-type: none"> <li>•Brig Amity;</li> <li>•Ellen Cove</li> <li>•Whale World</li> <li>•Harbour</li> </ul>	<p>1850-72 convicts arrive by ocean; 1851 regular mail service introduced (then transported to the Swan River colony by horse); 1852 coal depot established; 1854 customs depot; 1854 pilot station at semaphore point; 1864 new town jetty; 1869 Alb PO built with convict labour; 1858 lighthouses lit; 1854 customs bonded warehouses; children paid as 'lookouts' for mail steamers; 1870s P&amp;O Co-op building; visit of Great Britain liner (world's first screw-propelled passenger ship); mail steamers prompt hotels; community activities on ocean – fishing &amp; sailing; bay whaling from Americans continues until 1860s. Heritage:</p> <ul style="list-style-type: none"> <li>•Pilot station</li> <li>•New Town Jetty (1864)</li> <li>•Lighthouses</li> <li>•P&amp;O Coop Building</li> </ul>	<p>1890s became point of entry for gold rush (peak of 29,000 people entering p.a.); 1888 deep water jetty demonstrates continued development of maritime infrastructure; 1897-8 Albany Quarantine Station; 1893 Albany Forts; 1898-1902 Boer War troop ships leave from Albany; water supply to ships.</p> <p>Heritage:</p> <ul style="list-style-type: none"> <li>•Deep water jetty</li> <li>•Albany Quarantine Station</li> <li>•Albany Forts</li> <li>•Coal Hulks</li> </ul>
<b>From British Troops to ANZACs – Albany's Military History and Heritage</b>	<p>1826 Settlement King George Sound due to the threats posed by repeated sightings of French vessels; 1827 first town plan drawn; soldiering was a key occupation; 1827 formal proclamation of British occupation; Albany was under military rule until civil administration begins and free settlers arrive in 1831. Heritage:</p> <ul style="list-style-type: none"> <li>•King George Sound</li> <li>•Old Gaol and Museum</li> </ul>	<p>The arrival of convict labour necessitated required the presence of guards; convict labour hiring depot in Albany; pensioner guards given land grants (first of repeated repatriations of veterans in Albany); 1872 Albany convict depot closes with the end of convict labour.</p> <p>Heritage:</p> <ul style="list-style-type: none"> <li>•Convict Labour Hiring Depot</li> </ul>	<p>1893 Albany forts built; Boer War troop ships leave from Albany.</p> <p>Heritage:</p> <ul style="list-style-type: none"> <li>•Albany Forts</li> <li>•Quarantine Station (Camp Quaranup)</li> </ul>

**City of Albany Thematic Framework Matrix – By Tourism Theme (cont'd)**

<b>Theme (below)</b>	<b>1826-49 From military to Free Settlement</b>	<b>1850-1881 Convicts, Ships, and Corrugated Iron</b>	<b>1882-1899 Gold and Rail</b>
<b>The Story of Albany – Building a Community</b>	Contact with Aboriginal people mostly congenial but not all; 1827 formal proclamation of British occupation; Civil administration in 1831; 1829 hospital first stone building; 1836 gaol at Lawley Park; 1840 first government school and cemetery; 1848 St Johns Church; WA's first pub 1836. Industry: whaling and sealing; lime burning; wool (some sheds still can be viewed); shipping; timber.	1952 Aboriginal school at Camfield and new government school; 1854 mechanics institute; 1865 Albany Turf Club established; other sports – sailing, fishing, cricket, riding and boxing; 1871 Town of Albany created; 1878 St Josephs' convent and school established. Industry: Kalgan River (fruit, timber, boat building); wool; market gardens (Chinese); shipping; timber.	1885 first Mayor of Albany; 1886 Town Hall; 1887 foundation stone new Albany Hospital; 1889 Albany swimming baths; Aussie rules football, croquet, picnics to Emu Point and King and Kalgan Rivers; 1891 Meth and Scots Church; 1893 Albany Week; 1895 Albany Club; 1895-6 new government school; 1897 Albany Quarantine Station. Industry: gas works; apple & pear orchards; wool; shipping; timber. Some families have been in the fishing industry since this period.
<b>Theme (below)</b>	<b>1900 – 1928 New Roads and Furrows</b>	<b>1929 – 1960 Depression and War</b>	<b>1961 – 2006 Late Twentieth Century</b>
<b>Albany's Maritime History</b>	1900 last mail steamer to Albany Mail transferred to Fremantle; 1900 Pt King Light closes; 1902 Breaksea Is. Light lit; Albany's ports are the exit point for growing amount of exports (lamb wheat, mallet bark); whaling factory; community maritime pursuits lead to the establishment of the Yacht Club in 1909; 1914 first ANZAC troops convoy established at Albany; port increase in traffic due to WWI. Heritage: •Pt King Lighthouse •Breaksea Island •ANZAC troop convoys •Norwegian whaling station •Eclipse Island Lighthouse	1950 Albany Harbour Board (Alb. Port Auth.); 1953 Land backed wharfs; 1952 Cheynes Beach Whaling Co; 1957 Wool Brokers buy Govt. Wool Stores; Salmon fishing industry starts; 1958 Princess Royal Yacht Club moves to Littlegrove; Albany forts reactivated; American submariners based at Albany; Naval Auxiliary Patrol involves local community in the maritime war effort. Heritage: •Land backed wharfs •Cheynes Beach Whaling Coop •Princess Royal Yacht Club	Third land backed wharf; 1978 Albany Whaling Station closes; beach salmon fishing expands; 1977 Albany celebrates its maritime history with the Brig Amity reproduction. Heritage: •Brig Amity •Dive wrecks •Ship wrecks •HMAS Perth (plus camera) •Whale World •Islands (incl. Breaksea)

**City of Albany Thematic Framework Matrix – By Tourism Theme (cont’d)**

<b>Theme (below)</b>	<b>1900 – 1928 New Roads and Furrows</b>	<b>1929 – 1960 Depression and War</b>	<b>1961 – 2006 Late Twentieth Century</b>
<b>From British Troops to ANZACs – Albany’s Military History and Heritage</b>	Albany was the point of farewell for ANZAC troops during WWI. 1914 first ANZAC troops convoy established at Albany; Albany Forts revitalised; port increase in traffic due to WWI; rationing of supplies affects life; ceremonies to farewell troops from Australia; 1918 service; 1930 Australia’s first dawn remembrance service, beginning a national ANZAC tradition. Heritage: <ul style="list-style-type: none"> <li>•Albany Forts</li> <li>•War Memorial</li> <li>•Albany’s ANZAC tradition</li> <li>•Ataturk statue and channel</li> <li>•ANZAC services and parade</li> </ul>	World War II rationing; Albany forts reactivated; American submariners based at Albany; spotter plane observer unit; Volunteer Defence Corp; Naval Auxiliary patrol; Air Raid Wardens; post WWII war service land settlement – rural land for returned soldiers at Many Peaks and South Stirling. Heritage: <ul style="list-style-type: none"> <li>•War Memorial</li> </ul>	1964 Albany Regional Gaol and Desert Mounted Corp Memorial unveiled; 1977 Brig Amity reproduction; Korean and Vietnam wars – service people added to Albany war memorial. Albany Peace Park opened 2001. Heritage: <ul style="list-style-type: none"> <li>•Desert Mounted Corp Memorial</li> <li>•Albany Peace Park</li> <li>•SEA Memorial</li> </ul>
<b>The Story of Albany – Building a Community</b>	Albany votes strongly for federation; 1908 King’s Pictures; 1909 Yacht Club; 1911 Empire Theatre & Lawley Tennis Courts; 1913 Lutheran Church; 1914 water supply established on Mt. Clarence; 1918 ANZAC service; 1965 Dog Rock saved; 1930 dawn ANZAC service; 1925 Senior High School; electricity; Western Australia’s first car race ‘Round the Houses’ 1936. Industry: woollen mills; shipping; timber.	1958 Princess Royal Yacht Club moves to Littlegrove; 1958 Albany Road Board new offices; 1960 road boards become shires; 1958 new St Paul’s Lutheran Church. Industry: butter factory (returning soldiers); potato farming; old quarry (now aboriginal reserve); super phosphate; meatworks; wool; shipping; timber, canola crops	1962 Albany Hospital closes and regular hospital opens; 1962 Albany Art School; 1964 memorial unveiled; 1965 new Albany Shire offices and library; 1970 first stage of Great South Coll; 1998 City of Albany created. Industry: tree farming and wood chip mills; mineral sands; seed cleaning; grain; wine; timber; wool; shipping; meatworks; wind farm.

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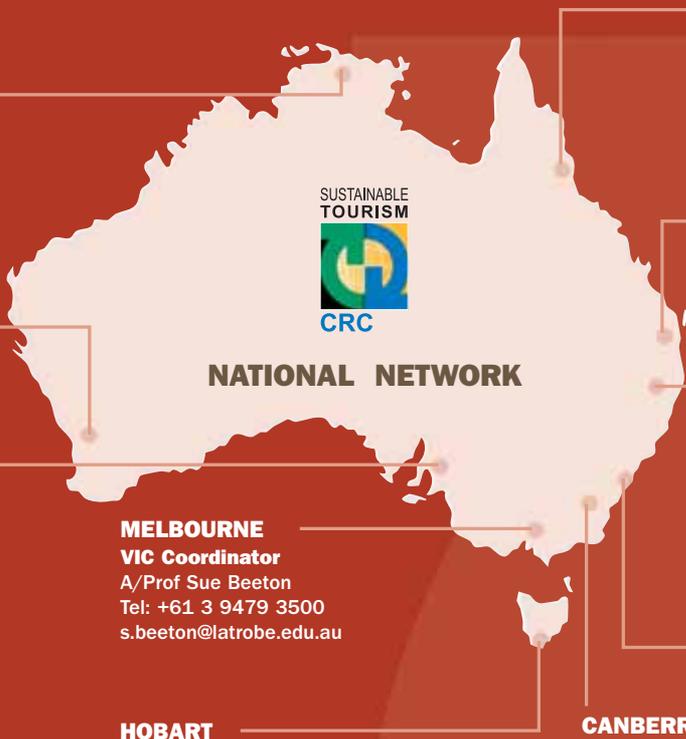
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