Heritage Tourism Strategy 2020 - 2030
& Action Plan 2020-2022
Draft for consultation
Have Your Say

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

Through extensive consultation with tourism industry and heritage sector stakeholders from across the state we sought to identify how this potential can be realised. This draft strategy, and the accompanying action plan covering the first two years of strategy implementation, are the result of that consultation.

We now seek your feedback on this draft strategy and action plan to ensure we deliver a strong vision and framework for growing heritage tourism in South Australia.

To provide feedback, join the online discussion at www.yourSAy.sa.gov.au

Introduction

Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration.

– UNESCO

Heritage is the heart of the visitor experience. It connects travellers and their passions to the people and places they visit, to the South Australian character and way of life. When we share our heritage, tell our stories, and reveal our truths, we say to visitors, ‘This is who we are. This is South Australia.’

Though the story of South Australia began with the dawning of a habitable earth, heritage is so much more than ancient history. The vitality of this land and its people is alive today in our natural and cultural experiences. From hiking Ikara-Flinders Ranges with an Adnyamathanha guide, to wine-tasting at a 170-year-old Barossa Valley vineyard, and exploring the City’s museums, markets and laneways, South Australia boasts a wealth of distinct and diverse heritage encounters.

And still there is untapped potential to further leverage the state’s special places and stories.

This ten-year strategy harnesses the promise of our heritage. By 2030, it will help grow South Australia’s visitor economy to $12.8 billion. When we highlight our heritage within the visitor experience – showcasing the range and quality of possibilities on offer – we give visitors every reason to travel further, stay longer, and share their tales of South Australia with national and global communities.
Our Ambitions

We want every visitor to South Australia to feel transformed by evocative heritage encounters.

Growing heritage tourism will support diverse and economically sustainable destinations. It fosters value and appreciation for our fascinating past, and the future’s unwritten possibilities.

A strategic, focussed approach to maximising the tourism potential of South Australia’s heritage will achieve the following key intentions:

• Growth in the visitor economy as a result of outstanding heritage experiences. In the 12 months to December 2019, $1bn\(^1\) was spent on trips with a heritage component. This strategy aims to increase this contribution to $1.58bn by 2030.

• Investment and activity that conserves, retains and takes pride in the sites and stories that shape the South Australian heritage visitor experience.

Values

In developing this strategy, we identified the values that define outstanding heritage experiences. A commitment to these ideals underpins strategy implementation:

Distinctive and high-quality

Heritage gives rise to distinctiveness and connects visitors to our state’s inimitable character and identity. Unique, high-quality, visitor-centric experiences support and reinforce South Australia’s brand pillars of: food and wine; immersive natural experiences; open space and relaxed pace; and unique cultural experiences.

Contemporary and engaging

It is time to look beyond traditional methods for communicating and showcasing heritage. With storytelling at its core, heritage is a resonant medium - energetic, vibrant and inspiring. Contemporary use, and compelling interpretation, helps visitors engage with our special places and stories in surprising new ways, creating lasting memories that must be shared.

Authentic and honest

Exceptional heritage experiences don’t just transmit facts; they capture the essence of a place and its people. Full and frank storytelling – grounded in accuracy, honesty and sensitivity – will establish a new narrative for South Australia, as we present the fullness of our legacy. We want visitors to be amazed and transformed by the rich stories and experiences they’ve enjoyed.

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\(^1\) For the purpose of these statistics heritage-based travel expenditure is defined as leisure trips where travellers engage in one of the following activities: visit museums or art galleries, visit history/heritage buildings, sites or monuments, or experience Aboriginal art/craft and cultural displays. For international travellers those attending an Aboriginal performance are also included. It excludes activities where heritage may be a contributing factor to another defined experience, ie visiting a winery, sightseeing, driving in a repurposed building.
About this document

This strategy and its accompanying action plan were developed in collaboration with the Heritage Tourism Alliance, and through consultation with tourism industry and heritage sector stakeholders from across South Australia.

It aims to:

- inform state and local government about heritage tourism objectives in South Australia, and
- guide stakeholders – including tourism operators, regional tourism organisations, communities, Aboriginal heritage, heritage owners, custodians and managers who wish to capitalise on the potential of heritage – to deliver outstanding visitor experiences.

How to read this strategy and action plan

All stakeholders who contribute to South Australian tourism, or who have a role to play in sharing stories and caring for special places, are integral to implementing this strategy and action plan.

Over the next decade, heritage tourism efforts will focus on three interconnected goals, outlined in this document. Strategies that bolster these goals, and reflect stakeholder priorities for heritage tourism in South Australia, are also identified.

The action plan details what, specifically, will be accomplished over the next two years. In the last six months of each two-year plan, the Heritage Tourism Alliance will collaborate with stakeholders to identify future actions that continue to progress the goals. Renewing the action plan every two years keeps implementation agile, with a dynamic capacity to reflect on and respond to emerging trends and changing circumstances within the visitor economy and heritage sectors.

This strategy reinforces the importance of heritage as a meaningful contributor to growing the state’s visitor economy. The action plan is designed to support the delivery of the South Australian Visitor Economy Sector Plan 2030 and we recommend reading both documents for context and a complementary vision for roll-out.
Connect

Heritage encounters that deepen the visitor experience

When visitors seek true connections to the people and places they visit, heritage deepens that experience because it reveals what makes South Australia special. South Australians are proud of their heritage and enjoy sharing it with visitors. There are unrealised opportunities for creating exceptional heritage experiences that leave lasting impressions. Connecting visitors to local character and stories inherent in South Australia’s stand-out nature, food and wine, Aboriginal heritage and cultural attractions will transform visitor experiences and truly differentiate us from other states.

Strategies to achieve this goal:
1.1 Prioritise development of high quality and unique heritage experiences.
1.2 Leverage the heritage opportunities embedded in nature, food and wine, and arts and cultural experiences.
1.3 Support tourism operators, site managers, and communities to communicate authentic and engaging heritage stories.
1.4 Invest in developing Aboriginal heritage tourism to transform the South Australian visitor experience.

Lead

A tourism industry that benefits from a professional heritage sector

To realise our ambitions, we must nurture our peerless heritage experiences, along with the skilled and knowledgeable operators (both commercial and non-commercial) who deliver them. Cultivating an ethos of professionalism will improve heritage tourism’s ability to support employment opportunities, economic and cultural sustainability, destination vibrancy and resilience – especially in outback and regional South Australia.

Successful heritage tourism in South Australia requires leadership from all levels of government, regional development organisations, the tourism industry and heritage sector, and collaboration between all stakeholders.

Strategies to achieve this goal:
2.1 Build capabilities and capacity of the heritage tourism sector to meet quality tourism standards.
2.2 Establish partnerships and collaboration to support heritage tourism initiatives in regional areas.
2.3 Develop ambassadors to lead, guide and advocate for heritage tourism.

Conserve

Tourism activation conserves and enhances heritage places, sites and landscapes

Cultivating heritage tourism will deliver positive conservation outcomes. Investing in heritage for tourism purposes contributes to the retention, evolution and interpretation of heritage fabric and values. By repurposing heritage sites for tourism enterprises, all relevant owners, custodians and communities can maximise the economic and social potential of heritage assets. Investment in sites like main streets, landmarks, and the precincts and landscapes connecting them, leads to more diverse and resilient destinations that draw year-round visitation.

Tourism activity refreshes our perception of heritage places. It strengthens our appreciation for and understanding of heritage tourism’s value – financial and cultural alike. It imbues bricks and mortar, rocks and water, with human stories that will resonate for decades to come.

Strategies to achieve this goal:
3.1 Implement funding models that fosters tourism investment into heritage places and sites.
3.2 Promote adaptive reuse of heritage, including sites and places, for tourism activities.
3.3 Empower urban, regional and Aboriginal communities to harness the tourism potential of their heritage.
The Heritage Tourism Alliance

The Heritage Tourism Alliance is a reference group comprising representatives from key stakeholders. It was formed by the government to lead the development of this strategy and its action plan. The Alliance comprises representatives from:

- Department for Environment and Water
- South Australian Tourism Commission
- Department of the Premier and Cabinet – Aboriginal Affairs and Reconciliation
- South Australian Heritage Council
- State Aboriginal Heritage Committee
- Tourism Industry Council South Australia
- National Trust of South Australia
- History Trust of South Australia
- Local Government Association
- City of Adelaide
- International Council on Monuments and Sites (ICOMOS)
- Geological Society of Australia – SA Division
- Heritage tourism academics/specialists
**Action Plan 2020 – 2022**

This action plan guides the first two years of Heritage Tourism Strategy implementation. All stakeholders who contribute to tourism, or who have a role to play in sharing our stories and caring for special places, are integral to implementing this action plan.

As the strategy seeks to make a genuine contribution to growing South Australia’s visitor economy, actions are aligned to the following strategic priorities of the South Australian Visitor Economy Sector Plan 2030:

- **Marketing:** Drive awareness and appeal of South Australia to our consumers.
- **Collaboration:** Working closely together & aligning efforts.
- **Experience & Supply Development:** Balancing supply constraints, developing experiences across South Australia.
- **Industry Capability:** Cultivating a sophisticated industry.
- **Promote the Value of Tourism:** Ensuring understanding of the contribution of the Visitor Economy.

**Enablers of the Visitor Economy** responds to the challenges that are of critical importance to growing the Visitor Economy and may be outside of the direct control of the various stakeholders.

In the last six months of this plan, the Heritage Tourism Alliance will collaborate with stakeholders to review progress and develop a new plan to achieve our goals.

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<th>Action owners and partners</th>
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<td><strong>Marketing</strong></td>
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| 1 | Develop marketing materials that enable visitors to connect and engage with heritage. | • Tourism operators and heritage managers/custodians actively communicate heritage stories and experiences.  
• Suggested ‘hub and spoke’ itineraries/stories connect experiences, precincts and destinations and create journeys.  
• Heritage experiences are reflected in marketing plans and cooperative marketing programs. | 1.2, 1.3 | All |
| 2 | Continue to progress World Heritage listing for globally significant locations with a focus on northern Flinders Ranges nomination. | • South Australia’s unique natural heritage receives prominence as a result of listing.  
• Visitor experiences leverage from and reinforce World Heritage values and recognition.  
• Flinders Ranges nomination process informs World Heritage listing aspirations for other appropriate sites including Cornish Mining serial listing (Burra and Moonta) and Adelaide Plan and Settlement Landscapes. | 1.2, 2.2, 3.3 | SG: DEW  
LG: Heritage Sector  
Tourism operators |
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<td><strong>Experience and supply development</strong></td>
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| **3** Collaborate with Aboriginal heritage representatives and stakeholders to identify what needs to be done to advance Aboriginal heritage tourism. | • Workshop with key stakeholders, co-led by DEW, AAR/SAHC, SATC.  
• Understanding of issues and a stepped set of actions to progress opportunities. | 1.4, 2.2, 3.3 | **SG:** DPC/AAR, SATC, SAHC, DEW  
Traditional Owners  
Tourism operators |
| **4** Create tourism specific, best-practice interpretation plans and approaches for key heritage sites and assets (both physical and intangible). | • Interpretation plans support contemporary, creative interpretation of heritage sites and assets, with a focus on provision of an experience.  
• Quality interpretation techniques and tools reshape experiences, including digital and performance-based methods.  
• Up-to-date interpretation plans are in place at for prominent heritage visitor sites/attractions, including natural heritage.  
• Interpretation plans provide guidance to support appropriate sharing of Aboriginal heritage. | 1.1, 1.3, 1.4, 2.1 | **Heritage Owners/custodians**  
SG, LG |
| **5** Explore ways underutilised government owned heritage sites and properties could be enhanced through tourism activation, especially in regional areas. | • Audit of government owned buildings and sites to determine opportunities, including assessment of feasibility and viability.  
• Government owned heritage assets are utilised, conserved and accessible to people.  
• Government owned buildings make a positive contribution to local economies, destinations, parks and streetscapes. | 1.1, 3.2, 3.3 | **SG:** DEW  
LG  
Private enterprise |
| **6** Expand heritage grant programs to fund works that specifically deliver visitor experiences/services in heritage places. | • Heritage grant programs fund works that aren’t explicit conservation activities (ie fit-out, upgrade, interpretation plans).  
• Building Upgrade Finance and other investment opportunities maximised for tourism activation of state and locally listed non-residential heritage buildings. | 3.1, 3.2 | **SG:** DEW  
LG |
| **7** Promote precinct thinking to maintain and enhance built (cultural) and natural settings, including main streets and gardens. | • Heritage tourism outcomes are recognised in local economic development initiatives.  
• Experiences within precincts are connected through marketing and collaboration.  
• Investigate a pilot model similar to Mainstreet USA or Heritage Action Zones (UK) to support precinct revitalisation through public-private-community partnerships.  
• Infrastructure renewal/upgrade works are coordinated in high-profile heritage precincts (ie Victor Harbor/Granite Island/Causeway) to maximise outcomes and attract additional private investment. | 3.2, 3.3 | **LG, SG**  
RDA  
Local economic development committees/progress associations  
Heritage Sector |
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<td><strong>Collaboration</strong></td>
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| **8** Continue Heritage Tourism Alliance to advocate for heritage tourism and lead collaborative implementation of the Heritage Tourism Strategy. | • Continued monitoring and implementation of heritage tourism action plan.  
• Action plan 2022-24 developed.  
• Heritage tourism leaders identified. | 2.2, 3.3 | HTA  
All |
| **9** Ensure partnerships support an integrated approach to the implementation of heritage tourism actions. | • Heritage tourism action plan implementation contributes to achieving other tourism plans and strategies (ie Regional Visitor Strategy, ‘Nature Like Nowhere Else’ Nature-based tourism strategy). | 1.2, 2.2 | SG: SATC, DEW  
LG RTOs |
| **Industry Capability** | | | |
| **10** Establish a training program to develop a professional tour guiding/story telling sector in South Australia, including a development component for Aboriginal tour guides, especially at key sites and landscapes. Build heritage tourism knowledge and capabilities with a targeted heritage tourism development program. | • Specific heritage tourism training/knowledge needs and appropriate training responses identified, including those that support Aboriginal heritage tourism.  
• Pilot tour guiding/storytelling training model implemented.  
• Resources that build understanding about how to incorporate local heritage and develop quality heritage experiences are available. | 1.3, 1.4, 2.1 | Tourism Industry  
SG: HTSA, AAR, SATC, DEW  
Education sector  
History Sector |
| **11** Establish quality standard program for heritage tourism experiences and incentivise operators who participate. | • Standards program developed and provider engaged.  
• Minimum standards and training (including for volunteers) support heritage managers and operators to deliver quality experiences.  
• Benefits of standards are promoted and accepted as an indicator of quality heritage experiences. | 2.1, 2.3 | Tourism Industry  
SG: HTSA, DEW, SATC |
| **12** Encourage heritage tourism businesses to register with Australian Tourism Data Warehouse. | • Increase of heritage experiences registered.  
• Greater visitor economy awareness and savviness within heritage sector. | All | All |
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<td><strong>Promote the value of tourism</strong></td>
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<td>13</td>
<td>Undertake an economic analysis of the value of heritage tourism, and regularly collect and report data on heritage tourism activity in South Australia.</td>
<td>• Value of heritage within the visitor economy understood. • Impact of heritage tourism strategy measured.</td>
<td>2.3, 3.2, 3.3</td>
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<td>14</td>
<td>Integrate heritage into other tourism strategies/sector plans (both state and local government/region level).</td>
<td>• Region/destinations have an understanding of their heritage assets and appeal, including how heritage leverage to enhance visitor experiences.</td>
<td>1.2, 2.2, 3.3</td>
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<td>Identify leaders/mentors/champions to advocate for heritage tourism savviness, understanding and capabilities.</td>
<td>• Heritage Tourism Alliance continued. • Launch of heritage tourism strategy celebrates the role of heritage (built, cultural, natural and Aboriginal) within the South Australian experience and visitor economy. • Establishes what professional and quality heritage tourism looks like. • South Australia’s best storyteller competition.</td>
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<td><strong>Enablers of the Visitor Economy: streamlining regulation</strong></td>
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<td>Investigate how barriers can be reduced, processes streamlined and incentives developed to improve the ability of heritage operations, access to heritage sites/locations and adaptive reuse of heritage buildings.</td>
<td>• Requirements, such as certification and insurances that complicate operations of unique heritage experiences (ie steam, trail rides) are understood and appropriate responses developed. • ‘Best-practice’ information guidelines developed to demystify and enable economically sustainable adaptive reuse of heritage for commercial activity. • Ongoing advocacy by Heritage Tourism Alliance.</td>
<td>3.1, 3.2</td>
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**Glossary**

**HTA:** Heritage Tourism Alliance  
**SG:** State Government, including Department for Environment and Water (DEW), South Australian Tourism Commission (SATC), History Trust of South Australia (HTSA), Department of the Premier and Cabinet (DPC), Aboriginal Affairs and Reconciliation (AAR).  
**LG:** Local Government/Councils, Local Government Association (LGA), Outback Areas Authority  
**SAHC:** State Aboriginal Heritage Committee  
**TOs:** Traditional Owners  
**Tourism Industry:** Tourism Industry Council of South Australia (TiCSA), Regional Tourism Organisations (RTOs), Regional Development Organisations/Australia (RDO/A), Australian Tourism Export Council (ATEC)  

**Tourism operators:** businesses, service providers, non-commercial organisations involved in the delivery of profit and not-for-profit visitor experiences and activities  
**Heritage sector:** businesses, organisations and community groups whose primary objective is the collection, retention and communication of history and heritage.  
**Heritage managers:** operators, owners, custodians, including individuals and organisations that own, have responsibility for or manage heritage sites, assets and traditions/knowledge, either individually or collectively.
For more information, please contact:

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