

Using the past to change the future

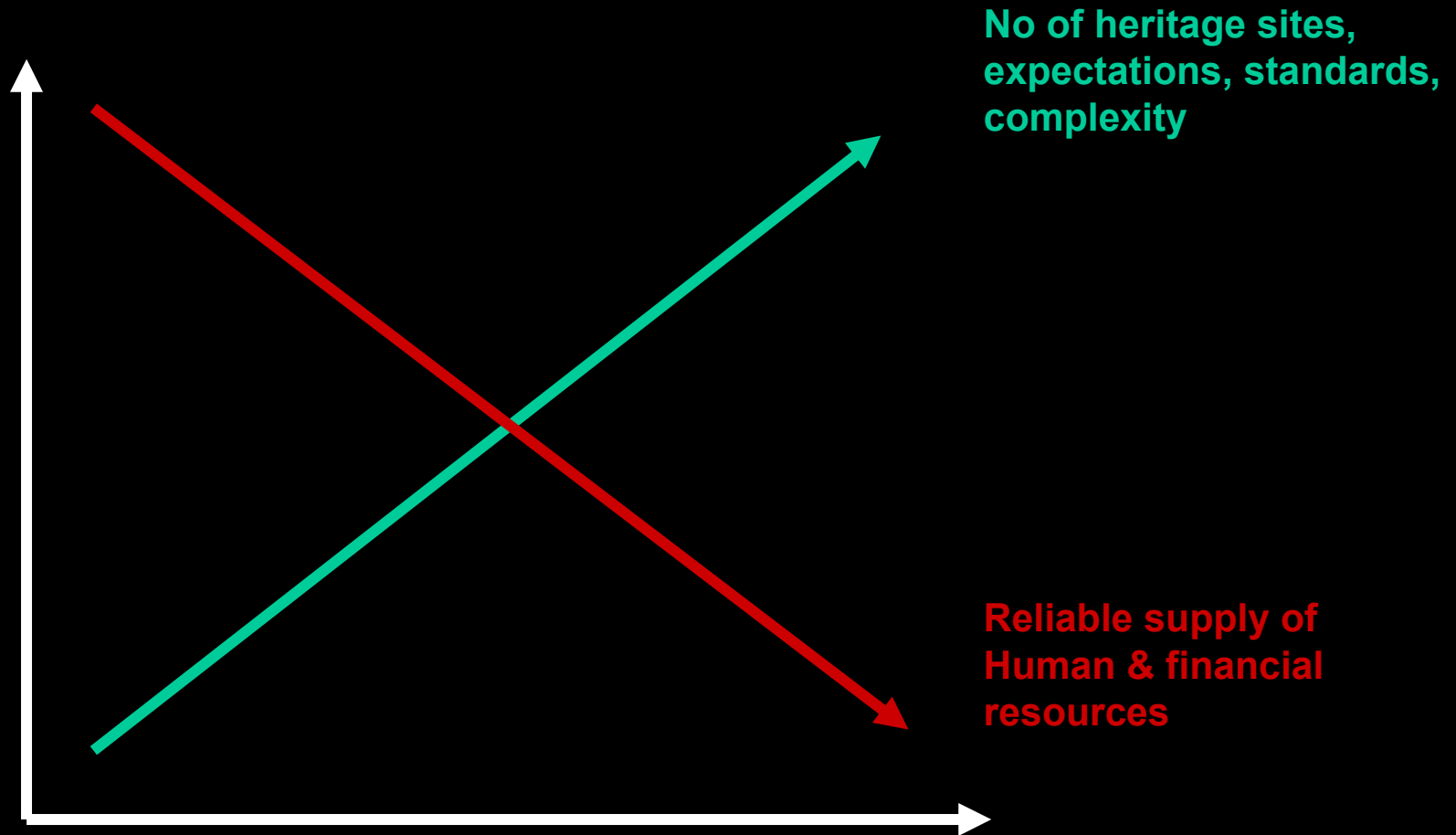


Simon McArthur, Director Strategic Projects



Tourism Futures Conference, August 2009

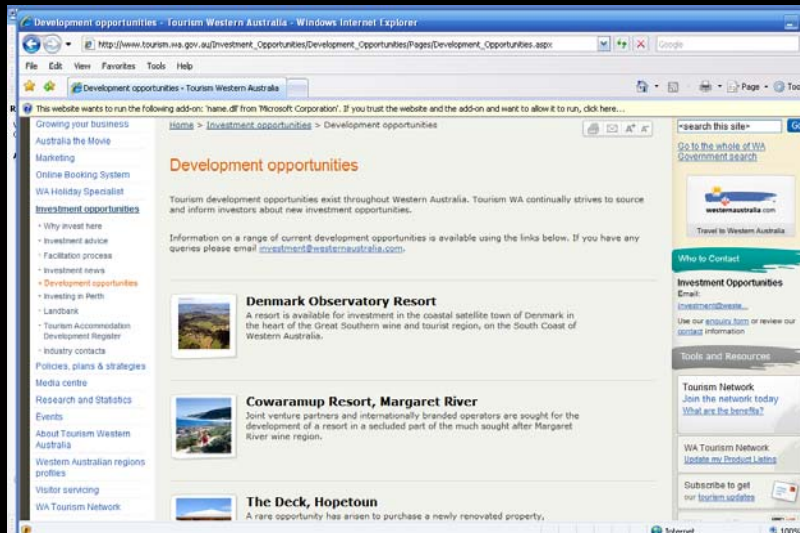
Sustainability of heritage tourism: Doing more with less = less



A more sustainable approach?

Market funding through the private sector

1. Fix deteriorating assets / share maintenance costs
3. Redirect precious public resources
2. Improve access
3. Refresh experiences
4. Broaden appeal and use
5. Fill product gaps

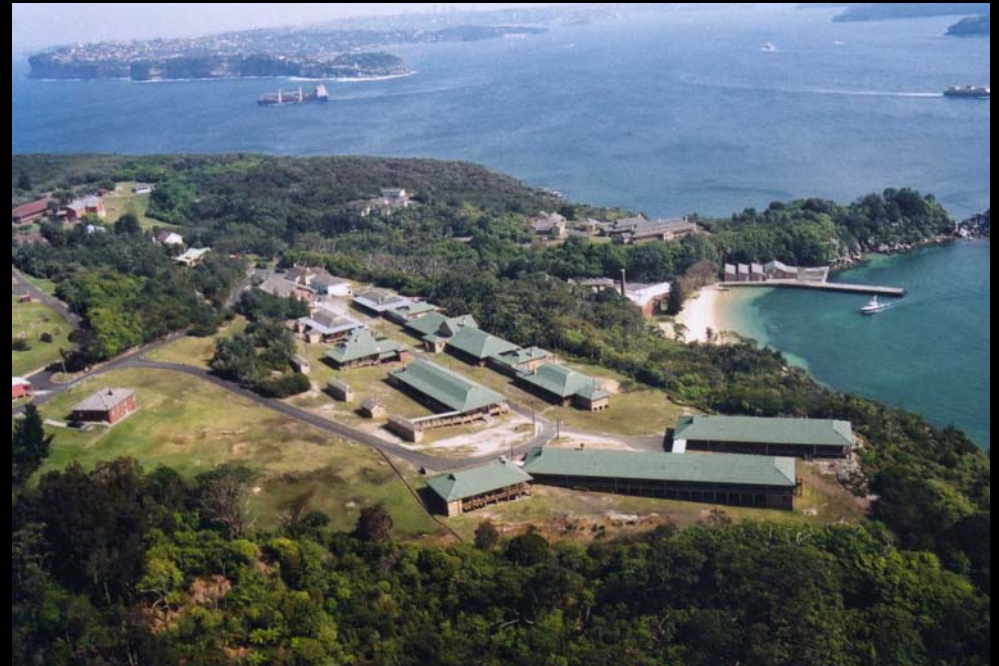


WA

- Tourism Accommodation Development Register
- Landbank
- Website listed development opportunities

Reflections from the leasing and adaptation of Sydney's Quarantine Station

- Q **Complex Nationally significant site**
- Q **Public sector businesses could not fund the site**
- Q **Economic decision to lease**

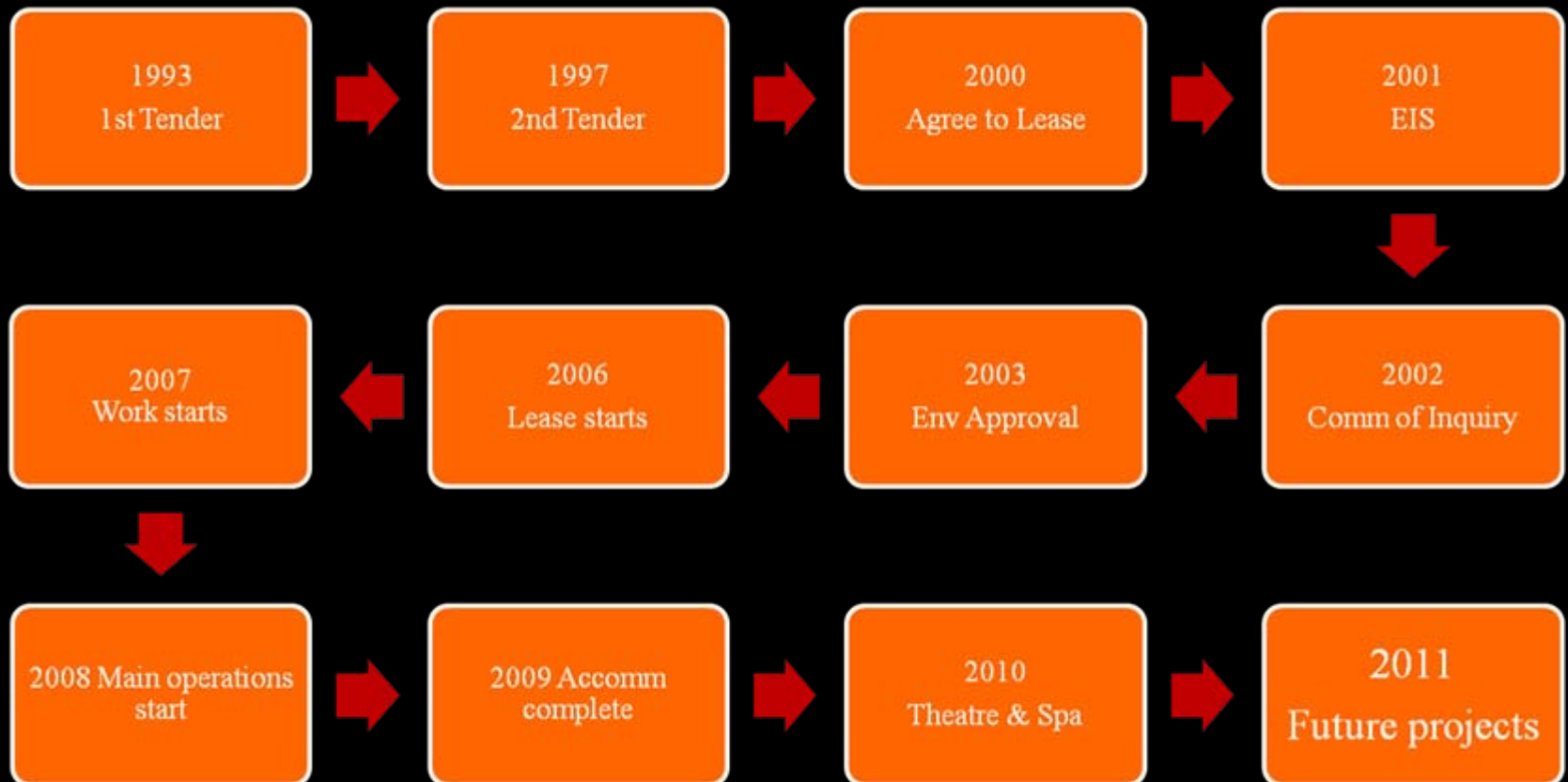


What we have created



- Q Spent \$18M to date:
- Q \$7M on conserving the site
- Q \$11M on adaptation and fitout
- Q Employs over 100 people
- Q Generates from every dollar spent 20 cents for conservation
- Q World's best practice in monitoring and visitor management - IMAMS
- Q Community now believe it a success

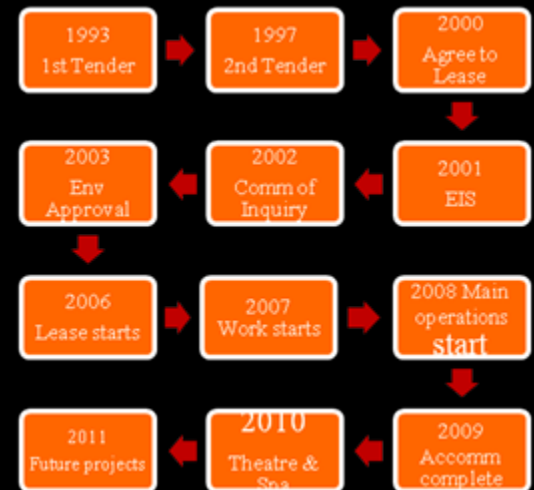
A long complex process



Reflection 1 – Draw a line in the sand

- 2 Statutory conditions must be ready (permissible use, PoM)
- 2 Landlord must partner process (reduce site risk)
- 2 Get timeline forecast with tradeoffs for unforeseen delays
 - political pressure creates risk averse agencies
 - response can be over played process and regulation

say no
if
unreasonable



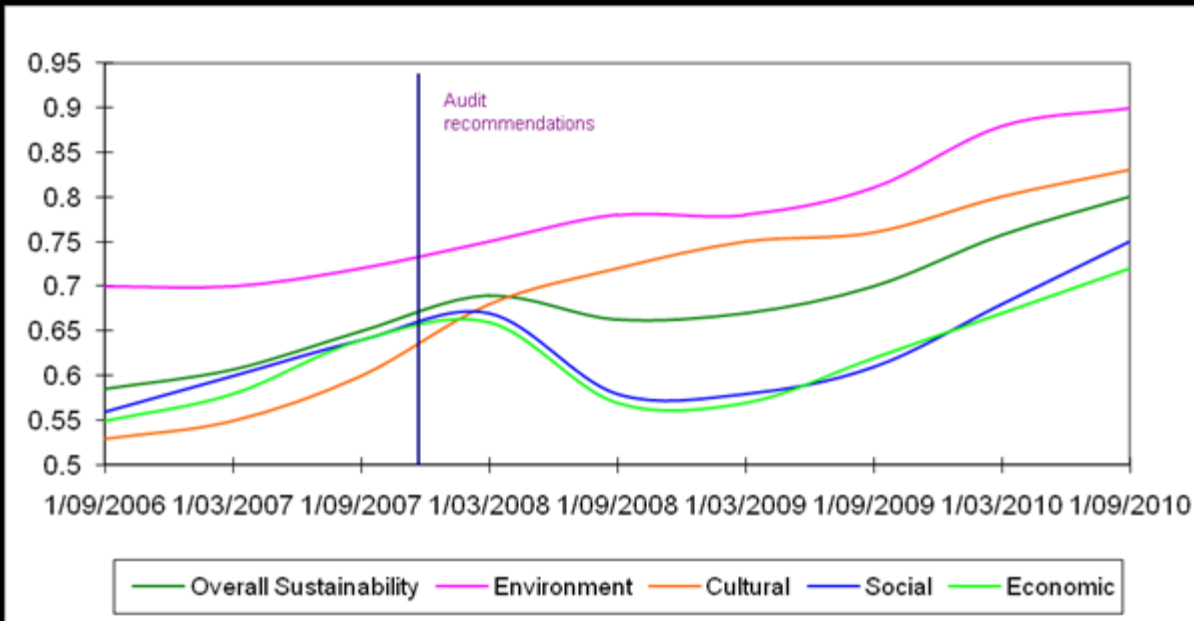
Reflection 2 – comm rent + regulation ≠ sust

- ❏ Government lobbied we pay a commercial rent
- ❏ Rent calculated independently as 5% of turnover
- ❏ Then came the regulations that create more costs
- ❏ Approval process absorb management time that reduces revenue
- ❏ Future feasibilities need to consider the cost of approval processes



Reflection 3 – Less regulation thru monitoring & adaptive management

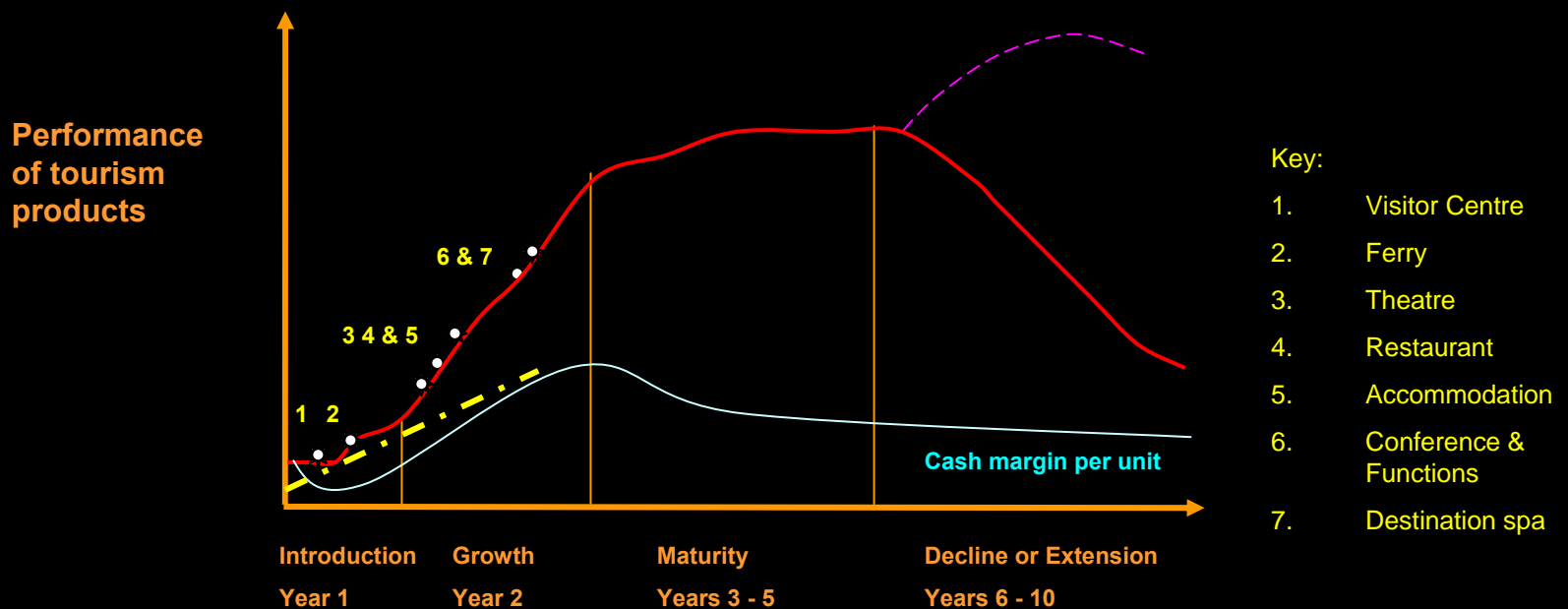
- Issues get resolved with reliable information
 - ensuites, visitors v's bandicoots, minimal impact recognition
- Reveals impact of regulations and cost of sustainability



Environmental	12	35
Cultural	5	28
Social	14	43
Economic	8	40

Reflection 4 – Stage implementation

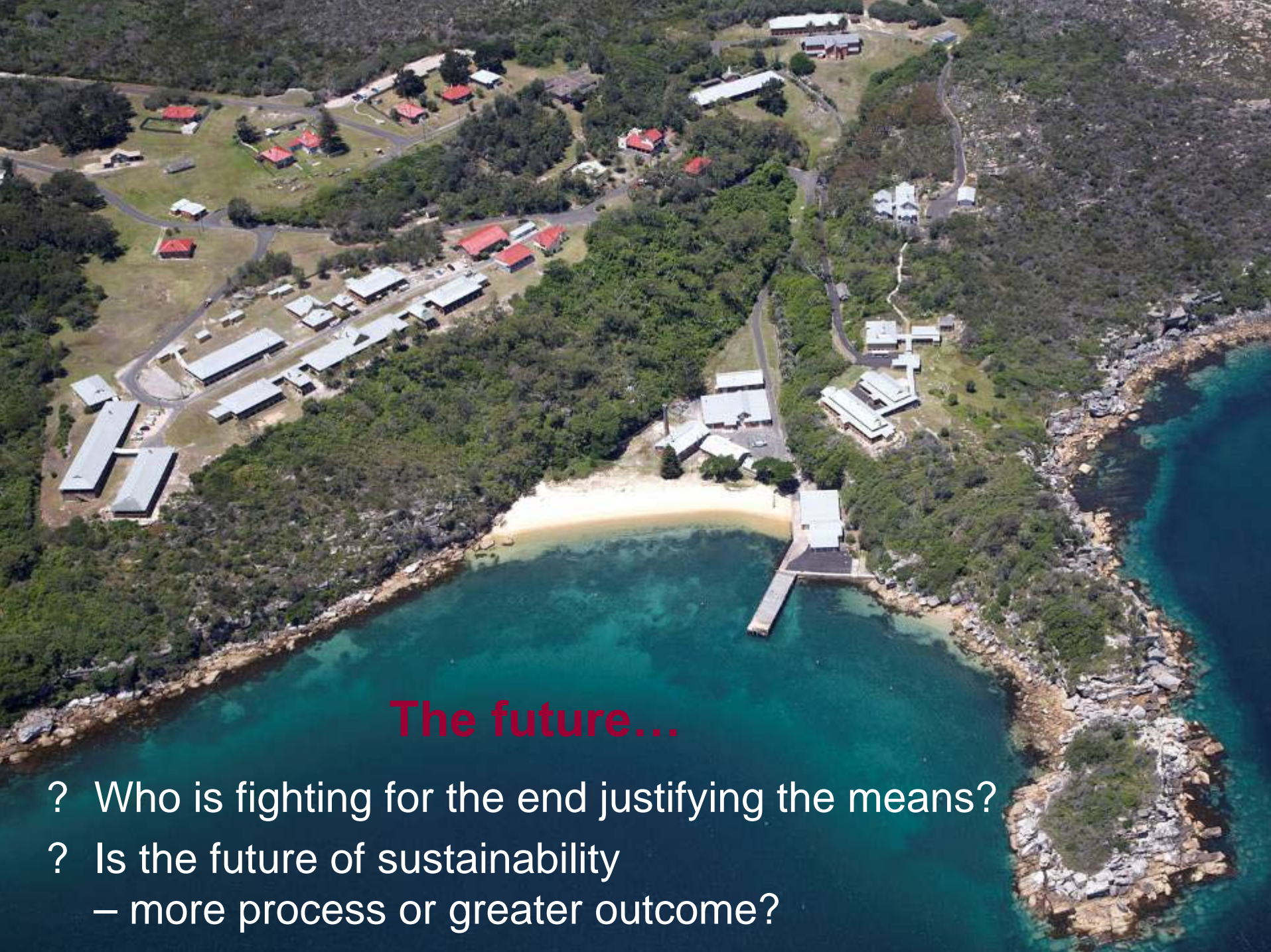
- 2 Stage for development cash flow
- 2 Stage so approvals and stakeholders keep up
- 2 Stage so brand and word of mouth takes hold and sustains business



Reflection 5 – Innovation versus basic needs

- 2 Immersion theatre as iconic leisure experience
- 2 Innovation expensive - actors costs & inflexibility
- 2 Insufficient support and time for word of mouth





The future...

- ? Who is fighting for the end justifying the means?
- ? Is the future of sustainability – more process or greater outcome?