

Tolkach, D., King, B., & Whitelaw, P. A. (2016). Creating Australia's National Landscapes: Issues of collaborative destination management. *Journal of Destination Marketing & Management*, 5(2), 117-132.

Creating Australia's National Landscapes: Issues of Collaborative Destination Management

Abstract

Innovative and holistic approaches to destination marketing and management are needed to ensure that protected areas are managed, marketed and governed effectively alongside adjacent lands. This paper discusses Australia's National Landscapes Program, a collaborative nationwide initiative between Parks and Tourism agencies, local and state governments and the private and non-profit sectors. A critical appraisal framework is presented for the various elements of the Program – geographical, ecological, socio-economic, cultural and visitor information. The researchers argue that the adopted approach may be applicable for other collaborative destination management initiatives. They demonstrate the importance of adopting a geographical perspective in assessing nation-wide initiatives that takes full account of spatial challenges. Dimensions such as the scale, distances and accessibility compound the implementation challenges facing initiatives such as Australia's National Landscapes Program. These challenges include ecological and socio-economic diversity, the number and variety of constituent organisations and understanding the current visitors both domestic and international. The paper provides a potentially useful reference for jurisdictions that intend to implement large-scale collaborative destination management frameworks. It is noted that the challenges of identifying a common vision objectives and measures of success and of managing the politics of collaborations between different government levels and industry sectors are magnified for larger scale initiatives.

1. Introduction

It has been acknowledged that a collaborative and inclusive approach can contribute to the effective marketing, management and governance of protected areas and adjacent communities (Bramwell and Sharman, 1999; Jamal and Stronza, 2009; Sharpley and Pearce, 2007). Innovative modes of governance are however needed if this is to occur (Adams et al., 2008; Eagles et al., 2012; Mitchell, Wooliscroft and Higham, 2013; Whitelaw, King and Tolkach, 2014). In this context Australia's National Landscapes Program seeks to manage protected areas and adjacent lands as cohesive destinations, thus implementing recommendations that have emanated from the aforementioned academic research. The Program has designated sixteen areas as National Landscapes across all states of the Australian Commonwealth for the purpose of destination marketing and management. In extending beyond the formal boundaries of protected areas the Program integrates adjacent communities.

The initiative aims to benefit communities that are located in areas of cultural and natural significance and to preserve natural and cultural assets, both indigenous and settler related. It is arguably the world's largest and most ambitious of its kind. Most previous studies on collaborative destination management that have been mentioned in this paper have been based on individual tourist destinations rather than on nation-wide frameworks. In this context, the Australia's National Landscape Program provides a unique opportunity to investigate the issues confronting a collaborative destination management approach in the context of a multi-level (federal, state and local) political system and inter-state environment, where the various landscapes are located in distinct socio-economic, cultural and ecological environments.

The paper contributes to current discourse about the collaborative destination management of nature- and culture-based destinations by identifying issues relating to the implementation and monitoring of nation-wide initiatives. In order to achieve its aim, the paper constructs and applies a comprehensive analytical framework that addresses the formation and structure of large scale holistic tourism development initiatives in areas of natural and cultural significance. The paper provides an appraisal of the National Landscapes Program as a potential reference for other jurisdictions that may wish to undertake similar initiatives. The paper discusses prospective economic benefits for adjoining communities and the conservation of natural and cultural assets based on the National Landscapes areas and the structures that were established for the implementation of the Program.

In profiling the scheme the paper draws upon municipality level census data, on Australia's national and international visitor surveys and on other relevant documentation. In view of the large scale of the Program, the researchers undertook program-wide secondary data analysis. This approach enhanced the prospects of acquiring an in-depth understanding of the opportunities and challenges associated with ambitious and expansive initiatives such as Australia's National Landscapes. It profiles the potential benefits and flaws of initiatives relating to nature- and culture- based regional tourism destinations that espouse collaboration. Such approaches have frequently been advocated in the scholarly literature. However the current authors acknowledge that more in-depth case studies using survey- or interview-based methodologies will be needed in future to show the challenges being confronted at the level of individual National Landscapes.

2. The Management, Marketing and Governance of Landscapes

Tourism policy-making and governance in the developed world has been embracing more inclusive and collaborative approaches. Researchers in the field of sustainable tourism have expressed optimism about the prospects for multi-stakeholder collaborations in destination planning and development (Dredge and Jenkins, 2012; Hall, 2011). However, the implementation of multi-lateral and complex stakeholder collaborations has been highly inconsistent. The determinants of destination level collaboration may be divided into economic, socio-cultural, demographic, legal, political and spatial categories (Czernek, 2013). Some

obstacles to progress have included inadequate awareness, buy-in, commitment, resources, leadership, coordination, incentives, long-term vision, empowerment, trust and transparency. Collaborative decision-making has also been undermined by the inertia that characterizes much traditional policy-making. This extends to excessive bureaucracy, the fragility of common interests, interpersonal relationships and unclear lines of communication (Beritelli, 2011, Timur and Getz, 2009; Waligo, Clarke and Hawkins, 2013). To address these challenges, Waligo et al. (2013) proposed a formally structured multi-stakeholder involvement framework to increase awareness, improve communication and provide ongoing support. However, Beritelli (2011) have a better prospect of fostering collaboration than formal agreements. Fyall, Garrod and Wang (2012) have stressed the need for both the organic development of collaborations and for mediation through destination management organisations.

Various academics have called for closer collaboration between environmental and tourism agencies (Bramwell and Sharman, 1999; Jamal and Stronza, 2009; Sharpley and Pearce, 2007). Eagles et al. (2012) appealed for more inclusive approaches to the governance of protected areas by involving visitors and non-government organisations (NGOs). Buckley (2004a) suggested that landholders in adjacent areas should form partnerships with protected-area management agencies to increase the conservation value of a protected area and provide commercial tourism opportunities. Whitelaw et al. (2014) highlight the importance of including communities located adjacent to protected areas for economic valuation, governance and management of the protected areas. Despite scholarly investigations of protected areas governance frameworks and their relationship with the tourism sector, there have been few examples of implementing innovative approaches to protected area governance that include adjacent communities and that adopt a holistic view of cultural, natural and tourism resources.

There are examples of local and regional tourism agencies collaborating with individual National Parks (Sharpley and Pearce, 2007), notably England's Exmoor Tourism Partnership (Exmoor Tourism Partnership, 2014). The reach of this initiative extends into the adjacent region through the authorities responsible for Exmoor National Park (in Southwest England), and the tourism sector. At the European level the prevailing landscape management framework adopts a holistic approach to areas of natural and cultural significance (Council of Europe, 2000). The implementation of the European Framework in England exemplifies the minimalism role for tourism (Natural England, 2007). Two US-based programs have also used a conservation values approach to manage landscapes. The Historic American Landscapes survey initiative documents historic landscapes that are adjacent to historic monuments, including urban parks and gardens (American Society of Landscape Architects, 2014). The National Heritage Areas (NHAs) program defines areas as being "natural, cultural, and historic resources combined to form a cohesive, nationally important landscape" (NPS, n.d.). Public-private partnerships play an integral role in such community-driven conservation projects. In the Canadian case most of the landscape-related programs have been developed at regional or provincial level, rather than nation-wide. For example, Cultural Landscapes of Heritage Value within Canada's Capital

Region (i.e. parts of Ontario and Quebec provinces within Ottawa-Gatineau metropolitan area) are managed by the National Capital Commission (NCC, 2004).

3. The Context of Australia's National Landscapes Program

It is important to place Australia's National Landscapes Program in the context of the evolving development of landscape management and marketing concepts. Landscape is ambiguous and yet closely associated with topography in the physical geography domain. Its meanings and interpretation have changed over time (van der Valk, 2010). Daniels and Cosgrove (1988, in King and Spearritt, 2001, p. 249) state that a landscape is "a cultural image, a pictorial way of representing, structuring or symbolising surroundings". According to Bell (1999, in van der Valk, 2010), the landscape component of environment is "the human habitat, perceived and understood by us as through the medium of our perceptions". The International Union for Conservation of Nature and Natural Resources (IUCN) also focuses on natural and human interactions that result in cultural and ecological values.

The International Council on Monuments and Sites (ICOMOS) has defined cultural landscape as the material evolution of civilization. A humanist approach has prevailed in the United Kingdom, where landscapes are viewed as metaphors, scenes and images rather than as physical objects (Shaw & Oldfield, 2007). German landscape studies date back to von Humboldt (1807). Both German and Russian perspectives can be illustrated by Berg's definition of geographical landscapes (1947, cited in Shaw & Oldfield, 2007, p.112): "A geographical landscape is that combination or grouping of objects and phenomena in which the peculiarities of relief, climate, water, soil, vegetation, and fauna, and to a certain degree human activity, blend into a single harmonious whole, typically repeated over the extent of the given zone of the earth".

Australia's National Landscapes Program was announced in 2005 as a partnership between the respective commonwealth Parks and Tourism agencies (Parks Australia and Tourism Australia). It aimed to make Australia's "9,000 national parks, protected areas, and reserves "digestible" for domestic and international visitors" (Parks Australia and Tourism Australia, 2013). The Program seeks to increase visitor arrivals, increase their dispersal into non-urbanised regional areas, enhance the value of tourism and protected areas for regional economies, and support the conservation of cultural and natural assets. Each National Landscape is based around one or several iconic natural areas and assembles the natural and cultural assets of a destination by including adjacent communities. The Program encompasses supply and demand dimensions. The focus on market demand is led by Tourism Australia which has a mission of attracting and dispersing international visitors. The primary mandate of Parks Australia is managing six national parks, of which two are designated as National Landscapes. Most of Australia's protected areas are managed by state parks agencies and sit outside the respective mandates of Tourism Australia and Parks Australia. This circumstance suggests that the National Landscape Program may risk failing to engage with Australian domestic visitors.

The Red Centre was the first National Landscape to be designated (in 2006) followed by the establishment of sixteen others. All states and territories possess at least one featured Landscape and each exhibits diverse environmental characteristics, economic parameters, local community profiles, and visitation. The respective National Landscapes are coordinated by a steering committee made up of stakeholder representatives (Parks Australia and Tourism Australia, 2013). Designed around a unique feature such as an ecosystem or geological phenomenon, each Landscape must have a cohesive appearance and evoke similar values or images, thereby conveying a distinct identity and sense of place (Brown and Raymond, 2007; Davenport and Anderson, 2005). Campelo, Aitken, Thyne and Gnoth (2013) emphasise the role of local populations in constructing a sense of place. Adjacent towns and areas provide the “curtilage” for these unique features. This concept has been applied previously to Australian heritage sites and island resorts (King and Spearritt, 2001). Given the cross-jurisdictional location of many National Landscapes, stakeholder collaborations are vital for achieving a shared sense of place identity and for successful implementation. Later in this paper the authors will address various challenges that are associated with adopting such an approach in a diverse range of settings.

Australia’s National Landscapes Program is representative of the more inclusive and participatory governance approach which is embracing private, public and community stakeholders. Implementation involves three levels of government - Commonwealth, State and Local - and is complex from a policy-making perspective. Historically, State governments have been the principal land managers for National Parks within the Commonwealth of Australia. State agencies have managed most of the National Parks with only six being administered by the applicable Commonwealth agency - Parks Australia. Similarly, while the federal agency Tourism Australia is heavily involved in promoting Australia internationally, each state has its own tourism development, promotion and management agency. Local governments are responsible for developing and maintaining natural and cultural resources, public attractions and recreational facilities (Dredge and Jenkins, 2012).

Participation by three levels of government may be problematic, noting the historic State government enmity towards perceptions of intrusion by the Commonwealth into State affairs. A lack of coordinated tourism policy-making has been evident between the Commonwealth and State tourism agencies (Dredge and Jenkins, 2003). Moreover, as acknowledged by Airey and Ruhanen (2013), Australia’s tourism policy options have been constrained by a combination of powerful industry representative bodies in the policy-making process and the market-driven economy. The National Landscapes Program signals a prospectively more contemporary and pluralistic approach by including multiple stakeholders. Dredge and Jenkins (2012, p.245) have described this as “...the blurring of boundaries between public and private by new governance arrangements, partnerships, networks and participatory democracy”.

The foregoing overview of programs that adopt a holistic governance approach to areas of natural and cultural significance suggests that while the term “landscape” has been used across jurisdictions, there has been limited collaboration between national tourism agencies and their

protected area counterparts. Partnerships appear to be more common in individual protected areas. To the authors' knowledge, there has been no nationwide developed country precedent to Australia's comprehensive and ambitious landscapes program. On this basis, Australia's National Landscapes Program is distinct because it involves collaboration between nation-wide tourism and environmental bodies, with each Landscape managed by a local steering committee comprised of multiple stakeholders. The following section of the paper describes the method used to undertake a critical appraisal of the Program in order to advance knowledge about the challenges of implementing a collaborative and inclusive governance, management and marketing in areas of natural and cultural significance.

4. An appraisal method for Australia's National Landscapes

Australia's National Landscapes Program provides an integrated approach to the funding, regional development, marketing and management of protected areas. It represents an interesting turn in the evolution of landscape concepts, and of the relationship between nature and humanity. In undertaking this appraisal, the researchers have considered the following Program aim, as outlined by Tourism Australia: "achieve conservation, social and economic outcomes for Australia and its regions via the promotion of superlative nature-based tourism experiences" (Tourism Australia, 2014). The Program is currently in its early implementation with the results likely to appear in 2015-17 (see Figure 1):

Figure 1: Strategic Direction Pyramid



Source: Parks Australia and Tourism Australia, 2013

The paper proposes an appraisal framework and method by examining the Program aims and the existing research on destination assessment. The following aims of the National Landscapes Program are noted:

- To promote Australia's world class, high quality visitor experiences;
- To increase the value of tourism to regional economies;
- To enhance the role of protected areas in those economies; and
- To build support for protecting our natural and cultural assets (Parks Australia and Tourism Australia, 2013).

The comprehensive aims consider three critical dimensions, namely: the visitor experience, natural resource economics and socio-cultural context. These dimensions have featured regularly in the literature on tourism sustainability indicators (Choi and Sirakaya 2006; Lozano-Oyola, Blancas, González & Caballero, 2011; Park and Yoon, 2011; Schianetz and Kavanagh, 2008; Tanguay, Rajaonson & Therrien, 2013) with common areas as follows:

- Visitor experience: visitor mix, visitor satisfaction (Choi and Sirakaya, 2006), tourism contribution to local economy, tourist facilities (Lozano-Oyola et al., 2011), service quality (Park and Yoon, 2011), accessibility, comparison between tourist and local populations number and characteristics (Tanguay et al., 2013);
- Natural resource economics: natural resource assessment and protection, reuse/recycling (Choi and Sirakaya, 2006), monitoring of water use, waste and pollution monitoring, type and intensity of land use (Lozano-Oyola et al., 2011), energy resources and usage of renewable energy (Schianetz and Kavanagh, 2008), environmental vulnerability (Tanguay et al., 2013);
- Socio-cultural context: tourism human resources, cultural site management, participation in tourism planning (Choi and Sirakaya, 2006), population characteristics (Lozano-Oyola et al., 2011), community management (Park and Yoon, 2011), stakeholder assessment (Schianetz and Kavanagh, 2008), health (Tanguay et al., 2013).

Given the avowedly marketing orientation of the landscapes initiative, the feasibility of achieving aims that focus on such sustainable development is questionable. However, the broad scope of Australia's National Landscape Program provides a scholarly opportunity to establish categories of indicator that may apply to ambitious nationwide nature- and culture-based tourism initiatives. The existing frameworks of sustainable tourism indicators provide categories and potential indicators. Tanguay, Rajaonson & Therrien (2013) have proposed two alternative approaches to designing sustainable tourism indicators: scientific and policy-maker oriented.

The present study has adopted the policy-maker approach. This involves assembling a comprehensive and yet condensed dataset about a phenomenon. The rationale behind the approach is that the complexity and excessive detail may be overwhelming while adding little information that contributes to the effective policy-making process in large scale policies and programs such as Australia's National Landscapes Program. While Schianetz and Kavanagh, (2008) and Tanguay, Rajaonson & Therrien (2013) have provided a rationale for selecting categories and indicators, the framework has required adaption to accommodate the current researchers' aims and the available secondary data. Table 1 presents categories of indicator that provide the basis for a critical appraisal of the Program. These may be used for future assessments during the latter stages of Program implementation and for similar initiatives in other settings. Though the application of indicators to other jurisdictions may require adaption, close substitutes may be applied without the need to alter the overall approach to appraisal."

The categories outlined in Table 1 provide subheadings to discuss the National Landscapes Program. Indicators were selected within each category on the basis of available secondary data. Discussion of the various indicator categories is based on Australian Bureau of Statistics data collected from the Australian census at municipal level, on Tourism Research Australia's national and international visitor surveys, and on the progress reports for Australia's National Landscapes, including those applicable to individual Landscapes. The authors have aggregated all data, including statistical information and it is noted that no previous analyses have been undertaken of the metrics applicable to the National Landscapes, such as visitor numbers and community socio-economic profiles. Whilst gathering data about visitor socio-economic profiles would be beneficial, such information is unfortunately unavailable at municipal level. Recognizing this gap the authors geo-coded the data that were derived from Tourism Research Australia and the Australian Bureau of Statistics and used MapInfo geographic information system (GIS) software to eliminate and overlay areas within the National Landscape boundaries, thereby identifying relevant locales. The socio-demographic data for these locales was then extracted from the Census database for analysis purposes.

Table 1. Proposed National Landscape Indicators

Category	Description	Relevant Indicators used in the Present Paper	Data source
Geography	These indicators provide context for the analysis of National Landscapes. They encompass the diverse National Landscape settings, ranging from remote and inaccessible areas (e.g. Ningaloo/Shark Bay) to urban centres (e.g. Sydney Harbour)	Location Size Population Distance from a major city	Australian Bureau of Statistics Census Data
Visitor Profile	This category describes the current and desired visitation pattern and visitor backgrounds.	Visitor numbers Target market profile	Tourism Research Australia
Socio-economic profile of residents	This category mainly draws from statistical information that provides insights into local resident livelihoods	Relative socio-economic advantage and disadvantage Economic resources Education and Occupation	Australian Bureau of Statistics Census Data
Environment	This category addresses the environmental resources and significance of National Landscapes	Number and type of protected areas within a National Landscape Biodiversity Hotspots Issues of environmental concern	Department of the Environment National Landscape Program reports

Cultural heritage	This category establishes the cultural resources and significance of National Landscapes	The range of sites of cultural significance Number and type of cultural organizations participating in the governance of National Landscapes	National Landscape Program reports
Stakeholder Involvement	This category complies with the idea that sustainable tourism development requires local participation	The type and number of organizations involved in the governance of National Landscapes	National Landscape Program reports

Source: Compiled by Authors from Castellani and Sala (2010), Choi and Sirakaya (2006), Deng, King & Bauer (2002), Ko (2005), Lozano-Oyola, Blancas, González & Caballero (2011), Park and Yoon (2011), Schianetz and Kavanagh (2008), Tanguay, Rajaonson & Therrien (2013), UNEP and WTO (2005)

The limitations associated with analyzing secondary data are acknowledged compared with alternative approaches. Reliable data are needed to provide a comprehensive profile of each landscape. The present study has used the best available data, though acknowledging that accuracy is somewhat compromised at municipal level notably because of the limitations of the sampling which underpins national surveying of visitor numbers. Future extensions of the present study might benefit from the inclusion of socio-economic profiles of current visitation to the various Landscapes areas. Though such data has not been incorporated at this stage, the authors concluded that collecting and analysing secondary data would be appropriate for the present broad-based and exploratory review. For conducting future in-depth and issue-specific assessments of Australia's National Landscapes, it may be appropriate to use a Delphi approach or related qualitative method . The present paper provides a solid base for such prospective extensions.

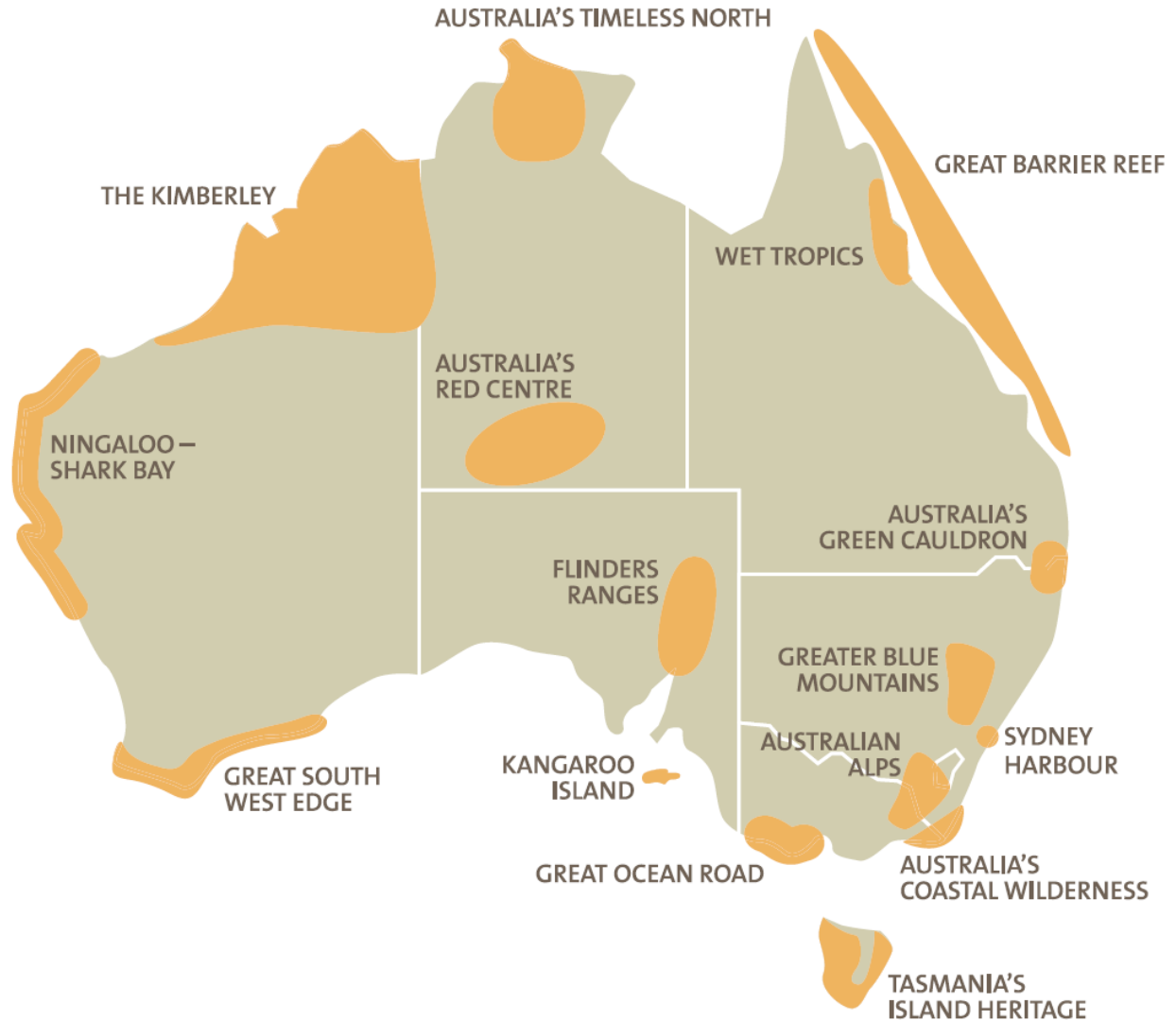
5. Profile of Australia's National Landscapes

The following section provides an analysis of Australia's National Landscapes using the categories and indicators provided in Table 1. The analysis facilitates a discussion about economic and socio-environmental sustainability in Australia's National Landscapes Program and similar initiatives.

5.1. Geography

The location of the various National Landscapes is provided in Figure 2:

Figure 2: Location of the 16 National Landscapes



Source: Parks Australia and Tourism Australia (2013)

Table 2. Geography of the National Landscapes

Name	STATE	Area Sq km	Population¹	Approximate distance from an international gateway airport²
Australian Alps	NSW – VIC	49,528	59,767	150-400 km (Melbourne)
Australia's Coastal Wilderness	NSW	11,861	39,134	300-450 km (Melbourne)
Australia's Green Cauldron	NSW – QLD	8,974	187,968	10-100 km (Gold Coast)
Australia's Red Centre	NT	230,538	30,442	1100 km (Adelaide) – 1100 km (Darwin)
Australia's Timeless North	NT	123,556	8,746	150-450 km (Darwin)
Flinders Ranges	SA	556,473	16,954	200-700 km (Adelaide)
Great Barrier Reef	QLD	1,858	19,719	0 km (Cairns) – 550 km (Brisbane)
Great Ocean Road	VIC	16,530	127,986	50-300 km (Melbourne)
Great South West Edge	WA	193,315	121,050	200-800 km (Perth)
Greater Blue Mountains	NSW	29,993	135,227	50-350 km (Sydney)
Kangaroo Island	SA	193,315	4,401	100-200 km (Adelaide)
Kimberley	WA	484,304	25,087	350 km (Darwin) – 1300 km (Perth)
Ningaloo / Shark Bay	WA	219,326	14,383	600-1200 km (Perth)
Sydney Harbour	NSW	1,142	1,742,925	0-10 km (Sydney)
Tasmania	TAS	68,018	494,212	300-650 km (Melbourne)
Wet Tropics	QLD	257,103	371,320	0-250 km (Cairns)
Not Included		5,430,888	18,055,943	
TOTAL		7,687,809	21,455,278	

¹ Sociodemographic data from the 2011 Census

² As defined by the Department of Infrastructure and Regional Development (2014)

Source: Authors

Figure 2 and Table 2 demonstrate the diversity of the climates and ecosystems that are covered by the National Landscapes, including mountains, coastal areas, tropical and temperate rainforests, deserts and marine parks and encompassing both urban and rural areas. Sydney Harbour is a hub of Australia's largest city and the 1.74 million residents noted in the table amount to over a third of the city's 4.4 million inhabitants (ABS, 2011). Sydney Harbour covers an area of only 126 square kilometres. In contrast South Australia's Kangaroo Island has a population of only 4,400 but covers an area of 1,435 square kilometres. Australia's National Landscapes may be placed on a continuum ranging from those that are most readily accessible

from a populous adjacent conurbation, such as Sydney Harbour, Green Cauldron and Great Ocean Road, to Landscapes, such as Tasmania, Great Barrier Reef, Wet Tropics or Timeless North, that are located further away from large cities. There are also remote Landscapes such as The Kimberley or Ningaloo/Shark Bay. Access is critical for the promotion and management of the National Landscapes. Popular and accessible Landscapes such as Great Ocean Road or Sydney Harbour require careful management to ensure preservation of the physical environment and its impact on the visitor experience. The more remote Ningaloo/Shark Bay and The Kimberley struggle to attract large visitor numbers. This limits economic opportunities for local communities and funding of conservation programs.

Despite one of the National Landscapes (Sydney Harbour) being located within Australia's largest city (Sydney), the areas covered by the National Landscapes Program exclude the major proportion of Australia's population of nearly 23.5 million (as indicated in the table, areas outside the designated Landscapes scheme have a combined population of 18 million). Nevertheless, the inclusion of Sydney Harbour indicates that the scheme is not exclusively focused on rural and non-urban areas. The Program's ethos embraces the idea of a relationship between the human/cultural dimension and the physical environment, including both indigenous and non-indigenous cultures. This is a potentially important development for Australia given the previous promotional emphasis on the natural environment by many destinations (King, 1997). There is a conceptual rationale for proposing an association between Sydney Harbour, Great Barrier Reef, Great Ocean Road and other Landscapes. However, each requires a management approach that fully considers their distinct Landscape geographies.

5.2. Visitation Metrics and Target Market Profile

In order to appreciate the significance of the Landscapes for tourism purposes, an aggregation of four key tourism metrics is presented in Table 3 covering the past nine years. Aggregate data are presented for purposes of easy interpretation and to remove any sampling related variations. It was not possible to undertake a robust quarantining of the data about visitation to Sydney Harbour National Landscape (which is located around the central business district of Sydney and well within the conurbation of Greater Sydney) from visitation to Sydney in general. Further, there are many factors that can be driving the tourism performance of this locality beyond the simple creation of a National Landscape. As such, the Sydney Harbour National Landscape is not assessed in the same manner as other Landscapes.

Table 3. Visitation Metrics 2005 – 2013

Name	Domestic Visitor Day Trips	Domestic Visitor Nights	International Visitor Day Trips	International Visitor Nights
Australian Alps	10,967,000	47,647,000	243,375	2,710,810
Australia's Coastal Wilderness	3,475,000	24,422,000	244,469	1,065,036
Australia's Green Cauldron	13,979,000	30,087,000	1,665,881	11,819,433
Australia's Red Centre	818,000	13,557,000	2,089,380	11,629,385
Australia's Timeless North	1,123,000	5,805,000	528,600	2,600,967
Flinders Ranges	1,403,000	5,583,000	134,183	707,059
Great Barrier Reef	12,853,000	57,430,000	2,381,634	18,840,430
Great Ocean Road	18,843,000	41,829,000	991,562	4,482,456
Great South West Edge	13,061,000	52,542,000	949,705	9,483,364
Greater Blue Mountains	21,574,000	17,869,000	663,951	3,265,180
Kangaroo Island	399,000	3,665,000	312,836	960,534
Kimberley	803,000	17,638,000	364,119	5,461,018
Ningaloo / Shark Bay	1,031,000	17,714,000	471,812	4,298,614
Sydney Harbour	Information not available*			
Tasmania	40,505,000	79,445,000	1,317,411	25,682,823
Wet Tropics	5,627,000	10,212,000	261,205	2,935,214
Total within Landscapes	146,461,000	425,445,000	12,620,123	105,942,323
Visitation outside National Landscape	1,187,488,000	1,986,322,000	45,526,297	1,427,687,346
TOTAL	1,333,949,000	2,411,767,000	58,146,420	1,533,629,669

Source: Authors

*Tourism Research Australia does not provide information nor assesses the impact of Sydney Harbour National Landscape, since the Landscape is located adjacent to a central business district that is visited for various purposes that are unrelated to the Landscape.

During the period 2005-2013 only 15.3% of all Australian domestic trips (including day and overnight trips) and 7.4% of all international trips were to places within the National Landscapes. The number of overnight trips exceeded day trips in aggregate. The greatest differences are for international visitation to the most remote National Landscapes. Greater Blue Mountains was the only Landscape to record more domestic day trips, perhaps attributable to the proximity of Sydney. Tasmania National Landscape (which covers the entire state) is the most popular Landscape for all categories, with the exception of international day visitors; the Great Barrier Reef recorded the highest number of this visitor category.

The area reporting the highest visitation per square kilometre is Australia's Green Cauldron which is located close to a popular leisure destination - the Gold Coast. The biggest disparity between domestic and international visitation is evident in Australia's Coastal Wilderness. There is comparable domestic and international visitation to the Red Centre. The relatively high numbers of international visitors may be explained by the role of Uluru, a prominent international symbol of Australia. A contrast is evident in Australia's Coastal Wilderness which possesses no iconic landmarks despite being located on Australia's populous Southeast coast. It is evident that the scale and accessibility of each Landscape influences visitation. However, there is a stronger international tendency to visit Landscapes with iconic landmarks, whereas domestic visitors seek out places offering ample recreational opportunities.

According to Tourism Australia "Experience Seekers" are the primary market segment for the National Landscapes Program (Tourism Australia, n.d.). These visitors are seeking:

"...unique, involving and personal experiences from their holidays... Experience Seekers are long haul travellers who are less affected by the traditional barriers to travel of distance, time and cost. They are more informed, interested and curious about potential travel destinations. They constitute around 30 to 50 per cent of all potential long haul outbound travellers from key source markets of Australia. Experience Seekers can be found among all age groups, income levels and geographic locations".

The National Landscapes provide opportunities for discovery, active participation, authentic experiences and adventure that interest the chosen target groups. However additional efforts would be required to develop appropriate site interpretation that could satisfy the desire for knowledge acquisition amongst non-local visitors, particularly from overseas. Most Landscapes have started to develop interpretive products or guided tours which is indicative of the challenge that is acknowledged by Parks Australia and Tourism Australia (2013). Though Tourism Australia (n.d.) has stated that Experience Seekers are not predicated on the basis of nationality, the agency has aligned the defining characteristics of this segment with the following markets: China, Germany, Japan, UK, USA and New Zealand. The incidence of cultural dimensions such as power distance, individualism and uncertainty avoidance varies greatly within these markets. This may impact on new product adoption (Yeniyurt and Townsend, 2003). The prevailing focus on psychographic segmentation and apparent disregard for geographical and demographic differences may have muddled the target marketing process.

The focus of the National Landscapes Program on international visitors is evident in both the Experience Seeker statement and also from the Australia's National Landscapes 2013 Outcome Report (Parks Australia and Tourism Australia, 2013). The report only mentions domestic tourism as a complement to its international counterpart. This suggests that the Tourism Australia mission of attracting international visitors may limit the Program through a neglect of domestic potential. According to Table 3 domestic visitation to National Landscapes exceeds its international equivalent by a factor of eleven for day trips and by a factor of four for nights

spent. Australia's Red Centre is the sole exception with a comparable number of domestic and international overnight stays. It is worth noting that Tourism Australia has previously undertaken substantial domestic campaigns, despite its prevailing ethos as an inbound marketing organization. One example was the "No Leave No Life" campaign which aimed to stimulate domestic demand (Tourism Australia, n.d.). This experience suggests that the National Landscapes Program could potentially be marketed more prominently and successfully within Australia.

Tourism development within the National Landscapes should be sustainable if it is to achieve its aims. In the present case sustainability may be defined as fulfilling visitor expectations in order to ensure a continuous flow of visitor arrivals, preserve natural and cultural assets and make a positive socio-economic contribution towards local communities (Butler, 1999). Previous studies have acknowledged that while sustainable tourism objectives relate primarily to conservation and to improving local livelihoods, it is also important to satisfy tourist expectations and to embrace a demand-orientation (Choi and Sirakaya, 2006; Hassan, 2000). Highly educated and economically affluent "experience seekers" are a prospectively viable option, since they are likely to be satisfied with the experiences on offer, be concerned about environmental and socio-economic impacts and have the means to make an economic contribution. They represent a high yielding market for nature-based tourism. However, the rich descriptions of Experience Seekers do not translate directly into an identification of travellers who fit the profile. Voluminous data is required to monitor such market segments and for effective implementation. This is a potential challenge for achieving target market objectives.

The inclusion of Sydney Harbour into the Landscapes Program exacerbates the difficulty of identifying universally applicable performance indicators. Developing remote destinations for international visitors often requires cross-cultural training (Kim and McKercher, 2011; Turner et al., 2002). On this basis it would pose fewer cross-cultural challenges by increasing domestic tourism. Attracting and managing international visitors to National Landscapes will involve substantial financial and human resources, notably for translating brochures, signs and interpretive displays. When the volume of visitation to many National Landscapes is considered, it may be more realistic to target domestic visitors. This does not however mean that Tourism Australia should aim to increase domestic visitation to all National Landscapes. Indeed, domestic markets across the world need further in-depth investigation. The tourism that occurs in areas of cultural and natural significance requires particularly careful planning and management.

5.3. Community Socio-Economic profiles within Australia's National Landscapes

The researchers have incorporated 'Socio-Economic Indexes for Areas' (SEIFA) data to assess community wellbeing. Such indices provide a potential quantitative method for evaluating the social and economic alignment between the visitor and host populations. SEIFA was developed by the Australian Bureau of Statistics (ABS) to rate areas according to relative socio-economic advantage and disadvantage, based on information derived from the five-yearly Census. The

previous Census was conducted during 2011 when the National Landscapes Program had its inauguration. SEIFA addresses four measures and uses an index base of 1,000; scores above 1,000 exceed the national average whilst those below are under the national average (ABS, 2013). Table 4 presents the SEIFA profile of the National Landscapes according to the following four indices:

Relative Socio-economic Disadvantage (IRSD). The economic and social conditions of people and households within an area, which only includes measures of relative disadvantage with a low score, indicative of generally greater disadvantage and a high score indicative of less disadvantage.

Relative Socio-economic Advantage and Disadvantage (IRSAD). The economic and social conditions of people and households within an area, including both relative advantage and disadvantage measures.

Economic Resources (IER). The financial aspects of relative socio-economic advantage and disadvantage, by summarising income and wealth related variables. This index excludes education, occupation variables and some assets such as savings or equities.

Education and Occupation (IEO). The educational and occupational level of communities. It provides the level of qualification achieved, classifies the workforce into major groups and skill levels and the unemployment rate. It excludes income related variables.

Table 4: Socio-Economic Profiles

Name	Advantage Disadvantage *	Disadvantage *	Economic Resources *	Education Occupation *
Australian Alps	974	989	988	974
Australia's Coastal Wilderness	945	962	968	952
Australia's Green Cauldron	971	976	986	967
Australia's Red Centre	937	926	911	981
Australia's Timeless North	744	694	687	890
Flinders Ranges	925	936	951	928
Great Barrier Reef	910	911	888	928
Great Ocean Road	989	1,004	1,005	984
Great South West Edge	983	994	1,007	965
Greater Blue Mountains	1,008	1,010	1,020	1,008
Kangaroo Island	963	983	982	970
Kimberley	800	770	769	883
Ningaloo / Shark Bay	838	843	851	836
Sydney Harbour	1,076	1,057	1,021	1,109

Tasmania	946	959	959	949
Wet Tropics	959	969	972	943
Not Included	994	994	996	991
TOTAL	998	997	996	998

* 1,000 is taken as the average for Australia and numbers below 1,000 indicate that the region is below the Australian average. Numbers above 1,000 are above the Australian average.

Source: Authors

The profile provides insights into the demographics of the applicable local populations. The most economically developed National Landscape areas are located near urban areas. These include Sydney Harbour and the Blue Mountains (near Sydney, NSW), the Great Ocean Road (near Australia's second city of Melbourne) and Great South West Edge (near Perth, WA). Sydney Harbour has the lowest incidence of social disadvantage (1,076). With its substantial indigenous population, Australia's Timeless North is the most socially disadvantaged region (744) and potentially the most influenced by tourism. Three Landscapes stand out as particularly disadvantaged: Timeless North, Kimberley and Ningaloo/Shark Bay. When the socio-economic objectives of the National Landscapes Program are considered, the three previously mentioned Landscapes with their disadvantaged communities would have highest priority for development and promotion in pursuit of stimulating economic activity.

Due to the relative inaccessibility of these Landscapes from major gateways in the Southeast of the continent, attracting international visitors will be a particular challenge. In addition to financial constraints, international visitors have limited time for exploring, and the number and location of any stopovers will be influenced by their mode of transport (Koo, Wu & Dwyer, 2012; Wu and Carson, 2008). Though enshrined as one of Tourism Australia's Key Performance Indicators, dispersing international visitors has been challenging (Koo et al., 2012). The relatively low domestic visitation to these areas merit further investigation, though inaccessibility seems to be the most likely explanation.

It has been widely argued that tourism can support the development and improvement of local livelihoods by generating employment, providing tax revenues and revitalising local culture thereby increasing the value of nature among local residents (Andereck, Valentine, Knopf & Vogt, 2005; Lu and Nepal, 2009; Murphy and Murphy, 2004; Sharpley and Sharpley, 1997). Tourism development may however be perceived negatively by local communities. Possible negative impacts of tourism development on local communities include: increasing prices, gentrification, overcrowding, host-guest tensions due to cultural and behavioural differences, commoditisation of culture, growth in crime rates, pollution and environmental degradation (Andereck et al., 2005; Liburd et al., 2012; Murphy and Murphy, 2004).

Host community attitudes to tourism can affect visitor satisfaction (Carmichael, 2005). As noted by Murphy and Murphy (2004) local resident attitudes may influence tourism and it appears likely that cross-cultural training will enhance visitor satisfaction (Kim and McKercher, 2011;

Turner et al., 2002). Further research is however needed about the incidence of visitor satisfaction and community impacts in developed country settings where visitors and residents belong to different socio-economic groups. When destination marketing places an emphasis on responsible travel, understanding such characteristics may enhance the prospects of a better visitor experience and a higher quality of community life for residents (Liburd, 2005; Spenceley, 2010). Nevertheless, careful destination planning and management may help to address any tourism related issue that occurs within host communities (Horn and Simmons, 2002).

5.4.Environment

The authors propose several indicators to demonstrate the environmental value of Australia's National Landscapes. As outlined in Table 5 these include the number of protected areas, the prevalence of endemic and/or endangered species, the status of a Biodiversity Hotspot and the presence of a World Heritage site.

Table 5. Environmental values of the National Landscapes

National Landscape	Number of Protected areas*	Endemic Species mentioned *	Endangere d Species mentioned *	Biodiversity Hotspot (Australia Environment)	World Heritage (UNESCO)	
					Name	Type
Australian Alps	11	Y	Y	-	-	
Australia's Coastal Wilderness	2 National Parks plus unspecified number of other protected areas	N	N	-	-	
Australia's Green Cauldron	72	Y	Y	Border Ranges North and South	Gondwana Rainforests of Australia	Natural
Australia's Red Centre	4 National Parks plus unspecified number of other protected areas	Y	Y	-	Uluru-Kata Tjuta National Park	Mixed
Australia's Timeless North	3	N	Y	-	Kakadu national Park	Mixed
Flinders Ranges	3	N	N	-	-	
Great Barrier Reef	1	N	N	-	Great Barrier Reef	Natural
Great Ocean Road	5 National Parks plus unspecified number of other protected areas	N	N	Victorian Volcanic Plain	-	
Great South West Edge	20 National Parks plus unspecified number of other protected areas	Y	Y	Fitzgerald River Ravensthorpe Busselton Augusta	-	
Greater Blue Mountains	8	Y	Y	-	Greater Blue Mountains Area	Natural
Kangaroo Island	1 National Park plus unspecified number of other protected areas	Y	Y	Mt Lofty/Kangaroo Island (South	-	

National Landscape	Number of Protected areas*	Endemic Species mentioned *	Endangered Species mentioned *	Biodiversity Hotspot (Australia Environment)	World Heritage (UNESCO)	
					Name	Type
				Australia)		
The Kimberley	33	N	Y	North Kimberley (Western Australia)	Purnululu National Park	Natural
Ningaloo / Shark Bay	2 National Park plus unspecified number of other protected areas	N	Y	Geraldton to Shark Bay Sand Plains	Ningaloo Coast Shark Bay	Natural
Sydney Harbour	Not specified	Y	Y	-	Sydney Opera House	Cultural
Tasmania	5 National Park plus unspecified number of other protected areas	Y	Y	Midlands of Tasmania	Tasmanian Wilderness	Mixed
Wet Tropics	Not specified	Y	Y	-	Wet Tropics of Queensland	Natural

*Based on information from promotional materials only

Source: Department of the Environment (n.d.), Tourism Australia (2014), UNESCO (2014)

The environmental characteristics of Australia's National Landscapes are diverse. Each incorporates anywhere from one to 72 protected areas. The Great Barrier Reef extends over an expanse of ocean, but is managed as a single Marine Park. By way of contrast, the Green Cauldron occupies only a small area, but contains a large number of protected areas. A remarkably large number of National Parks have been designated in Australia (600) (Department of the Environment, n.d.). The comparable US figure is 59 (NPS, 2013) and for Canada it is 38 (Parks Canada, 2014). Unlike the US and Canadian cases, Australia's National Parks are managed by state authorities. The small size of many Australian National Parks is a marketing and management challenge.

Of the sixteen National Landscapes, ten incorporate a World Heritage listed component. The value of such listing for tourism promotion purposes has been widely acknowledged (Buckley, 2004b; Landorf, 2009). It is evident that the inclusion of World Heritage listed objects has strengthened the National Landscapes brand. The designation provides the Australian National Commission for IUCN and the National Landscapes Program with grounds for ongoing cooperation (Schofield, 2013). Twelve of the sixteen National Landscapes contain either endemic or threatened species of plants and animals. Eight National Landscapes are also listed as Australia's Biodiversity hotspots. These species are visitor attractions, and visitor spending may contribute to the protection of habitats and thus to increasing the population of the species.

Despite promotional efforts and infrastructural development within the National Landscapes, it is unclear how increased visitation may impact positively on such vulnerable environments. Without a mechanism to convert visitation into conservation efforts, successful marketing programs may be detrimental to the environmental resources that attract visitors. Experience Development Strategies have been applied to each National Landscape and require tour operators to cooperate closely with land managers and conservation initiatives (Australian Alps National Landscape Inc., 2010; TRC Tourism, 2013). However, it is unclear whether there is any established mechanism to channel any tourism revenues towards the conservation of protected areas that are the core of the National Landscapes. According to the Whitelaw et al. (2014) framework, most National Landscapes can be described as high visitation and bio-diverse. This implies a need for high quality visitor management and outstanding environmental management, supported by initial and ongoing funding. In the absence of clear funding mechanisms, it is unlikely that the longer term environmental or socio-economic objectives of the Program will be achieved.

5.5. Management of Aboriginal and Settler Cultural Heritage

The integration of natural and cultural assets into a holistic area experience is a strength of Australia's National Landscapes Program. Table 6 details the cultural assets in the various National Landscapes, and categorises them using two key historical and cultural themes; Aboriginal and settler Australian. Representatives of cultural organisations have been included in steering committees, which are responsible for developing a strategy for each National Landscape and are discussed in more depth in the section on Stakeholder Involvement.

Table 6. National Landscape Cultural Experiences

National Landscape	Aboriginal culture	Settler histories, contemporary culture	Cultural organisations represented on the steering committee
Australian Alps	Guided walks	Old cattle huts, Ned Kelly courthouse	-
Australia's Coastal Wilderness	"Relics" from ancient Aboriginal sites	Seafood, wine	-
Australia's Green Cauldron	Aboriginal Cultural Centre, Guided tours, Aboriginal dance shows	Historic villages of Uki and Tyalgum	- Yugambeh Museum, Language and Heritage Research Centre - Wollumbin Consultative Committee
Australia's Red Centre	Uluru Cultural Centre, Guided tours, Gourmet tour with an Aboriginal chef, Rock art sites, Community Art Centres, Tnorala (Gosse Bluff) Conservation Reserve	Alice Springs Telegraph Station, Royal Flying Doctor Service, Afghan cameleers, Flynn Trail	- Red Hot Arts - Desert
Australia's Timeless North	Rock Art, Arnhem Land settlement, home stay with Aboriginal families	-	- Injalak Art Centre - Nitmiluk Tours
Flinders Ranges	Guided tours, Campfire storytelling, Ancient cave paintings and rock carvings, Old Wilpena Station	Pichi Richi Railway	- Desert Knowledge Outback Business Networks - Peterborough Steamtown - Pichi Richi Camel Tours
Great Barrier Reef	Mentioning of "Aboriginal and Torres Strait connections to the 'sea country'"	-	-
Great Ocean Road	Aboriginal village at Lake Condah, Aboriginal foods, Geelong's Aboriginal centre, William Buckley Discovery Trail,	History of Great Ocean Road construction, Shipwreck Coast, Australia's oldest lighthouse at Cape	-

National Landscape	Aboriginal culture	Settler histories, contemporary culture	Cultural organisations represented on the steering committee
	Yollinko Park Aboriginal Garden on the Baron River	Otway, Heritage Walk at Port Fairy	
Great South West Edge	Mammoth Cave, Cultural Tours	Margaret River Food & Wine, Shipwreck diving, Whale World museum, ANZAC history at Albany	- Western Australian Indigenous Tour Operators Council (WAITOC)
Greater Blue Mountains	Guided tours, visiting ancient Aboriginal campsites, Three Sisters Dreaming story	Historic Hotels, Art galleries, historic Six Foot Track	-
Kangaroo Island	Guided tours	Shipwreck diving, Food and wine	-
The Kimberley	Stay in a traditional Aboriginal community, variety of activities with Aboriginal guides, Rock art, Art galleries	Pearling industry, Argyle Diamond Mine	- Western Australia Indigenous Tourism Operators Council (WAITOC)
Ningaloo / Shark Bay	World Heritage Discovery Centre, Guided tours	Site of first recorded landing of Europeans on Australian soil	- Wula Guda Nyinda Aboriginal Cultural Tours
Sydney Harbour	Rock engravings, middens, campsites, scarred trees and stencils, Guided tours	Sydney Opera House, Sydney Harbour Bridge, The Rocks, Quarantine Station	- Bangarra Dance Theatre
Tasmania	Aboriginal heritage at Rocky Cape National Park	Port Arthur Historic Site, The oldest convict settlement on Sarah Island, Mining Heritage, Salamanca Place market, Food and wine	Information not available
Wet Tropics	Guided tours	Cape Tribulation, where Lt. James Cook struck the reef in 1770	Information not available

Source: aggregated by authors from Tourism Australia (2014)

The National Landscapes assemble both natural and cultural attractions. Each promotes Aboriginal culture and associated visitor attractions and activities. These range from guided tours of cave paintings, to art galleries and homestays. The list presented in Table 2 demonstrates the increasing range of available Aboriginal tourism products. This may indicate a progressive growth of Aboriginal inputs into tourism. In recent years Aboriginal communities and entrepreneurs have been more actively involved in managing tourism resources, especially nature and culture related. There have been increasing offerings of Aboriginal cultural tourism products (Weaver, 2010). However, Aboriginal living standards remain stubbornly deficient (Buultjens, Gale & White, 2010). This is particularly evident in the following National Landscapes: Timeless North, Kimberley, Ningaloo/Shark Bay, Red Centre and Wet Tropics.

Seven National Landscape steering committees incorporate Aboriginal representation including art galleries, tour operators, museums and dancing groups. Such participation is indicative of the growing interest and capacity of Aboriginal communities to foster tourism. Weaver (2010) suggests that the increased exercise of indigenous control over tourism development has been attributable to the various native land title reforms across Oceania and North America since the 1970s. Such changes have been most evident in the management of National Parks, where co-management agreements are increasingly commonplace between the Aboriginal people and the Park authorities (Strickland-Munro and Moore, 2013; Weaver, 2010). Despite these promising developments, Dyer, Aberdeen & Schuler (2003) and Higgins-Desbiolles, Trevorrow & Sparrow (2014) have identified ongoing challenges for Aboriginal tourism businesses. These are a consequence of issues relating to ownership, power relations, communication and collaboration. Whitford and Ruhanen (2010) concluded that most Aboriginal tourism policies are written in an ad hoc and reactive manner and are largely based on economic rationalist principles and a “one size fits all” approach lacking depth and rigour. These characteristics are likely to impact negatively on Aboriginal communities.

All but two of the National Landscapes promote the history of European settlement, the exploration of Australia, and/or contemporary culture. Such initiatives include promoting; historic buildings, shipwreck diving, visiting other historically significant places, and consuming food and wine. Beeton (2004) states that the “bush” (the rough natural landscape of Australia’s inland) has been important for nation-building efforts, for national storytelling and for marking distinctions from Europe. Much of Australia’s history evolving around conquering the harsh Australian nature, and for transforming bushrangers (outlaws, highway robbers) such as Ned Kelly into national heroes. Most of these themes are represented in the cultural sites listed in Table 6.

The early European exploration of Australia is covered by Wet Tropics and Ningaloo/Shark Bay, the first European settlements are described in Sydney Harbour, immigration stories are cited along the Great Ocean Road, the convict story is covered by Tasmania and the establishment of industry is referred to in Tasmania (mining), the Kimberley (pearl diving) and Australian Alps (cattle). The Australian Alps also refers to the Ned Kelly story. Exploration of the inland areas is

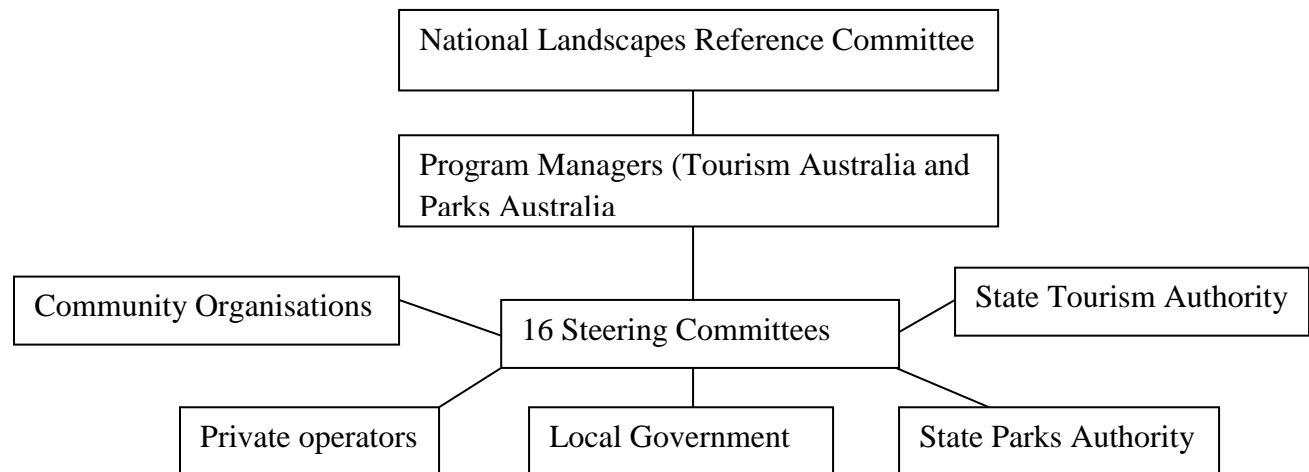
a theme in the Greater Blue Mountains and the Australia's Red Centre. Furthermore, contemporary food and wine culture is promoted in Australia's Coastal Wilderness, Great South West Edge, Kangaroo Island and Tasmania. Beeton (2004) argues that Australian tourism promotions often draw from nineteenth century Romanticism and from the idea of an idyllic countryside, though such representations sometimes conflict with Australia's national self-image.

Australia's National Landscapes Program presents an opportunity for previously under-funded and under-resourced remote and rural cultural and heritage sites to develop attractive tourism products that educate visitors about the rich history and culture of Australia and preserve local heritage for future generations. The experiences that are delivered in such sites have widely differed from the comparably better resourced museums located in rural and urban areas (Prideaux and Kininmont, 1999). The latter authors have suggested that rural museums are insignificant attractions in their own right and struggle to attract domestic and particularly international visitors because of poor accessibility. Incorporation within the promotion of a National Landscape presents an opportunity to increase awareness and thus attract additional visitors. To enhance the prospects of success, it may be appropriate for Tourism Australia and Parks Australia to consider the experience of successful rural heritage development initiatives such as Queensland's Heritage Trails project (Prideaux, 2002).

5.6. Stakeholder Involvement

Whilst marketing has been the focus of the National Landscapes Program, the local committees play an important destination management role. Reports for each National Landscape (accessible at <http://www.tourism.australia.com/national-landscapes/8335.aspx>) demonstrate that besides marketing, the committees coordinate stakeholders with a view to ensuring the coherence of destination product offerings and improving interpretation, visitor services and infrastructure. The organisations that are represented on the committee are responsible for different activities and are contributing to an innovative governance structure. This structure is presented in Figure 3.

Figure 3: National Landscapes Program Governance



Source: Authors

The National Landscapes Reference Committee oversees the progress of the Program. Its primary role during the early stages was to assess the candidate National Landscapes and applications for inclusion in the Program. The National Landscapes Reference Committee now provides direction and strategic support for the Program. The following stakeholders are represented on the National Landscapes Reference Committee:

- Parks Australia (co-chair)
- Tourism Australia (co-chair)
- Australian Tourism Export Council
- Tourism and Transport Forum
- Ecotourism Australia
- Austrade, Tourism Division
- Dept of Infrastructure & Regional Development
- Dept of the Environment
- Expert conservation sector
- Expert Indigenous issues
- Expert conservation science
- State Tourism Organisation Representative (rotating positions)
- State Park Agencies Representative (rotating positions)

The role of program manager is shared by Tourism Australia and Parks Australia and both are involved in managing the Program nationwide. Each National Landscape is represented by a Steering Committee which includes stakeholders from a variety of backgrounds. All National Landscape Steering Committees report to Tourism Australia and to Parks Australia. Table 7 outlines the stakeholders who are represented on the Steering Committees.

Table 7. Stakeholder Representation

National Landscape	Number of stakeholders on steering committees by grouping					
	State Tourism Authority	Industry Associations and DMOs	Private Operators	Parks, Environment, Heritage Authorities	Local and State Government	Community/Non-Government Organisations
Australian Alps	2	6	3	4 (chair)	6	0
Australia's Coastal Wilderness	0	4	0	3 (chair)	3	0
Australia's Green Cauldron	1	3	1	2	8	3 (chair)
Australia's Red Centre	1 (chair)	3	0	2	7	2
Australia's Timeless North	1	1 (chair)	2	3	1	1
Flinders Ranges	1	4	4 (chair)	1	3	0
Great Barrier Reef	1	3	0	2 (chair)	0	1
Great Ocean Road	1	3 (chair)	0	1	0	0
Great South West Edge	1	6	3 (chair)	1	5	0
Greater Blue Mountains	1	1 (chair)	3	2	0	0
Kangaroo Island	1	1	2 (chair)	1	3	0
The Kimberley	1	2	2 (chair)	1	2	0
Ningaloo / Shark Bay	1	3	4 (chair)	2	3	1
Sydney Harbour	1	1	7	6	4	3
Tasmania	Information not available					
Wet Tropics	Information not available					

Source: aggregated by authors from Tourism Australia (2014)

The National Landscape Steering Committees have varying stakeholders and thus differing size and composition. The person occupying the role of Chair varies considerably. The governance of Australia's National Landscapes emphasises stakeholder collaborations and may be understood from a network perspective. Governance has a centralised structure with Parks Australia and Tourism Australia providing oversight. The governance structure is flexible with each committee having its own structure, indicative of low level interdependencies. No rigid hierarchy is evident between program managers and stakeholders within each National Landscape. Though such approaches are beneficial from the perspectives of inclusiveness and participation (Beaumont and Dredge, 2010), flexible governance networks are less efficient and characterized by extended decision-making. Achieving stated objectives is also a challenge. On the one hand, the diversity of the National Landscapes provides them with an opportunity to identify the most important issues and objectives. Such autonomy may however undermine the exercise of control over the Program that was envisaged by Parks Australia and Tourism Australia.

As noted previously, it was ambitious to incorporate three levels of government within the Program. The approach may be unduly intrusive in the context of Australia's fractious State politics (Dredge and Jenkins, 2012). Most protected areas in Australia are governed at the state level and Parks Australia exercises minimal power over the various state agencies. Similarly, though Tourism Australia and the state-run tourism agencies share a concern with tourism marketing, they are quite separate at the levels of statute, ministers, structures and operations.

6. Discussion

The National Landscapes Program is an important case of large-scale tourism development and marketing for regional areas. Using a themed approach the Program packages and promotes areas of natural and cultural significance as holistic tourism destinations that include a unity of protected areas and adjacent communities. Including sixteen areas that are dispersed across the continent and incorporating diverse climatic, ecological and socio-economic settings is both a strength and challenge for the Program. It is difficult to evaluate, benchmark and manage such diverse areas. Context is particularly important for an initiative that incorporates sustainability as an objective (Waligo, Clarke and Hawkins, 2013) Moreover, it is evident that the objectives applicable to each National Landscape should vary in accordance with the stage of tourism, environmental and socio-economic development. The indicators that were presented previously allow for discussion of the benefits and drawbacks of collaborative initiatives such as the National Landscapes Program.

Australia's National Landscape Program is indicative of shifting governance, management and marketing patterns for protected areas and cultural heritage. It provides a means of assembling the natural and cultural dimensions within the context of landscape, thereby addressing academic concerns about the need to acknowledge the symbiosis between natural and anthropogenic factors (Buckley, 2004a; Council of Europe, 2000; Shaw & Oldfield, 2007). Instead of reinforcing the rigid boundaries evident in most National Park settings, the Program identifies

borders in a flexible manner. Such flexibility and the aim of understanding a destination holistically rather than dividing it somewhat artificially between different land zones is a welcome change of mindset. Nevertheless, the flexibility may result in a lack of clarity, responsibility and accountability when there is a lack of clarity about which areas are “in” and which are “out” of a National Landscape (Beritelli, 2011, Timur and Getz, 2009). This may prompt National Landscape managers to struggle with the creation of a sense of place that is consistent with promotional messages, that form the core of the Program. Acquiring stakeholder and community buy-in will also be needed to create a sense of local ambience that resonates with how the Landscape is represented in applicable promotional materials.

The need for flexible governance and stakeholder collaborations has been long and widely debated by scholars. The existing literature largely views collaborative and inclusive destination management in a positive light (Beritelli, 2011; Bramwell and Sharman, 1999; Jamal and Stronza, 2009; Sharpley and Pearce, 2007; Timur and Getz, 2009; Waligo, Clarke and Hawkins, 2013). The review of Australia’s National Landscapes Program has provided an opportunity to undertake further investigation of barriers to the effective implementation of collaborative approaches to destination management. The present study confirms the prevalence of some implementation challenges that have been identified in the literature. For example, successful stakeholder collaborations depend on establishing trust and identifying common objectives that supersede individual interests (Beritelli, 2011). Including participation by a large group of actors may be an inefficient means of pursuing flexibility. Transparency and accountability are important resource allocation issues, particularly in the case of financial resources from the public purse (Fyall et al., 2012).

The review of the National Landscapes Program provides an enhanced understanding of the implementation challenges associated with collaborative destination management. Firstly, the development of the National Landscapes Program complicates the issue of power and autonomy by involving Commonwealth, State and Local governments. Historically, State governments have been the principal land managers for National Parks within the Commonwealth of Australia. The impacts of complex relationship between different levels of government on tourism has been previously acknowledged by Dredge and Jenkins (2003). The National Landscapes Program may be viewed as rather intrusive from the local and state organisational perspectives, unless the benefits outweigh the costs of losing autonomy. Even in cases where discussions between stakeholders may be productive and consensus is achievable, financial issues may prove difficult to resolve due to disparities in government budgeting. Secondly, there may be an issue of unfair competition if private sector representatives on the National Landscape committees gain competitive advantage through access to information or to funding.

While multi-sector collaborations and private-public partnerships have been advocated in tourism, Airey and Ruhanen (2013) and Dredge and Jenkins (2013) warn about the growing potential of the private sector to impact public policy. Thirdly, due to the large scale and ambitious aims of the Program, it may struggle to be implemented since the sixteen National

Landscapes are currently “learning by doing”. A more modest beginning using a pilot project approach may have been a more suitable approach to progressing inclusive multi-stakeholder initiatives, especially in settings where there was little previous collaboration between stakeholders.

The Program has been primarily initiated as a marketing exercise, though most committees have supported the development of physical infrastructure. The marketing strategy of the National Landscapes Program is nevertheless, puzzling, with the target market being the inbound experience seeker segment. Though aligning with Tourism Australia’s mandate of attracting international visitors, the practicality of this approach is questionable. Current visitor numbers show relatively higher domestic visitation to National Landscapes. Relatively higher expenditures are needed for marketing to international visitors and for product development in order to provide high quality experiences, partially because of language barriers. Promoting to domestic markets can be a much more efficient strategy for less accessible regional destinations. Though the selected National Landscapes may enjoy iconic status, most National Landscapes are located far from the East coast cities and are unlikely to attract substantial international visitation due to cost and time constraints.

While collaborative and inclusive approaches to destination marketing and management provide opportunities for more sustainable tourism development, decision-makers should adopt a pragmatic approach, starting from the objective setting stage. To attain a likelihood of successful implementation, it is important to consider the most appropriate scale. The literature on collaborative destination management has paid minimal attention to geographical perspectives. However the substantial scale of the National Landscapes initiative is a reminder of the substantial impact of place and space. It is critical to understand the geographical dispersal and diversity applicable to the supply and demand side both within and between destinations. It is also important to assess previous collaborations and available resources. It may be a better use of resources to scale up gradually, rather than implementing a large-scale program. The zealous pursuit of inclusivity may lead to inefficiency. Meanwhile, to avoid conflicts of interest and power-related bias it is important to undertake a careful assessment of the political environment and interests of each stakeholder. Understanding existing domestic and international markets is paramount. Resource intensive initiatives should demonstrate an evolution from what is already in place, extending to products, market segments and inter-organisational linkages.

7. Conclusions

The present paper has documented the development of Australia's National Landscapes Program from its inception. The characteristics of Australia's National Landscapes have been discussed from the geographic, socio-economic, environmental, cultural and governance perspectives. The main objective of the paper has been to provide a critical appraisal of an innovative approach to the marketing, management and governance of natural and cultural assets that possess tourism-related value and identify barriers to implementation of large-scale collaborative destination management approaches. This appraisal is timely, in light of the push for protected areas to find new management and funding models.

The approach utilised in the present paper can be replicated for other collaborative destination management initiatives. To implement such an approach, it is appropriate firstly to identify the established aims of the initiative. In consideration of the stated aims, relevant information about the geography (location, scale, accessibility), visitor numbers and profile, community socio-economic profile (most importantly is to identify a benchmark to be able to determine and monitor the extent to which a community is disadvantaged), environment (biodiversity and presence of protected areas) and culture (review of attractions and organisations that promote culture of a destination). A legal, strategic, organisational and interpersonal analysis of organisations involved in the collaboration would lead to conclusions regarding further progress of a collaborative destination management.

The findings suggest that the National Landscapes Program may benefit communities economically, especially in rural settings, by dispersing visitors more widely, and by channelling funding into protected areas management. It is observed that the Program emphasis on inbound tourism may be inappropriate at this stage of its development, since a stronger domestic focus would be more resource efficient. The large number and wide range of participating stakeholders in the various National Landscapes involves a multiplicity of interests. Whilst a collaborative approach is essential, careful management will be required to ensure that the overall Program objectives are achieved and that the benefits are not confined to one or two stakeholders. The ambition of the various initiatives may lead to issues of accountability and transparency. This points to a need for a strictly regulated distribution of financial and other resources. Despite the various challenges and prospective limitations of initiatives such as the National Landscape Program, the authors conclude that the initiative does connect rural tourism management and the deployment of natural resources.

As has been shown in this paper there is an urgent global need for stronger cooperation between capable agencies that can bridge the tourism and conservation divide, including protected area authorities, tourism commissions, private, public and voluntary organisations. It is nevertheless, important to acknowledge the planning and implementation related challenges that are particularly applicable to larger-scale nation-wide initiative. These include:

- Setting objectives that are relevant and are in the interests of all relevant localities and stakeholders;
- Continuous progress, which will depend on ongoing communications between stakeholders at all levels of the initiative's governance (which may be challenging because of distance and accessibility);
- Addressing the political issues that relate to interventions between federal, state and local governments;
- Addressing the power disparities between nation-wide and local organisations, such as community organisations;
- Measuring success: the choice of success indicators and the capacity to monitor progress;
- Funding and distribution of financial resources between locations and stakeholders.

The limitation of the paper is its reliance on secondary data which is in scarce supply and lacking in details about certain aspects, such as visitors profile and satisfaction. Future researchers would benefit from undertaking more in-depth analyses of the tourism-related characteristics of landscapes, such as socio-economic, cultural and environmental impacts, stakeholder collaborations and networks. It would also be useful to explore additional dimensions of the visitor profiles in each destination such as origins, socioeconomic characteristics, length of stay, satisfaction and dispersal. Undertaking an in-depth case study on the development of one or several National Landscapes would provide future researchers with an opportunity to investigate the inner workings of the Program. Noting the nascent development of the Program, a full evaluation of achieved outcomes should be considered after two years following the processing and release of the 2017 Census data.

Following the advice of prominent academics such as Bramwell and Sharman (1999), Jamal and Stronza (2009) and Sharpley and Pearce (2007), other nations with complex geography and regional socio-economic differences in both developing (e.g. China, Indonesia, Brazil) and developed countries (e.g. Canada, the USA) may wish to establish national multi-stakeholder tourism programs. Such approaches can support the dispersal of tourists more widely into regional areas and may contribute to the sustainable development of non-urban areas by combining the pursuit of environmental, social and economic objectives. The findings of the present study provide a useful reference point by identifying critical issues and highlighting the information that will be required for informed policy-making.

References

- ABC (2011). 2011 Census Quick Stats. Retrieved from http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/1GSYD?opendocument&navpos=220.
- ABS (2013). Socio-Economic Indexes for Areas. Retrieved from <http://www.abs.gov.au/websitedbs/censushome.nsf/home/seifa>.
- Adams, C., Seroa da Motta, R., Ortiz, R.A., Reid, J., Ebersbach Aznar, C., & de Almeida Sinisgalli, P.A. (2008). The use of contingent valuation for evaluating protected areas in the developing world: Economic valuation of Morro do Diabo State Park, Atlantic Rainforest, Sao Paulo State (Brazil). *Ecological Economics*, 66 (2–3), 359–370. [doi:10.1016/j.ecolecon.2007.09.008](https://doi.org/10.1016/j.ecolecon.2007.09.008)
- Airey, D., & Ruhanen, L. (2013). Tourism policy-making in Australia. In Fountain, J., Moore, K. (Eds). *CAUTHE 2013: Tourism and Global Change: On the Edge of Something Big*, 4-6. Christchurch: Lincoln University
- American Society of Landscape Architects (2014). *Documented Historic Landscapes*. Retrieved from <http://www.asla.org/ContentDetail.aspx?id=37489>.
- Andereck, K. L., Valentine, K. M., Knopf, R. C., & Vogt, C. A. (2005). Residents' perceptions of community tourism impacts. *Annals of Tourism Research*, 32(4), 1056-1076. [doi:10.1016/j.annals.2005.03.001](https://doi.org/10.1016/j.annals.2005.03.001)
- Australian Alps National Landscape Inc (2010). The Australian Alps National Landscape Tourism Strategy for the International Experience Seeker Market. Retrieved from http://www.tourism.australia.com/documents/Campaigns/NL_EDS_ALPS.pdf.
- Beaumont, N., & Dredge, D. (2010). Local tourism governance: A comparison of three network approaches. *Journal of Sustainable Tourism*, 18(1), 7-28. [doi:10.1080/09669580903215139](https://doi.org/10.1080/09669580903215139)
- Beeton, S. (2004). Rural tourism in Australia—has the gaze altered? Tracking rural images through film and tourism promotion. *International Journal of Tourism Research*, 6(3), 125-135. [doi:10.1002/jtr.479](https://doi.org/10.1002/jtr.479)
- Beritelli, P. (2011). Cooperation among prominent actors in a tourist destination. *Annals of Tourism Research*, 38(2), 607-629.
- Bramwell, B., & Sharman, A. (1999). Collaboration in local tourism policymaking. *Annals of Tourism Research*, 26(2), 392-415. [doi:10.1016/S0160-7383\(98\)00105-4](https://doi.org/10.1016/S0160-7383(98)00105-4)

- Brown, G., & Raymond, C. (2007). The relationship between place attachment and landscape values: Toward mapping place attachment. *Applied Geography*, 27(2), 89-111. [doi:10.1016/j.apgeog.2006.11.002](https://doi.org/10.1016/j.apgeog.2006.11.002)
- Buckley, R. (2004a). Partnerships in ecotourism: Australian political frameworks. *International Journal of Tourism Research*, 6 (2), 75–83. doi: 10.1002/jtr.472
- Buckley, R. (2004b). The effects of World Heritage listing on tourism to Australian national parks. *Journal of Sustainable Tourism*, 12(1), 70-84. doi:10.1080/09669580408667225
- Buultjens, J., Gale, D., & White, N. E. (2010). Synergies between Australian indigenous tourism and ecotourism: possibilities and problems for future development. *Journal of Sustainable Tourism*, 18(4), 497-513. doi: 10.1080/09669581003653518
- Butler, R. W. (1999). Sustainable tourism: A state-of-the-art review. *Tourism Geographies*, 1(1), 7-25. doi: 10.1080/14616689908721291
- Campelo, A., Aitken, R., Thyne, M., & Gnoth, J. (2013). Sense of place: The importance for destination branding. *Journal of Travel Research*, 53(2), 154-166.
- Carmichael, B. A. (2005). Linking quality tourism experiences, residents' quality of life, and quality experiences for tourists. In Jennings, G., Nickerson, N.P. (Eds.) *Quality Tourism Experiences*, 115-135. Oxford: Elsevier.
- Castellani, V., & Sala, S. (2010). Sustainable performance index for tourism policy development. *Tourism Management*, 31(6), 871-880. [doi:10.1016/j.tourman.2009.10.001](https://doi.org/10.1016/j.tourman.2009.10.001)
- Czernek, K. (2013). Determinants of cooperation in a tourist region. *Annals of Tourism Research*, 40, 83-104.
- Choi, H. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism Management*, 27(6), 1274-1289. [doi:10.1016/j.tourman.2005.05.018](https://doi.org/10.1016/j.tourman.2005.05.018)
- Clark, I. D. (2010). Colonial tourism in Victoria, Australia, in the 1840s: George Augustus Robinson as a nascent tourist. *International Journal of Tourism Research*, 12(5), 561-573. doi: 10.1002/jtr.775
- Council of Europe (2000). *European Landscape Convention*. ETS No. 176, 20.X.2000.
- Davenport, M. A., & Anderson, D. H. (2005). Getting from sense of place to place-based management: An interpretive investigation of place meanings and perceptions of landscape change. *Society and Natural Resources*, 18(7), 625-641. doi:10.1080/08941920590959613
- Deng, J., King, B., & Bauer, T. (2002). Evaluating natural attractions for tourism. *Annals of Tourism Research*, 29(2), 422-438. [doi:10.1016/S0160-7383\(01\)00068-8](https://doi.org/10.1016/S0160-7383(01)00068-8)

- Department of Conservation (2013). International visitor numbers to selected national parks. Retrieved from <http://www.doc.govt.nz/about-doc/role/visitor-statistics-and-research/nationalparks-visitor-statistics/>.
- Department of Infrastructure and Regional Development (2014). Designated International Airports in Australia. Retrieved from http://www.infrastructure.gov.au/aviation/international/icao/design_airports.aspx
- Department of the Environment (n.d.). Biodiversity Hotspots. Retrieved from <http://www.environment.gov.au/topics/biodiversity/biodiversity-conservation/biodiversity-hotspots>.
- Department of the Environment (n.d.). National Landscapes and Tourism. Retrieved from <http://www.environment.gov.au/topics/national-parks/national-landscapes/national-landscapes-and-tourism>.
- Dredge, D., & Jenkins, J. (2012). Australian national tourism policy: Influences of reflexive and political modernisation. *Tourism Planning & Development*, 9(3), 231-251.
- Dredge, D., & Jenkins, J. (2003). Federal–State Relations and Tourism Public Policy, New South Wales, Australia. *Current Issues in Tourism*, 6(5), 415-443.
- Dyer, P., Aberdeen, L., & Schuler, S. (2003). Tourism impacts on an Australian indigenous community: a Djabugay case study. *Tourism Management*, 24(1), 83-95.
- Eagles, P.F.J., Romagosa, F., Buteau-Duitschaeffer, W.C., Havitz, M., Glover, T.D., & McCutcheon, B. (2012). Good governance in protected areas: An evaluation of stakeholders' perceptions in British Columbia and Ontario Provincial Parks. *Journal of Sustainable Tourism*, 21 (1), 60–79. doi:10.1080/09669582.2012.671331
- Exmoor Tourism Partnership (2014). *Exmoor Tourism Partnership*. Retrieved from <http://www.exmoortourismpartnership.org.uk/>.
- Fyall, A., Garrod, B., & Wang, Y. (2012). Destination collaboration: A critical review of theoretical approaches to a multi-dimensional phenomenon. *Journal of Destination Marketing & Management*, 1(1), 10-26.
- Hall, C. M. (2011). A typology of governance and its implications for tourism policy analysis. *Journal of Sustainable Tourism*, 19(4-5), 437-457.
- Hall, C.M. (2000). Tourism and the establishment of national parks in Australia, in R.W. Butler & S.W. Boyd (Eds.) *Tourism and National Parks: Issues and Implications*. Chichester: Wiley & Sons.

- Hassan, S. S. (2000). Determinants of market competitiveness in an environmentally sustainable tourism industry. *Journal of Travel Research*, 38(3), 239-245. doi:10.1177/004728750003800305
- Higgins-Desbiolles, F., Trevorrow, G., & Sparrow, S. (2014). The Coorong Wilderness Lodge: A case study of planning failures in Indigenous tourism. *Tourism Management*, 44, 46-57. [doi:10.1016/j.tourman.2014.02.003](https://doi.org/10.1016/j.tourman.2014.02.003)
- Horn, C., & Simmons, D. (2002). Community adaptation to tourism: comparisons between Rotorua and Kaikoura, New Zealand. *Tourism Management*, 23(2), 133-143. [doi:10.1016/S0261-5177\(01\)00049-8](https://doi.org/10.1016/S0261-5177(01)00049-8)
- Horne, J. (2005). *The Pursuit of Wonder: How Australia's Landscape was Explored, Nature Discovered and Tourism Unleashed* (No. 65). Melbourne: Miegunyah Press.
- Inglis, J., Whitelaw, P., & Pearlman, M. (2005). Best practice in strategic park management: Towards an integrated park management model. Gold Coast: ST-CRC.
- Jamal, T., & Stronza, A. (2009). Collaboration theory and tourism practice in protected areas: stakeholders, structuring and sustainability. *Journal of Sustainable Tourism*, 17(2), 169-189. doi:10.1080/09669580802495741
- Karant, K.K., & DeFries, R. (2011). Nature-based tourism in Indian protected areas: New challenges for park management. *Conservation Letters*, 4 (2), 137–149. doi:10.1111/j.1755-263x.2010.00154.x
- King, B.E.M. (1997). Developing a Regional Concept in a Resort Destination Area. Challenges and Opportunities in the Whitsundays. In Teare, R., Canziani, B. F., & Brown, G. (Eds.) *Global Directions: New Strategies for Hospitality and Tourism* (pp.357-382). London: Cassell.
- King, B.E.M., & Spearritt, P. (2001). Resort curtilages. In Holmes, D. (Ed.), *Virtual Globalization: Virtual Spaces/tourist Spaces* (pp. 245-261). New York: Routledge.
- Ko, T. G. (2005). Development of a tourism sustainability assessment procedure: a conceptual approach. *Tourism Management*, 26(3), 431-445. [doi:10.1016/j.tourman.2003.12.003](https://doi.org/10.1016/j.tourman.2003.12.003)
- Koo, T. T., Wu, C. L., & Dwyer, L. (2012). Dispersal of visitors within destinations: Descriptive measures and underlying drivers. *Tourism Management*, 33(5), 1209-1219. [doi:10.1016/j.tourman.2011.11.010](https://doi.org/10.1016/j.tourman.2011.11.010)
- Laing, J.H., Lee, D., Moore, S.A., Wegner, A., & Weiler, B. (2009). Advancing conceptual understanding of partnerships between protected area agencies and the tourism industry: A postdisciplinary and multi-theoretical approach. *Journal of Sustainable Tourism*, 17 (2), 207–229. doi:10.1080/09669580802495766

- Landorf, C. (2009). Managing for sustainable tourism: a review of six cultural World Heritage Sites. *Journal of Sustainable Tourism*, 17(1), 53-70. doi:10.1080/09669580802159719
- Liburd, J. J., Benckendorff, P., & Carlsen, J. (2012). Tourism and Quality-of-Life: How Does Tourism Measure Up?. In Uysal, M., Perdue, R., & Sirgy, M. (Eds.) *Handbook of Tourism and Quality-of-Life Research* (pp. 105-132). Dordrecht: Springer.
- Lozano-Oyola, M., Blancas, F. J., González, M., & Caballero, R. (2012). Sustainable tourism indicators as planning tools in cultural destinations. *Ecological Indicators*, 18, 659-675. doi:10.1016/j.ecolind.2012.01.014
- Lu, J., & Nepal, S. K. (2009). Sustainable tourism research: An analysis of papers published in the Journal of Sustainable Tourism. *Journal of Sustainable Tourism*, 17(1), 5-16. doi:10.1080/09669580802582480
- Meyer, D. (2004). *Routes and Gateways: Key Issues for the Development of Tourism Routes and Gateways and their Potential for Pro-Poor Tourism*. London: Overseas Development Institute.
- Mitchell, R., Wooliscroft, B., & Higham, J.E.S. (2013). Applying sustainability in national park management: Balancing public and private interests using a sustainable market orientation model. *Journal of Sustainable Tourism*, 21 (5), 695–715. doi:10.1080/09669582.2012.737799
- Murphy, P. E., & Murphy, A. E. (2004). *Strategic Management for Tourism Communities: Bridging the Gaps*. Clevedon: Channel View Publications.
- Natural England (2007). European Landscape Convention – A Framework for Implementation in England. Retrieved from http://www.naturalengland.org.uk/Images/elcframework_tcm6-8169.pdf.
- NCC (2004). Definition and Assessment of Cultural Landscapes of Heritage Value on NCC Lands. Retrieved from http://www.ncc-ccn.gc.ca/sites/default/files/pubs/Definition-Assessment-Cultural-Landscapes-Heritage-Value-NCC-Lands-2004_0.pdf.
- NPS (n.d.). What are National Heritage Areas? Retrieved from <http://www.nps.gov/history/heritageareas/FAQ/>.
- NPS (2013). National Park System. Retrieved from http://www.nps.gov/news/upload/CLASSLST-401_updated-03-27-13.pdf.
- Park, D. B., & Yoon, Y. S. (2011). Developing sustainable rural tourism evaluation indicators. *International Journal of Tourism Research*, 13(5), 401-415. doi:10.1002/jtr.804

- Parks Australia and Tourism Australia (2013). *Australia's National Landscapes: 2013 Outcome Report*. Canberra: Parks Australia.
- Parks Canada (2014). Canada's National Parks and National Park Reserves. Retrieved from <http://www.pc.gc.ca/eng/docs/v-g/nation/nation103.aspx>.
- Prideaux, B. (2002). Creating rural heritage visitor attractions—the Queensland Heritage Trails project. *International Journal of Tourism Research*, 4(4), 313-323. doi:10.1002/jtr.383
- Prideaux, B. R., & Kininmont, L. J. (1999). Tourism and heritage are not strangers: A study of opportunities for rural heritage museums to maximize tourism visitation. *Journal of Travel Research*, 37(3), 299-303. doi: 10.1177/004728759903700312
- Ritchie, B. W. (2003). *Managing educational tourism*. Clevedon: Channel View Publications.
- Schianetz, K., & Kavanagh, L. (2008). Sustainability indicators for tourism destinations: A complex adaptive systems approach using systemic indicator systems. *Journal of Sustainable Tourism*, 16(6), 601-628. doi:10.1080/09669580802159651
- Schofield, H. (2013). Australia's National Landscapes Program—promoting our World Heritage icons. In Figgis, P., Leverington, A., Mackay, R., Maclean, A. and Valentine, P. (Eds.) *Keeping the Outstanding Exceptional: The Future of World Heritage in Australia* (pp. 180-185). Beechmont: Australian Committee for IUCN
- Sharpley, R., & Pearce, T. (2007). Tourism, Marketing and Sustainable Development in the English National Parks: The Role of National Park Authorities. *Journal of Sustainable Tourism*, 15(5), 557-573. doi:10.2167/jost613.0
- Sharpley R. & Sharpley J. (1997). *Rural Tourism: An Introduction*. London: International Thomson Business Press.
- Shaw, D. J. B. & Oldfield, J. D. (2007). Landscape Science: A Russian Geographical Tradition. *Annals of the Association of American Geographers*, 97(1), 111-126. doi:10.1111/j.1467-8306.2007.00526.x
- South African National Parks. (2012). South African national parks: Annual report 2011/2012. Retrieved from <http://www.sanparks.org/assets/docs/general/annual-report-2012.pdf> .
- Spenceley, A. (Ed.). (2010). *Responsible Tourism: Critical Issues for Conservation and Development*. New York: Routledge.
- Strickland-Munro, J., & Moore, S. (2013). Indigenous involvement and benefits from tourism in protected areas: a study of Purnululu National Park and Warmun Community, Australia. *Journal of Sustainable Tourism*, 21(1), 26-41. doi:10.1080/09669582.2012.680466

- Tanguay, G. A., Rajaonson, J., & Therrien, M. C. (2013). Sustainable tourism indicators: selection criteria for policy implementation and scientific recognition. *Journal of Sustainable Tourism*, 21(6), 862-879. doi:10.1080/09669582.2012.742531
- Timur, S., & Getz, D. (2009). Sustainable tourism development: How do destination stakeholders perceive sustainable urban tourism?. *Sustainable Development*, 17(4), 220-232.
- Tourism Australia (n.d.). Our Target Market. Retrieved from <http://www.tourism.australia.com/markets/our-target-consumers.aspx>
- Tourism Australia (n.d.). No Leave, No Life. Retrieved from <http://www.tourism.australia.com/campaigns/no-leave-no-life.aspx>
- Tourism Australia (2014). Welcome to Australia's National Landscapes. Retrieved from <http://www.australia.com/nationallandscapes.aspx>.
- Tourism Australia (2012). *Australia's National Landscapes Program: Experience Development Strategies*. Sydney: Tourism Australia.
- TRC Tourism (2013). Sydney Harbour National Landscape Experience Development Strategy. Retrieved from http://www.tourism.australia.com/documents/National-Landscapes/Brochure_SydneyHarbourNL_April14.pdf
- Turner, L. W., Reisinger, Y. V., & McQuilken, L. (2002). How cultural differences cause dimensions of tourism satisfaction. *Journal of Travel & Tourism Marketing*, 11(1), 79-101. doi:10.1300/j073v11n01_05
- UNEP and WTO (2005). *Making Tourism More Sustainable: a Guide for Policy Makers*. Paris: United Nations Environment Programme.
- UNESCO (2014). World Heritage List. Retrieved from <http://whc.unesco.org/en/list/>.
- Van der Valk, A. (2010). Planning the past. Lessons to be learned from "Protecting and Developing the Dutch Archaeological-Historical Landscape". In T. Bloemers, H. Kars & A. van der Valk (Eds.) *The Cultural Landscape & Heritage Paradox*. Amsterdam: Amsterdam University Press.
- von Humboldt, A. (1807). *Essay on the Geography of Plants*. Paris: Schoell.
- Waligo, V. M., Clarke, J., & Hawkins, R. (2013). Implementing sustainable tourism: A multi-stakeholder involvement management framework. *Tourism Management*, 36, 342-353.
- Wang, G., Innes, J., Wu, S., Krzyzanowski, J., Yin, Y., Dai, S., Liu, S. (2012). National park development in China: Conservation or commercialization? *AMBIO*, 41 (3), 247-261. doi:10.1007/s13280-011-0194-9

- Weaver, D. (2010). Indigenous tourism stages and their implications for sustainability. *Journal of Sustainable Tourism*, 18(1), 43-60. doi:10.1080/09669580903072001
- Whitelaw, P. A., King, B. E., & Tolkach, D. (2014). Protected areas, conservation and tourism—financing the sustainable dream. *Journal of Sustainable Tourism*, 22(4), 584-603. doi:10.1080/09669582.2013.873445
- Whitford, M. M., & Ruhanen, L. M. (2010). Australian indigenous tourism policy: practical and sustainable policies? *Journal of Sustainable Tourism*, 18(4), 475-496. doi:10.1080/09669581003602325
- Wilson, E., Nielsen, N., & Buultjens, J. (2009). From lessees to partners: Exploring tourism public–private partnerships within the New South Wales national parks and wildlife service. *Journal of Sustainable Tourism*, 17 (2), 269–285. doi:10.1080/09669580802495774
- Wu, C. L., & Carson, D. (2008). Spatial and temporal tourist dispersal analysis in multiple destination travel. *Journal of Travel Research*, 46(3), 311-317. doi:10.1177/0047287506304046
- Yeniyurt, S., & Townsend, J. D. (2003). Does culture explain acceptance of new products in a country?: An empirical investigation. *International Marketing Review*, 20(4), 377-396. doi:[10.1108/02651330310485153](https://doi.org/10.1108/02651330310485153)