

Packaging transport, scenic beauty, wine and luxury accommodation Barossa Valley, South Australia

The Barossa Wine Train, a privately owned tourist train, in collaboration with a number of wineries and hotels in the Barossa Valley, the home of South Australia's wine industry, is a good example of Private/Private partnerships in a tourism destination. By combining a luxury and scenic train ride through the area with wine tasting stops at different wineries and overnight accommodation at quality establishments, the role players combine forces to offer visitors a uniquely packaged tourism experience. Packaging different products enhance the visitor experience while benefiting all product owners, which otherwise may not be as successful if sold in isolation.

Public Private partnerships supports tourism growth - Columbia River Gorge, USA

The legislation, which created the Columbia River Gorge National Scenic Area in 1986, authorized \$5 million in federal funds for the construction of a conference centre, Skamania. The Columbia River Gorge, a spectacular 80-mile long river canyon in the Cascade Mountain Range and forms the border between Washington State and Oregon State in the USA. It has been designated a National Scenic Area under the National Scenic Act. A cooperative process involving the USDA, Forest Service, a bi-state regional agency named the Columbia River Gorge Commission, the states of Oregon and Washington, and the six counties with land in the Scenic Area, manages it. A public-private partnership was established between the USFS, the Columbia River Gorge Commission, Skamania County (in which the site is located) and a private developer. Partnering with Skamania Lodge has been a tremendous opportunity for the Forest Service who has been able to operate a year-round visitor centre at the lodge. Nearly 10,000 visitors a month visit the information centre to obtain visitor and recreation information and often purchase interpretive sale items as well.

14.11 Forming partnerships

The various stakeholders in the tourism sector have different roles to play or functions to perform and, accordingly, pursue different goals and objectives. However, a commonly held and consistent goal (the Vision) should enable achievement of the individual goals of the various stakeholders. For example increasing visitor numbers to a destination is a common goal that will help to achieve individual goals of different stakeholders whether it be the achieving higher occupancy rates for the hotels, strengthening the destination's image for future investment or its positive socio-economic effects i.e. job creation.

It is easier to achieve these common goals if stakeholders work together and form partnerships. By creating partnerships it is possible to ensure seamless delivery of a unique and quality visitor experience. Partnerships are more powerful than the individual members of the partnership through bringing different, but complementary skills and attributes together. It is important that all parties understand that they are not competing so much with each other, but rather with other national, regional and international destinations offering a similar product. Partnering on different levels and working together to achieve the common tourism development goals will allow individual stakeholders to achieve their specific operational, profit and growth goals faster and more effectively thereby creating a win-win situation. Partnerships can be created between stakeholders on different levels such as partnerships between two or more private sector stakeholders, between public and private sector stakeholders or between the community and private sector. These are explained below:

- **Private/Private** - Partnerships between private sector role players in a destination can benefit both parties through enhanced products and services, combined marketing efforts, shared costs, reduced responsibility, etc. to ultimately result in a improved visitor experience. An example is a partnership between an accommodation establishment such as a small hotel or a guest house and a restaurant or a number of restaurants in the destination. The hotel will refer guests to the restaurant while the restaurant allows the guest to settle their restaurant bill to their room account. This type of partnership results in seamless and enhanced product and service delivery and provides opportunity for better product packaging and combined marketing.
- **Public/private** - Partnerships between public sector agencies and organisations with private sector role players in destination development generally involve facilitation of a project by the public sector partner through funding, making land available, providing infrastructure, etc. The private sector partner then develops and operates a tourism product that will attract tourists to the destination, thereby positively impacting of the local economy.

14.10 Supply of appropriate skilled human resources

The tourism industry is fundamentally a labour intensive industry that is based on human interaction, individual experience and personalised service. In order for a location or area to become a potential tourism destination, the availability of human resources is a requirement. More importantly, for the location to be a successful tourism destination, it is critical that the available human resources are appropriately skilled.

A successful destination generally benefits from a human resource pool with a wide variety of skills on offer. For example, types of staff employed in tourism related businesses in a destination ranges from highly skilled professionals (i.e. hotel managers, financial controllers, chefs, etc.), to semi-skilled staff (waiters, tour guides, maintenance staff, etc.) and unskilled staff (cleaners, porters, etc.). Human resources must not only be appropriately skilled, but also available at the right price as this indirectly affects the affordability and overall attraction of the destination. Different tourism products and services offered in a destination therefore require different types and levels of skill at the right cost in order to provide a complete and enjoyable visitor experience at a fitting price.

The Cape Agulhas region does have sufficient availability human resources to staff the area's tourism sector at very reasonably cost. However a number of factors such as the region's rural location, limited industry and general unemployment combined with limited opportunities in the past has contributed to a large portion of the human resource base in the area being poorly educated and poorly skilled. There is an urgent requirement to provide the available unskilled human resource pool with the necessary education and skills in order to both empower previously disadvantaged people and to provide tourism businesses in the Agulhas region with the appropriate skills base. This will allow them to offer the standard of tourism product and service to meet market requirements and contribute to building a successful destination.

Support infrastructure – It won't make, but could break a destination Terrigal, Australia

Terrigal is located north of Sydney in the Central Coast Region of New South Wales, Australia. Although tourism is one of the largest industries in the regional economy, and Terrigal features a number of tourist attractions, such as the Terrigal Waterfront and a variety of natural and cultural attractions, the town is not benefiting from the area's tourism appeal. The Gosford City Council within which Terrigal is located, has identified inadequate support infrastructure as one of the main obstacles in the town's drive to maximise its tourism potential.

Inadequacies in support infrastructure relates to insufficient public amenities, a lack of pedestrian facilities, limited streetscaping, limited parking facilities and poor drainage systems. The City Council has subsequently identified a number of large-scale infrastructure projects that will positively impact on the town's tourism growth. These include:

- the implementation of a Foreshore Masterplan, including boardwalks, foreshore protection, public amenities, streetscaping for the town centre, traffic and pedestrian facilities;
- construction of a multi-storey car park; and
- upgrading of the drainage system to resolve drainage and flooding problems.

Support infrastructure provision will allow Terrigal to become an attractive destination. It must be kept in mind that the presence of support infrastructure does not make the destination successful; however, its absence can inform the destination's failure.

Support infrastructure

A wide variety of tourism products and sufficient accommodation alone are not enough to make a destination successful. Well-developed support infrastructure is critical in order to provide the tourist with an acceptable and satisfactory visitor experience. Unlike tourism products such as accommodation, attractions and activities that are "consumed" by tourists, support infrastructure is required to facilitate the consumption of tourism products. Destination support infrastructure is largely provided by the public sector and includes facilities and services such as tourism signage, tourist information offices, public facilities (ablation, parks) public services (public transport, waste removal, etc) and emergency services (hospitals, police, fire department, etc.). Commercial infrastructure such as banks and shops also form part of tourism support infrastructure, but are generally provided by private sector. Support infrastructure is expected by tourists and facilitates tourism activity through the creation of a safe, comfortable and pleasant environment.

The Cape Agulhas Municipality serves the Cape Agulhas region and is responsible for the provision of general public facilities and services, which in many cases overlaps with support infrastructure for tourism in the region. A certain level of tourism support infrastructure therefore exists through the provision of various public facilities and services. Tourism specific support infrastructure such as signage to attractions, information points, pedestrian pathways, vehicle parking, etc. at attractions is however limited and in some cases lacking. As tourism is not always the main concern of the different departments in local governments responsible for the provision, maintenance and improvement of public facilities and services, there is a need to coordinate the supply and provision of tourism support infrastructure. Improvement of tourism support infrastructure in the Cape Agulhas region and the coordination of its provision can be achieved through a number of initiatives including:

- creating awareness of the important role of tourism in terms of socio-economic upliftment;
- educating all involved to the needs of tourists;
- enhance support infrastructure to be more tourist-friendly (i.e. signage and information in appropriate and multiple languages);
- establish a tourism orientated mind-set amongst both private and public sector and the community;
- providing a platform for community, public and private sector interaction; and
- facilitating the provision of tourism support infrastructure through appropriate funding allocation for tourism development and setting up of coordinating bodies.

When implemented, such initiatives will bode well for tourism development in the Cape Agulhas region.