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# MANAGEMENT STRATEGY OF PADANG OLD TOWN AS A HERITAGE TOURIST ATTRACTION

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**Abstract**

Kota Tua Padang holds great potential as a cultural heritage tourism destination, with its colonial history, distinctive architecture, and Minangkabau cultural narrative. However, the development of this area still faces challenges such as building damage, ownership issues, and limited infrastructure. This study aims to analyze the current management of Kota Tua Padang as a cultural heritage tourism destination, identify obstacles to implementing development strategies, and provide recommendations based on field findings. The research method used a qualitative descriptive approach, with primary data obtained through field observations and semi-structured interviews with managers, government officials, business actors, and local residents, as well as secondary data from official documents, journals, and related literature. This study is based on Steiner's Strategic Management Theory (1979) because the focus of the research is on the analysis of management strategies, implementation, and evaluation of the development of Kota Tua Padang as a cultural heritage tourism destination. The results show that government strategies through physical revitalization programs, creative economy activation, and the pentahelix approach have improved the area's aesthetics. However, gaps remain with actual conditions on the ground, such as lack of long-term maintenance, obstacles to building ownership, irregular spatial planning, limited infrastructure, low community participation, limited funding, and destination competition. The study concludes that the development strategy for Kota Tua Padang is reactive and visionary, with significant potential for a sustainable tourism ecosystem. However, it requires intensified synergy between policymakers, the community, and business actors. This includes revitalization, strengthening, resolving ownership issues, improving infrastructure, raising public awareness, pentahelix collaboration, managing funds, and distinguishing from competition to support collaborative and history-oriented development. This research contributes to the management of urban cultural heritage by the government, business actors, and academics.

**Keywords**: Cultural Heritage Tourism, Development Strategy, Kota Tua Padang, Pentahelix, Tourism Aspirations.

## A. INTRODUCTION

Tourism is a sector that contributes significantly to the economic, social, and cultural development of a region. Today, tourism development is no longer limited to appreciating the beauty of the natural environment, but also includes tourism that emphasizes historical and cultural values, known as heritage tourism. This type of tourism provides visitors with a more in-depth experience by providing an understanding of the past that remains relevant to the present. In addition to providing educational value, heritage tourism also fosters a sense of responsibility for preserving and protecting the nation's historical heritage.

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Padang City, located in West Sumatra Province, is one of the areas with great potential for the development of cultural heritage tourism. The city has a long history closely linked to trade activities and the colonial era on the west coast of Sumatra Island. During the Dutch colonial period, Padang's Old Town, located around the Batang Arau River, served as the center of government and economic activity. This area, also known as Padang Lama, was originally developed by the darek community, or immigrants from the Minangkabau region. Dutch traders from the Dutch East India Company (VOC) began arriving in the region around 1663, and the VOC built a port at the mouth of the Batang Arau River to support their trading activities. Its strategic location directly facing the Indian Ocean makes Padang City an important port on the west coast of Sumatra.

To this day, this historic area is recognized as a tourist attraction in Old Padang. Its main attractions are reflected in its colonial architecture, ancient atmosphere, and strong historical narrative. The intangible value of heritage is reflected in trading traditions, local culture, and historical stories passed down from generation to generation. Meanwhile, the tangible value of heritage is evident in the existence of colonial structures, streets, ancient ports, and surviving historical infrastructure. The combination of these two values makes Padang Old Town not only an ancient area but also a space with a narrative, collective memory, and cultural identity that continues to develop alongside its community.

This potential presents a significant opportunity for Padang City to develop heritage-based tourism that not only strengthens local cultural conservation but also impacts the community's economy. Heritage tourism activities can create jobs, encourage the growth of MSMEs, and strengthen the city's identity as a historical destination. However, the development of heritage tourism cannot be achieved overnight. Management that can maintain the area's authenticity, regulate visitor flow, and provide adequate historical information is required. This area was chosen for its historical value, distinctive colonial architecture, and socio-cultural dynamics, making it a key heritage tourism site in Padangsag City. The location was also selected based on the various challenges in managing a tourist attraction, such as historic building conservation, economic activity, and local stakeholder participation.

Despite its significant potential, the development of Padang's Old Town area still faces several challenges. The inability to preserve historical buildings, limited supporting facilities, and the lack of structured historical interpretation remain major obstacles. Furthermore, ineffective tourism promotion and a lack of stakeholder integration have made the area less competitive compared to other cultural heritage destinations in Indonesia. Compared to Semarang's Old Town or Jakarta's Old Town, Padang's Old Town remains lagging behind. Meanwhile, in Padang's Old Town, several buildings remain damaged, tourist attractions have not been optimized, and coordination between the government, community, and business actors has not been maximized.

This situation raises questions about how heritage tourism management strategies in Padang's Old Town are currently being implemented, and what factors are hindering their implementation. It is important to understand the strategies implemented by managers, including the local government, cultural communities, and tourism stakeholders, to identify their effectiveness. This analysis does not aim to design new strategies, but rather to evaluate existing strategies and examine how they can be improved based on actual conditions on the ground.

In the context of managing historical destinations, success is not solely measured by increasing visitor numbers. Cultural heritage values require a balance between conservation and modernization. Non-physical cultural values, such as local traditions, historical narratives, and social character, must be preserved to prevent erosion over time. On the other

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hand, physical heritage, such as colonial buildings, needs to be maintained in its authenticity and consistently maintained. Without the right approach, revitalization can turn into excessive commercialization that diminishes the area's meaning.

Against this backdrop, this study aims to analyze the current state of Padang Old Town management as a heritage tourism destination, identify obstacles to its implementation, and provide recommendations based on field findings. This study is expected to contribute to local governments, business actors, heritage communities, and local communities in decision-making regarding the development of historical destinations. Furthermore, the results of this study can also strengthen public understanding of the importance of preserving local culture while opening up opportunities for economic empowerment through tourism activities. Academically, this research can serve as an additional reference in studies of cultural heritage management strategies and historical tourism development in urban areas, particularly in Padang Old Town.

## B. LITERATURE REVIEW
### Strategy

Strategy is a comprehensive plan designed to achieve specific goals within an organization. The term strategy comes from the Greek word strategos, meaning "general," so it can be understood literally as the art and science of determining the optimal approach to achieving organizational goals effectively and efficiently. Therefore, strategy can be defined as a pattern that integrates primary objectives, policies, and operational steps so that an organization can survive and excel in a competitive environment.

According to experts, strategy encompasses the process of formulating comprehensive, long-term plans to achieve organizational goals. This definition emphasizes that strategy is not only related to planning but also to ongoing implementation and evaluation so that long-term goals can be optimally realized. George A. Steiner (1979) and John B. Miner (1988) state that strategy is a unified plan used as a guideline for implementation within an organization. Meanwhile, Stephanie K. Marrus (1985) defines strategy as a planning process carried out by top management to adapt to environmental dynamics and meet future customer needs.

The field of study known as strategic management focuses on developing steps to enable organizations to achieve a sustainable competitive advantage. The stages of strategic management generally include internal and external environmental analysis (such as a SWOT analysis), strategy formulation, plan implementation, and monitoring and evaluating results to adjust the strategy if necessary. Strategic decisions are typically unique, have significant impact, and determine the direction of the organization.

In general, strategies are developed to create organizational excellence by utilizing available resources and anticipating changes in the external environment. Effective strategies require good team coordination, the application of efficiency principles, and consistent implementation to achieve the organization's primary goals.

### Tourism Development

Tourism development is an effort to improve the quality and attractiveness of a destination to attract more tourists and provide benefits to the government and the community. Yoeti (2001) explains that tourism development is an effort to add or improve tourism products to increase their market value. In the process, three important components must be considered: the people who engage in tourism activities, the place where the activities take place, and the time required for tourists to visit.

Furthermore, Yoeti (2006) emphasized that tourism development must be based on the principle of sustainability, which includes ecological sustainability to maintain the

preservation of natural resources, social and cultural sustainability to increase the role of the community in preserving local culture, economic sustainability to ensure the continuous running of economic activities, and improving the quality of life of local communities.

Therefore, tourism growth is not only oriented towards increasing the number of tourists, but also towards community welfare, environmental preservation, and cultural protection. To create sustainable and integrated tourism development, a participatory approach involving all stakeholders is crucial. The concept of community-based tourism is one model considered effective in encouraging local community involvement, raising awareness of tourism culture, and providing economic benefits to the community.

Furthermore, developing the tourism industry requires a comprehensive approach, including improving the quality of human resources, increasing accessibility, proper management of tourist areas, developing attractions and sites, and appropriate marketing strategies. Every development program must consider environmental and cultural management so that the resulting value can be felt by the community in a sustainable manner.

**Tourist Attractions**

Tourist attractions are the main elements that encourage tourists to visit a particular tourist attraction or destination. According to Law of the Republic of Indonesia Number 10 of 2009 concerning Tourism, tourist attractions are defined as anything that has uniqueness, convenience, and value in the form of natural resources, culture, and man-made products that serve as tourist destinations.

In general, tourist attractions can be understood as all aspects that possess beauty, value, ease of access, and the ability to attract tourists, whether originating from nature, culture, or human creations. These attractions encompass not only physical aspects such as natural panoramas, flora and fauna, historical sites, and cultural arts, but also the experiences tourists can enjoy during their stay at the destination.

According to experts, tourist attractions can be categorized into three main groups. First, natural attractions, which include beaches, mountains, forests, and other ecosystems. Second, cultural attractions, which encompass historical relics, traditions, performing arts, traditional ceremonies, and various unique cultural forms found in a region. Third, specialized tourist attractions aimed at tourists with specific motivations, including educational, religious, culinary, and adventure tourism.

Furthermore, the quality of tourist attractions is generally determined by four aspects: authenticity, diversity, uniqueness, and authenticity. These four aspects play a crucial role in creating a distinctive tourist experience and leaving a lasting impression on tourists. Therefore, efforts to develop and promote tourist attractions are an important strategy for increasing tourist interest and visits.

The success of a destination in attracting tourists is determined not only by its historical value or beauty, but also by how those attractions are packaged, managed, and supported by adequate service facilities and good accessibility. Therefore, tourism attractions need to be managed in an integrated manner to provide social and economic benefits to local communities.

**Heritage Tourism**

Cultural tourism is a form of tourism that focuses on the preservation and utilization of cultural and historical heritage as a primary attraction for tourists. This concept connects tourism activities with efforts to preserve historical structures, the environment, artifacts, and the arts and traditions that developed in a region. Heritage tourism provides not only entertainment and attractive scenery, but also meaningful experiences through understanding the cultural and historical values of the destination.

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According to Haries & Riesa (2023), heritage tourism is a journey to a location with distinctive characteristics, such as architecture, history, cultural activities, and stories from the past, that attract visitors. This heritage can be both natural and cultural, both complementing each other in creating a valuable travel experience. Therefore, heritage tourism destinations must be well-packaged and presented to build an emotional bond between tourists and the attraction (Santoso, 2024).

The appeal of heritage tourism is generally assessed through three aspects: aesthetic value, historical value, and cultural value. Aesthetic value relates to the beauty and visual characteristics of a structure or area. Historical value depicts important stories and events from the past that serve as the identity of the place. Meanwhile, cultural values encompass traditions, community activities, and unique events that are continuously preserved (Andina & Aliyah, 2021; Cao et al., 2024; Opačić, 2019).

In addition to serving as a recreational facility, heritage tourism also plays a role in preserving cultural heritage so that it can be passed on to future generations. In the context of urban heritage tourism, the conservation of historic structures and areas is the foundation for the development of a tourist city, ensuring that the city maintains a strong cultural identity without losing its authentic value (Asworth & Tunbridge, 1990; K Jurnal, 2021).

Thus, heritage tourism not only meets the public's tourism needs but also provides education, protects cultural heritage, and strengthens local community empowerment. Its development requires attention to conservation, community involvement, and the provision of supporting facilities to ensure a quality tourism experience and the sustainability of heritage values (Cornelius, 2024; Santoso, 2024).

Overall, heritage tourism is a combination of tourism activities and cultural preservation that can provide experiences rich in historical insight while raising awareness of the rich heritage that defines the identity of a region.

## C. RESEARCH METHODOLOGY

The research data is qualitative in nature because it emphasizes understanding experiences, perceptions, and field conditions rather than numerical analysis. This study employs a qualitative approach with descriptive characteristics. This approach was chosen because the focus of the research is to understand the authentic conditions of cultural heritage tourism management in Padang's Old Town. Descriptive methods are then used to present the research findings. The research was conducted in October 2025 in Padang's Old Town, West Sumatra.

Primary data was obtained through direct field observations and semi-structured interviews with tourism managers, local government officials, local business actors, and local communities directly involved in tourism activities. Through this primary data, researchers were able to identify strategies, obstacles, and opportunities for regional development based on direct experience.

Meanwhile, secondary data was obtained through official documents, books, scientific journal articles, and government reports discussing cultural heritage tourism management and the revitalization of historical areas. Secondary data serves as a conceptual foundation and comparison to information obtained in the field, thus making the research results more reliable, valid, and comprehensive.

The data collection technique was carried out in three stages: field observations, interviews, and literature review. Observations were conducted to assess the physical condition of the area, tourist visitation patterns, local economic activity, and the availability of tourism support facilities. Interviews were used to explore the perspectives of policymakers and local communities regarding implemented management strategies and their

aspirations for regional development. A literature review was conducted to strengthen the analysis through theory, previous research findings, and relevant cultural heritage management policies.

Through the integration of these techniques, this research is expected to produce a clear picture of heritage tourism management practices in Padang's Old Town while identifying strategic recommendations that can support the area's sustainable development based on historical and cultural values.

## D. RESULT AND DISCUSSION

Field observations were conducted in the Old Town area of Padang in October 2025, focusing on the area's physical condition, tourist activities, and supporting infrastructure. Key findings include:

The core area of Old Town Padang features historic buildings such as the Geoweheri (a remnant of the 1910–1920 colonial era) rented out as a billiards hall by private owners. The buildings are in severe disrepair, with cracks and loss of colonial architectural details.

There is an increase in daily tourist activity, such as cafes along Batang Arau and social interaction in public spaces, but problems persist with illegal parking, overcrowding of vendors, and a lack of historical information boards.

Limited infrastructure, including suboptimal public transportation access, minimal facilities such as restrooms and bus stops, and the Batang Arau River polluted by plastic waste, creates the impression of a slum.

Large warehouse areas such as SMS remain busy with logistics activities, with heavy vehicles potentially damaging the new paving blocks designed for pedestrians.

Semi-structured interviews were conducted with area managers, local government officials, local business owners, and the local community. Here are key quotes from respondents:

A neighborhood manager stated:

"The development strategy for the Padang Old Town area is based on a Master Plan involving local government agencies such as the Tourism Office and the Environmental Office, but interventions on private buildings like Geoweheri are difficult without the owners' consent."

The local government explained:

*"The 'Jelajah Padang' program has physically transformed buildings with colonial-style paint and street furniture, but routine maintenance is still lacking, and preservation regulations are not yet supported by human resources such as cultural heritage police."*

*A local business owner said: "Festivals like the Old Town Festival attract visitors and MSMEs, but daily activities are not yet fully operational; we need more investment in cafes and tour packages."*

A local community member said: *"We are engaged in dialogue for digital promotion, but public awareness of heritage values is still low, and land-use changes are often rejected due to local culture."*

An additional manager said: *"Revitalization requires funding of 60-70 billion rupiah, with PPP as a solution, and a vision of integration with other heritage cities like Sawahlunto for regional appeal."*

**Implementation of Development Strategy by the Padang City Government**

The development of the Padang Old Town area is oriented towards physical revitalization, integration of the creative economy, and strengthening the identity of cultural heritage as a major tourist attraction. The Padang City Government is implementing this

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strategy through a comprehensive revitalization program, focusing on spatial planning, preservation of cultural heritage structures, and strengthening the destination's image.

The main strategy is realized through the flagship program "Jelajah Padang," which aims to revitalize historic buildings and corridors into active, visitor-friendly public spaces. This program not only manages the physical structures but also encourages their use as centers for cultural activities, the creative economy, and attractions based on local history. The government is implementing visual improvements in the area, such as painting colonial-style buildings, installing classic lighting, and providing street furniture that reflects the atmosphere of the old town. These steps aim to strengthen the heritage atmosphere so that tourists can enjoy an authentic experience.

In addition to visual revitalization, the government has developed guidelines for the conservation of cultural heritage areas as a reference for improvements, spatial planning, and utilization of structures, ensuring that the revitalization process does not deviate or become merely cosmetic. This effort is crucial because the Padang Old Town area has long been degraded due to economic pressures, changes in building functions, and a lack of conservation standards.

The development of Padang Old Town as a heritage tourism destination is inseparable from the long-term planning framework formulated through the Padang Old Town Master Plan. As explained by the area's management, all strategies, including the conservation of cultural heritage buildings, the arrangement of public spaces, and the development of tourist facilities, are guided by this master plan. Derivatives from this planning document are then transformed into work programs for relevant regional government agencies (OPDs), such as the Tourism Office, the Education and Culture Office, the Environmental Office, the Transportation Office, as well as the private sector and local communities. This demonstrates that the development strategy is not the result of individual initiative, but rather emerges through government mechanisms based on regulations, cross-sector collaboration, and budgeting.

The core area of Padang Old Town is the primary focus of development. Buildings such as the Geoweheri, a regional icon and a relic of the 1910–1920 colonial era, reflect unique historical and architectural values. Currently, this structure is leased as a billiard room by a private owner, making it difficult for the management to intervene without the owner's consent. This situation illustrates the general state of the relationship between the government, asset owners, and the vision of heritage conservation, which is not yet fully harmonious. Many historic buildings are owned by private individuals, companies, or even state-owned enterprises, meaning the government cannot undertake repairs without approval and certainty of ownership. Regulations related to conservation do exist, but their effectiveness has not been felt due to a lack of law enforcement mechanisms and human resource readiness, including the unclear role of cultural heritage police and law enforcement agencies in the event of violations.

**Activating the Creative Economy and Cultural Activities as Tourism Drivers**

Padang's Old Town is not only being developed as a photography destination or regional icon, but also as a center for creative economic activities based on local culture. The government is engaging creative economy actors through themed festivals such as the Old Town Festival and the Siti Nurbaya Festival, which aim to attract visitors while providing economic opportunities for local MSMEs, artists, heritage communities, and traditional culinary practitioners.

The city's branding strategy is also aimed at establishing Padang as a representative of Minangkabau culture. The government links the development of the Old Town with the city's position as a gastronomy-based Creative City and its ambition to join the UNESCO Creative

Cities Network (UCCN). This identity enhancement is crucial because heritage tourism relies not only on physical objects but also on living heritage such as culinary delights, traditions, communities, and the city's historical narrative.

Furthermore, cross-sector collaboration based on a pentahelix approach (government, academia, business, communities, and media) is the foundation of the sustainability strategy. The participation of universities such as Bung Hatta University in regional planning, businesses in heritage property investment, communities in history education activities, and media in digital campaigns makes the revitalization not only project-oriented but also a long-term socio-cultural movement.

Furthermore, the development of the Padang Old Town area adopts a multi-actor or pentahelix tourism model that positions Academic, Business, Community, Government, and Media (ABCGM) as key actors. The government does not expect the revitalization process to be carried out unilaterally, but rather through ecosystem synergy. Tourism activist communities, students, MSMEs, and digital creators can act as promotional agents, create tourism packages, and disseminate positive narratives through social media. This model not only serves as a communication strategy but also expands the scope of development into a participatory realm. This development philosophy is evident in management's efforts to facilitate dialogue, provide information without altering the original architecture, and emphasize the use of regulations that must be adhered to by all parties.

## Obstacles to the Management of the Padang Old Town Area

Despite the implementation of various strategies, the development of the Padang Old Town area still faces a number of structural, social, and technical obstacles. Underutilization and maintenance of historic buildings is a major obstacle, with many heritage buildings neglected and not functioning optimally. The physical condition of the buildings, damaged, cracked, and missing colonial architectural details, diminishes the area's appeal. This is exacerbated by the lack of a consistent routine maintenance program. Without continuous improvement, revitalization is only temporary and the aesthetics of the area will decline again..

Building ownership issues also pose a significant obstacle, as most old buildings have been privately owned or owned by families for generations. This situation makes it difficult for the government to intervene directly, for example through restoration or reuse. Many building owners lack funds for conservation or fail to recognize the economic potential of heritage buildings, leaving them abandoned or misused (e.g., as warehouses, dormitories, or shops without historical value). Ownership issues are also related to conflicts of interest, such as conservation requiring architectural suitability, while owners desire economic efficiency. This poses a significant dilemma in heritage areas that combine residential, commercial, and tourism functions.

Chaotic spatial planning and a lack of information boards also hinder development, as physical revitalization has not been accompanied by a comprehensive overhaul of the spatial planning system. Illegal parking, irregular access, and narrow street corridors make the visitor experience less than ideal. The absence of historical information boards makes it difficult for tourists to understand the building's context, the colonial period, or the narrative of the old city. As a result, heritage tourism has become more of a photo spot than an educational destination. Limited infrastructure and accessibility also pose challenges, with suboptimal public transportation access and the lack of supporting facilities such as restrooms, tourist parking areas, and bus stops. The Batang Arau River, polluted by sewage and plastic waste, creates a dirty impression, ruining the aesthetics of the riverside walkway, which has the potential to become a waterfront tourist destination.

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Lack of public awareness and participation further exacerbates the situation, as heritage tourism development relies heavily on local community support. However, many residents remain unaware of the economic value and cultural identity of the Old Town area. This lack of community participation in maintaining public spaces has led to environmental damage, pollution, and frequent vandalism. Local cultural practices also hinder the acceleration of revitalization, such as resistance to changes in land use or building structures.

Limited funding and minimal investment are other obstacles, as heritage revitalization is expensive and a lengthy process. Maintaining colonial buildings, conducting conservation research, and planning thematic spaces are not affordable. Investors, on the other hand, tend to choose new areas or other economic centers considered more profitable. The government is trying to open up space for creative investment, but many businesses are reluctant to collaborate due to limited regulations, limited profitability/clarity, and financial risks.

Competition with other tourist destinations is also a hindering factor, as at the provincial and city levels, many new destinations offer more modern, Instagrammable, or nature-based tourism experiences. This situation causes historical tourist destinations like Padang's Old Town to lose their appeal if they are not professionally and thematically managed. Without a strong sense of differentiation, tourists choose other destinations, despite Kota Tua's significant historical value.

On the other hand, the development of public spaces and infrastructure remains a significant challenge. The government has begun interventions in core areas by improving pedestrian facilities, reorganizing street vendors along Batang Arau, and revitalizing several buildings. However, budget constraints remain a major obstacle. The development concept follows the standards of heritage cities like Jakarta's Old Town or Semarang's Old Town, where the urban landscape is based not on asphalt but on paving blocks. Unfortunately, conditions in Padang's Old Town are less than ideal, as large warehouse areas, such as SMS, still harbor heavy logistics activity. Heavy vehicles entering and leaving, for example, threaten the new facilities, and paving blocks designed for pedestrians can be damaged by the weight of vehicles. As a result, the direction of development becomes a tug-of-war between the heritage vision and the persistence of traditional economic activities.

The stagnation of revitalization is also influenced by poorly organized spatial management. Illegal parking, overcrowding of vendors, and a lack of historical information boards result in a less than optimal experience for tourists. According to management, Padang Old Town is beginning to develop as a center for the creative economy, evidenced by the increasing number of cafes along Batang Arau and increased tourist activity. This economic growth demonstrates the multiplier effect of tourism: the creation of new jobs, the emergence of micro, small, and medium enterprises (MSMEs), and increased social interaction in public spaces. However, without adequate infrastructure support and shared awareness among landowners, this growth has the potential to be unsustainable.

The biggest obstacles facing the Padang City Government in developing this area are not only technical but also structural. Maintaining historic buildings requires significant costs and strict conservation standards, which are difficult to enforce when ownership structures are unclear. The government cannot use regional funds for privately owned buildings, except through incentive schemes or partnerships. Furthermore, management often faces difficulties in tracing the original owners of structures because many assets are inherited from families or defunct companies. Owners' awareness of the value of conservation has not yet fully developed, as most still view properties as economic assets, not cultural heritage.

Meanwhile, the long-term development of Padang's Old Town aims to become an integrated tourist destination connected to other heritage cities in West Sumatra, such as Sawahlunto. This vision arose because the area historically served as a colonial trade route, a

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port, and a center of multi-ethnic interaction (Chinese, Indian, Nias, and Malay). This multicultural value underpins the curatorial narrative promoted in the area's development. If this integration strategy is successful, West Sumatra's heritage tourism potential will not be concentrated in one location but will form an inter-city network that strengthens the region's appeal.

Finally, financial challenges are a determining factor. According to management, a comprehensive revitalization of the area will require approximately 60-70 billion rupiah, including sidewalk repairs, public facilities, area planning, pedestrian design, and building renovations. Amidst central government budget efficiency, fiscal reductions, and other spending priorities, the revitalization process is ultimately carried out in stages and focused on the core zone. This is where the urgency of public-private partnerships (PPPs) becomes relevant. The involvement of investors, universities, and the arts and culture community can reduce the government's financial burden while fostering a sense of community ownership of the heritage area.

## Management Strategy and Implementation

Field findings reveal a gap between the government's ideal strategy and the reality of implementation on the ground. Physical revitalization has successfully enhanced the area's aesthetics, but this has not been followed by long-term maintenance and systematic building repairs. Cultural festivals are effective in attracting visitors, but they are temporary in nature, and daily activities in the area are not yet fully active. A pentahelix approach has been initiated, but the role of the private sector and the community remains inconsistent and uneven. Culinary and cultural heritage branding is strong, but it is not yet supported by information systems, historical content curation, and public education.

In other words, the government's strategic direction is correct, but cultural heritage management still requires more intensive synergy between policymakers, the community, and entrepreneurs to truly realize Kota Tua as an ecosystem, not just a physical project.

Overall, the current development strategy for Kota Tua Padang is both reactive and visionary. On the one hand, the government must confront the reality of limited funding, unclear ownership structures, weak enforcement of conservation laws, and the socio-economic dynamics of local communities. On the other hand, there is a vision for long-term development through a master plan, public space interventions, core area planning, and strengthening the area's identity as a cultural tourism destination. The success of the revitalization of Padang Old Town is not only determined by government policies, but also by the ability of all stakeholders to build a collaborative and sustainable cultural heritage tourism ecosystem, oriented towards the historical value of the area.

## E. CONCLUSION

Based on an analysis of the development strategy for the Padang Old Town area as a cultural heritage tourism destination, this study shows that the area's development has been guided by physical revitalization, integration of the creative economy, and strengthening of local cultural identity. The Padang City Government has implemented flagship programs such as "Jelajah Padang" (Exploring Padang) to revitalize historic buildings and corridors, and developed preservation guidelines to maintain the area's authenticity. The pentahelix approach, involving government, academics, businesses, the community, and the media, has become the foundation for cross-sector collaboration, focusing on activating the creative economy through themed festivals and branding as a culinary-based Creative City.

However, the implementation of this strategy still faces various structural, social, and technical barriers, including underutilization and maintenance of historic buildings, complex building ownership issues, irregular spatial planning, limited infrastructure, low public

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awareness, limited funding, and competition from other tourist destinations. Field findings indicate a gap between the government's ideal strategy and the reality of its implementation. While physical revitalization has improved aesthetics, it has not been accompanied by long-term maintenance, cultural festivals are temporary, and the role of the pentahelix is inconsistent. Overall, the development strategy for Padang's Old Town is reactive and visionary, with great potential to become an integrated tourism destination connected to other heritage cities in West Sumatra. However, this requires intensive synergy between policymakers, the community, and entrepreneurs to truly develop this area as a sustainable heritage tourism ecosystem.

Therefore, the researchers recommend that the government prioritize resolving issues related to ownership of historic buildings through conservation incentive schemes, joint use negotiations, and public-private partnerships. This effort is crucial because most of the obstacles to revitalization, such as lack of maintenance, building deterioration, and development stagnation, stem from the government's limited ability to intervene in privately owned buildings.

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