



BUDJ BIM



budj bim
CULTURAL LANDSCAPE

GUNDITJMARA
COUNTRY

CULTURAL LANDSCAPE MASTERPLAN 2022-2030



Acknowledgement of Country

We acknowledge and pay respect to the Gunditjmarra people and Country as the sovereign nation of the lands and waters that this masterplan covers. We acknowledge Elders – past, present and their ongoing connection to the Budj Bim Cultural Landscape.

This Masterplan has been prepared by Arup (Planning, Design and Advisory) in collaboration with Earthcheck (Tourism), PwC Indigenous Consulting (Indigenous Engagement), Professor Libby Porter (Planning advisory), Extent (Heritage) and WT Costing (Costing).

ARUP





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EXECUTIVE SUMMARY 01





The Budj Bim Cultural Landscape Masterplan 2022-2030

The Budj Bim Cultural Landscape

The Budj Bim Cultural Landscape in South West Victoria is Australia's most significant site for understanding agriculture, innovation, and aquaculture practices in traditional and contemporary Australia.

This extraordinary landscape is a testament to the continual traditional practice, innovation, and engineering of the Traditional Owners, the Gunditjmara people. Their millennia-long tradition of working with and modifying the physical landscape establishes the landscape as a truly unique place.

Now internationally recognised for these cultural values as a UNESCO World Heritage site, it is poised to be seen as an iconic Aboriginal place across Australia, and on the world stage as an attraction and landscape of global significance.

What is the Masterplan 2022-2030?

This Masterplan has been prepared on behalf of the Gunditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC). It updates and refines an existing 2014 Masterplan, providing guidance for the immediate implementation approach for 2022-2030.

The 2014 Masterplan is referenced within the UNESCO Statement of Outstanding Universal Value, providing a framework for the conservation and sustainable use of the Cultural Landscape for cultural, tourism and community purposes. The 2014 Masterplan also provides an enabling framework for the Gunditjmara people, government and tourism industry to invest in the future development of the Budj Bim Landscape as a tourism destination and as a home to the Gunditjmara people.

Why is this Masterplan Update Needed?

- To provide a roadmap for implementing the Masterplan's vision over the next eight years.
- To refresh the strategic framework considering key changes since 2014.
- To document and incorporate community aspirations for their Country.
- To support the Gunditjmara, government and industry to understand priority investment needs and opportunities.

Gunditjmara Engagement

This Masterplan was developed through extensive engagement.

What We Heard



Low cultural landscape impact is the most important outcome.



Ongoing access to Country for the community is essential for healing and spiritual wellbeing.



Tourism must offer capacity building, training and education opportunities.



Long term economic outcomes are important for the financial independence of Gunditjmara.



Controlled visitor experiences are needed to minimise impact.



Gunditjmara stories must be central to the visitor experience.



Range of views on the scale of tourism offer. An incremental approach is preferred to test and refine.



Context for 2022-2030

Diverse Stories, Diverse Landscape

Authentic storytelling and learning outcomes has emerged as a central aspiration through engagement with Gunditjmarra. However, the Budj Bim Cultural Landscape is much more than any one story or any one location. As such, expanding access to key sites will enable storytelling across a range of settings to support meaningful understanding of diverse stories and the landscape.

Part of a Wider Cultural Setting

The Budj Bim Cultural Landscape forms only part of Gunditjmarra Country and the wider regional Aboriginal culture story. New opportunities must recognise and link to this cultural context to provide visitors with a more meaningful understanding of the complexity and scale of Gunditjmarra people and their culture.

Community benefit

The wellbeing and prosperity of Gunditjmarra is fundamental to the success of the landscape. While commercial sustainability is important, future opportunities must be driven by broader benefits for the community. Potential community benefits have been explored through community engagement and are also well documented through the Indigenous Protected Area management practices. This includes health, education, employment, social cohesion, cultural strengthening, self-sufficiency and wellbeing benefits.

Community Use

Existing community accommodation and facilities do not meet the needs of the Gunditjmarra community. Additional private and accessible accommodation is needed along with spaces for community gathering, learning, memorial and healing. New tourism opportunities must not restrict this access and must respect cultural practices, traditions and heritage.

World Heritage Values

The recent UNESCO World Heritage inscription brings a new level of recognition, protection and celebration of the heritage values. Protecting these values is fundamental to the success and sustainability of the Budj Bim Cultural Landscape as a tourism destination and home to Gunditjmarra. All new opportunities must respect the sensitivity of the landscape, touch the earth lightly and minimise physical impact.

Environmental Sustainability

The landscape is a living landscape with natural systems that may be impacted by climate change or growth in visitation. Acknowledging that Gunditjmarra have adapted to changing environments for millennia, the use and development of the landscape must continue to integrate with and complement these natural systems and be adaptive to potential impacts of climate change.

A Seasonal Landscape

The highly seasonal climate brings significant changes to the landscape character across the year. Seasonality should be celebrated and leveraged to encourage return visitors and diverse experiences.

Landscape Fragmentation

Ongoing efforts to bring privately held land back within the landscape means site boundaries are growing. This offers new locations for tourism and community use. Over the long term, continued land acquisition should address landscape fragmentation and support new uses.

A World Class Destination

Gravitas of World Heritage status elevates the Budj Bim Cultural Landscape to the global stage. As such, the need for world class design quality and facilities is needed to create a world class experience for Gunditjmarra community and guests.

2014 Masterplan Implementation

Implementation of Stage 1 of the 2014 Masterplan establishes early building blocks for tourism activity. The Aquaculture Centre creates a new gateway and arrival point for visitors and operations hub. Future opportunities should reinforce this function and add value to these facilities through events or other activations. Improvements to interpretation and access has focused on Tyrendarra and Kurtonitj. The next phase of development should expand these facilities to new locations across the landscape.

Incremental Tourism Growth

Despite implementation of 2014 Masterplan Stage 1, visitation and market awareness remain at relatively low levels. The sensitivity of the cultural landscape and community preferences for sustainable development means new opportunities should continue to develop gradually over time. A sustainable growth model should be based on incremental growth, building a cluster of guided experiences to build appeal for target markets. This cluster of experiences should harness flexibility and connections to other destinations in the region. Incremental growth allows for trialling, testing and monitoring tourism opportunities while building capacity. Additionally, building market awareness should remain strategic priority to grow visitor numbers and overnight stays.

Remote Location

The Budj Bim Cultural Landscape is located relatively remote from the core Melbourne market, which means visitor accommodation is a core opportunity to encourage visitation, support more immersive experiences and generate revenue and employment opportunities for Gunditjmarra. To support overnight accommodation, there must be enough activities to support more than a day trip. This cluster of activities should also link to wider regional tourism experiences including the Great Ocean Road, Grampians and Discovery Coast.

The Aspiration

2014 Masterplan (Long Term)

Long Term Vision

The Budj Bim Cultural Landscape will be recognised as one of Australia's great National and World Heritage landscapes. It will be universally recognised as a place with:

- A living Aboriginal culture and home to the Gunditjmara people.
- Unique natural landscapes with sustainable ecological and landscape systems.
- Internationally recognised cultural heritage values - values which link all cultures and people.
- Enriching and memorable experiences for visitors and guests - experiences that are unique to this place and to the Gunditjmara people.
- Strong and successful partnerships between traditional owners, governments and the tourism industry, providing world's best practice in caring for Country and sustainable tourism.
- Partnerships with regional, national and international cultural tourism sites and related institutions.

Long Term Principles

- Experiences will be linked to Gunditjmara culture.
- Budj Bim is the home of the Gunditjmara people.
- All actions should protect and enhance the landscapes, ecological systems and heritage sites.
- Protect culture through well managed practices and appropriate interpretation
- Respect for customary law and traditions will underpin all decisions
- Tourism will not dominate and progress at a pace that does not harm values
- Commercial leasing arrangements will directly benefit the landscape and the Gunditjmara people
- Tourism partners will have security of tenure within a commitment to upholding the values.
- Respect for Gunditjmara community to retain their privacy and use the land.
- Budj Bim will be understood as part of a regional network of Gunditjmara places and landscapes, past and present
- Completing the Budj Bim landscape network to support integrated systems and tell the full Gunditjmara story.

Masterplan for 2022-2030

Drivers for 2030



Keeping Gunditjmara people working on Country



Protecting Gunditjmara culture



Contributing to the wealth and wellbeing of Gunditjmara people, as individuals, families, and community



Doing so sustainably and consistent with the Budj Bim Cultural Landscape values

Goals for 2030

- Create diverse employment for Gunditjmara people.
- Ensure tourism enriches community assets.
- Facilitate cultural strengthening to enhance Gunditjmara connection and access to Country.
- Take a broader view of benefit to protect and celebrate Gunditjmara.
- Build capacity to help foster strong and sustainable partnerships.
- Share Country on Gunditjmara terms.
- Create a strong base to futureproof aspirations for the long term.
- Minimise the consumption of resources.
- Maintain and regenerate natural systems.



The Opportunity

There is potential to sustainably grow the tourism offer at the Budj Bim Cultural Landscape, capturing the cultural tourism and nature-based tourism markets travelling to Victoria's south-west and the education sector.

Learning Ecology

The education sector presents a unique tourism opportunity for the Budj Bim Cultural Landscape. While school groups are typically considered a lower yield market with limited profit opportunity, this opportunity links to community aspirations for story telling and learning outcomes, aligns with desires for managed tourism activity and takes advantage of an increasing emphasis on Indigenous culture in school curriculum.

There is opportunity to market and collaborate with other Aboriginal tourism experiences in the region such as the Brambuk and Tower Hill to present a strong set of Aboriginal learning experiences. A range of trade partnerships can also be built to support higher volume education trip operations.

With appropriate facilities, marketing and partnerships, the Budj Bim Cultural Landscape could attract 2,500 day visits and 15,000 overnight stays from school groups annually by 2030. There are 44,000 year 7 and 8 students enrolled in the local south west region alone, from which the

Landscape could attract 2,500 day visitors. 15,000 overnight stays is 10% of total Victorian secondary school market. Noting that school visitation fluctuates across the year, other niche markets such as tertiary, research, corporate, community and other special interest groups can supplement the learning ecology.

Nature-Based Experience

This concept is based on developing a series of holiday and leisure propositions targeting the main domestic and holiday segments based around Aboriginal tourism and nature-based experiences.

This has been a high growth tourism sector with broad appeal to attract a wide range of leisure visitors. With appropriate experiences and infrastructure in place, the Budj Bim Cultural Landscape can capture a proportion of the nature-based and Aboriginal experience visitors already in the region.

Luxury and Wellness

A luxury proposition based around accommodation and linked to wellness treatments and experiences could

be delivered in the Budj Bim Cultural Landscape. Its remote location, unique stories and scenic setting supports this type of development.

To succeed, this concept requires exclusivity, quality design, full service accommodation, a wide range of experiences and business partners. Given the scale of investment needed, opportunity complexity, developing international market and community priorities, the luxury proposition is considered a longer term opportunity and is not recommended in the immediate implementation period.

Scale of Opportunity

The region attracts approximately 250,000 holiday visits per annum. There is an opportunity to capture 10% of this holiday market, meaning 25,000 day visitors per year. When combined with the learning ecology opportunity, the Budj Bim Cultural Landscape could attract 40,000 visitor nights.

Sustainable Growth Model

Recommended pathway:

1. Build consensus and ownership of this Masterplan with committed partners from the outset.
2. Building on 2014 Masterplan Stage 1 investments, continue to expand the essential infrastructure or mesh which enables the Budj Bim Cultural Landscape to welcome visitors – physical infrastructure and people – interpretation, aquaculture centre, walkways, connectivity etc.
3. Get market-ready including capability and capacity building for people and business structures alongside infrastructure development.
4. Continue to build integration of the Budj Bim Cultural Landscape with tourism networks, including continuing to develop international and domestic market partnerships and readiness.
5. Build awareness – marketing plan and potential offsite activations.
6. Priority investments and infrastructure for target markets which support development of an enhanced cluster of experiences – options which provide up to two days of tourism activity options are recommended as the basis for meeting the longer term needs of the market.
7. Create an annual seasonal program – a seasonal experience and events program alongside seasonal accommodation.
8. Put monitoring mechanisms in place to review community support and business performance.
9. Phased additional of new experiences subject to demand and support from the Gunditjmarra people.

Key Directions to Achieve the Vision

This Masterplan comprises five interconnected key directions that work towards the long term vision and goals for 2030.



1. Expand Activities and Events at Tae Rak Lake Condah

The Aquaculture Centre at Tae Rak Lake Condah creates a new gateway to the landscape and destination for visitors.

Expanded facilities at Tae Rak Lake Condah are required to reinforce its function as a main visitor arrival point and hub for visitor activities.

This direction supports additional facilities will support tourism operations and deliver expanded interpretation and flexible spaces for seasonal events and activations.



2. Develop a Learning Ecology Hub at Lake Surprise

With community aspirations for story telling and learning outcomes and an increasing emphasis on Indigenous culture in the Victorian school curriculum, the Budj Bim Cultural Landscape is well positioned to offer a unique Gunditjmara learning experience to school and education groups, linking to other Aboriginal learning experiences in the region.

This direction will introduce visitor facilities at Lake Surprise with a focus on learning and education. It will serve as a key hub for commercial tourism offering high quality, flexible group accommodation, event and education facilities.



3. Expand the Network of Visitor Sites

The Budj Bim Cultural Landscape is an emerging tourism destination and has relatively low levels of visitor infrastructure. Access to key sites should be prioritised to share stories of Gunditjmara and Budj Bim Cultural Landscape from multiple settings.

This direction builds on existing facilities to create a base of infrastructure needed to expand the tourism offer across the landscape. These will be immersive, high quality, that leverage new innovative approaches to storytelling.



4. Strengthen Community Infrastructure at the Mission

As home to the Gunditjmara, continued community access and connection to Country is fundamental. While this is important across the landscape, the Mission holds strong cultural, social and historical significance for the community which should be protected, respected and supported.

This direction introduces a number of priority community projects based at the Mission to support cultural strengthening and spiritual healing of the Gunditjmara. This space will be an exclusive space for Gunditjmara and invited guests, offering a private space for mob to be mob.

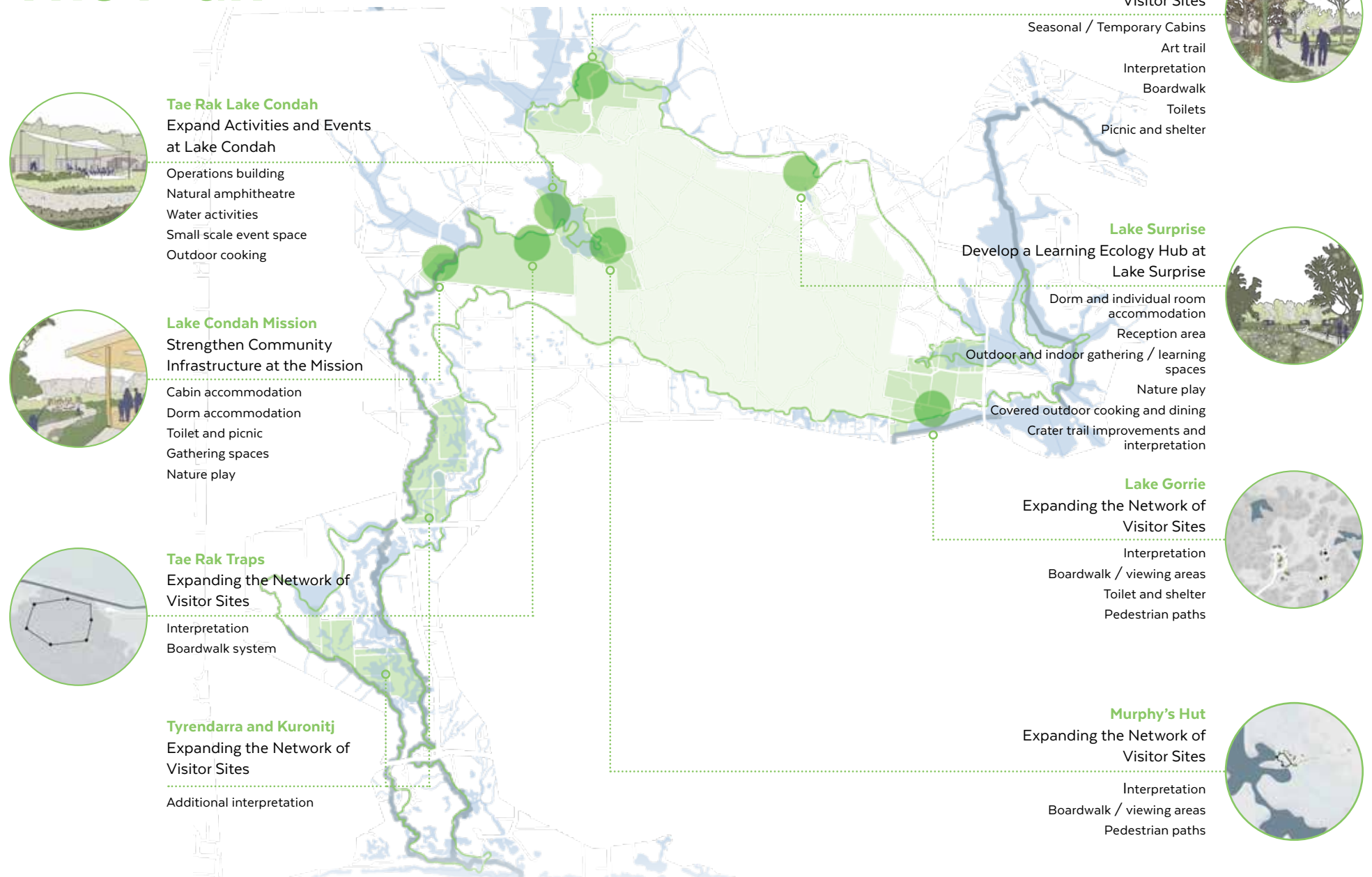


5. Launch an Off-Site Awareness Raising Campaign

Marketing and awareness raising will be essential to bringing the stories of Budj Bim to the world stage and achieving aspirational visitor targets.

This direction seeks to develop world-class off-site activations to expand the reach of stories and raise awareness of the Budj Bim Cultural Landscape, across Melbourne, Australia and internationally.

The Plan



Tae Rak Lake Condah
 Expand Activities and Events at Lake Condah

- Operations building
- Natural amphitheatre
- Water activities
- Small scale event space
- Outdoor cooking



Lake Condah Mission
 Strengthen Community Infrastructure at the Mission

- Cabin accommodation
- Dorm accommodation
- Toilet and picnic
- Gathering spaces
- Nature play



Tae Rak Traps
 Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk system

Tyrendarra and Kuronitj
 Expanding the Network of Visitor Sites

- Additional interpretation

Allambie
 Expanding the Network of Visitor Sites

- Seasonal / Temporary Cabins
- Art trail
- Interpretation
- Boardwalk
- Toilets
- Picnic and shelter



Lake Surprise
 Develop a Learning Ecology Hub at Lake Surprise

- Dorm and individual room accommodation
- Reception area
- Outdoor and indoor gathering / learning spaces
- Nature play
- Covered outdoor cooking and dining
- Crater trail improvements and interpretation



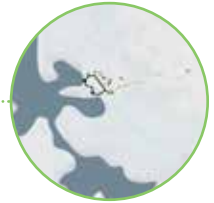
Lake Gorrie
 Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk / viewing areas
- Toilet and shelter
- Pedestrian paths



Murphy's Hut
 Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk / viewing areas
- Pedestrian paths



Expand Activities and Events at Tae Rak Lake Condah

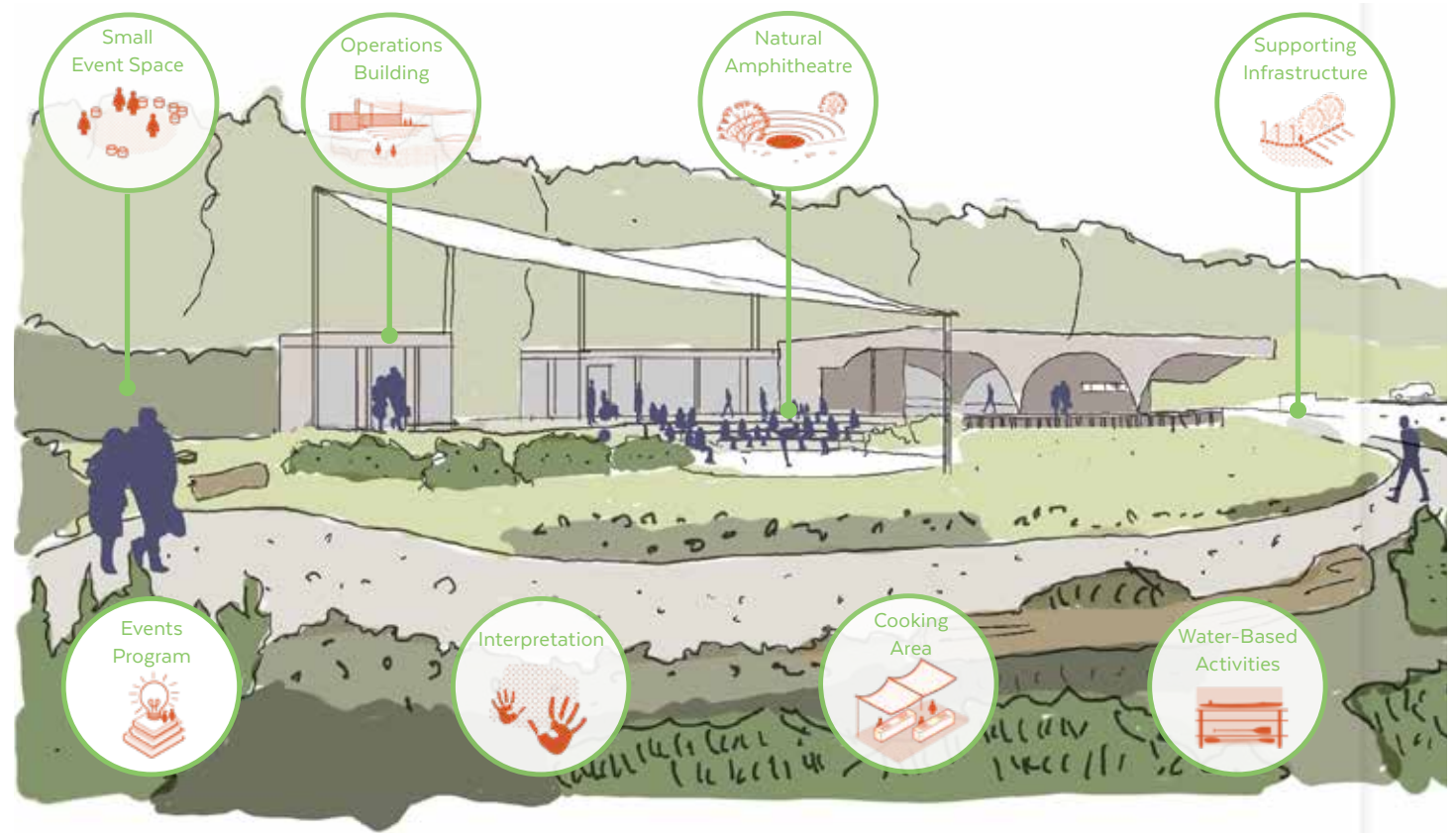


A Lake-Side Visitor Hub

The existing Aquaculture centre creates a natural visitor hub in the landscape and focal point for tourism activities and base to build off. Expanded facilities here will strengthen the current offer and maximise the potential of existing assets.

Expanded facilities at Tae Rak Lake Condah should focus on seasonal events and activations. The idyllic lake setting accompanied by a program of cultural, arts, culinary, performance, night time events will offer a unique and exclusive experience for guests.

Activation opportunities align with the celebration of Gunditjmara cultural practices and history that is central to the aspirations for the Budj Bim Cultural Landscape. The flexible and adaptive nature of the facilities will ensure Country is protected, community is strengthened, and Gunditjmara people have opportunities to deepen their knowledge of Country and ties to Country.



Key Components

Develop a Learning Ecology Hub at Lake Surprise

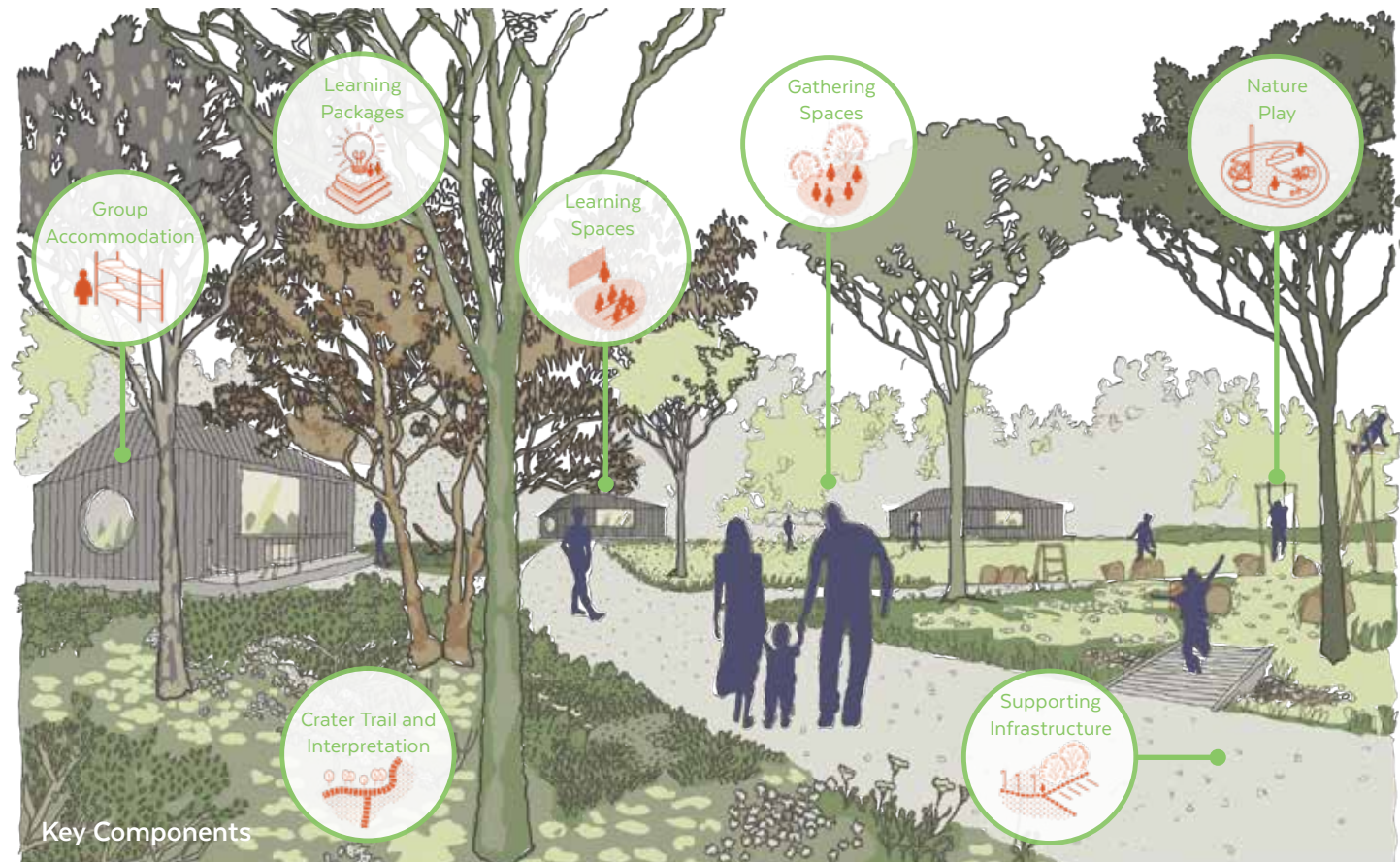


A Uniquely Gunditjmara Learning Experience

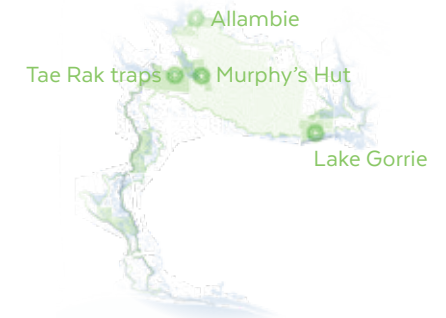
As school curricula evolve to increase emphasis on Aboriginal practices, culture, justice and history, the Budj Bim Cultural Landscape is well positioned to offer a uniquely Gunditjmara learning experience for school children as well as tertiary groups.

The learning ecology concept aligns with storytelling, intergenerational learning and a continued protection of culture, core values and aspirations of the Gunditjmara. It also offers a highly managed and controlled approach to access and visitor numbers.

While learning and interpretation for school and education groups can occur across the landscape, Lake Surprise will serve as a central hub and starting point for these groups.



Expand the Network of Visitor Sites



Multi-Site Experiences for Layered Storytelling

The Budj Bim Cultural Landscape is much more than any one location or any one story. To support meaningful understanding of complex and layered stories of the Budj Bim Cultural Landscape visitors should experience a range of sites across the landscapes.

Implementation of the 2014 Masterplan Stage 1 has delivered a range of interpretation and visitor facilities at key sites including Tyrendarra IPA, Tyrendarra recreation reserve, Kurtonitj, Lake Surprise and Lake Condah.

This should now be expanded, building a consistent and comprehensive base of visitor facilities across the Budj Bim Cultural Landscape.



Key Components

Strengthen Community Infrastructure at the Mission

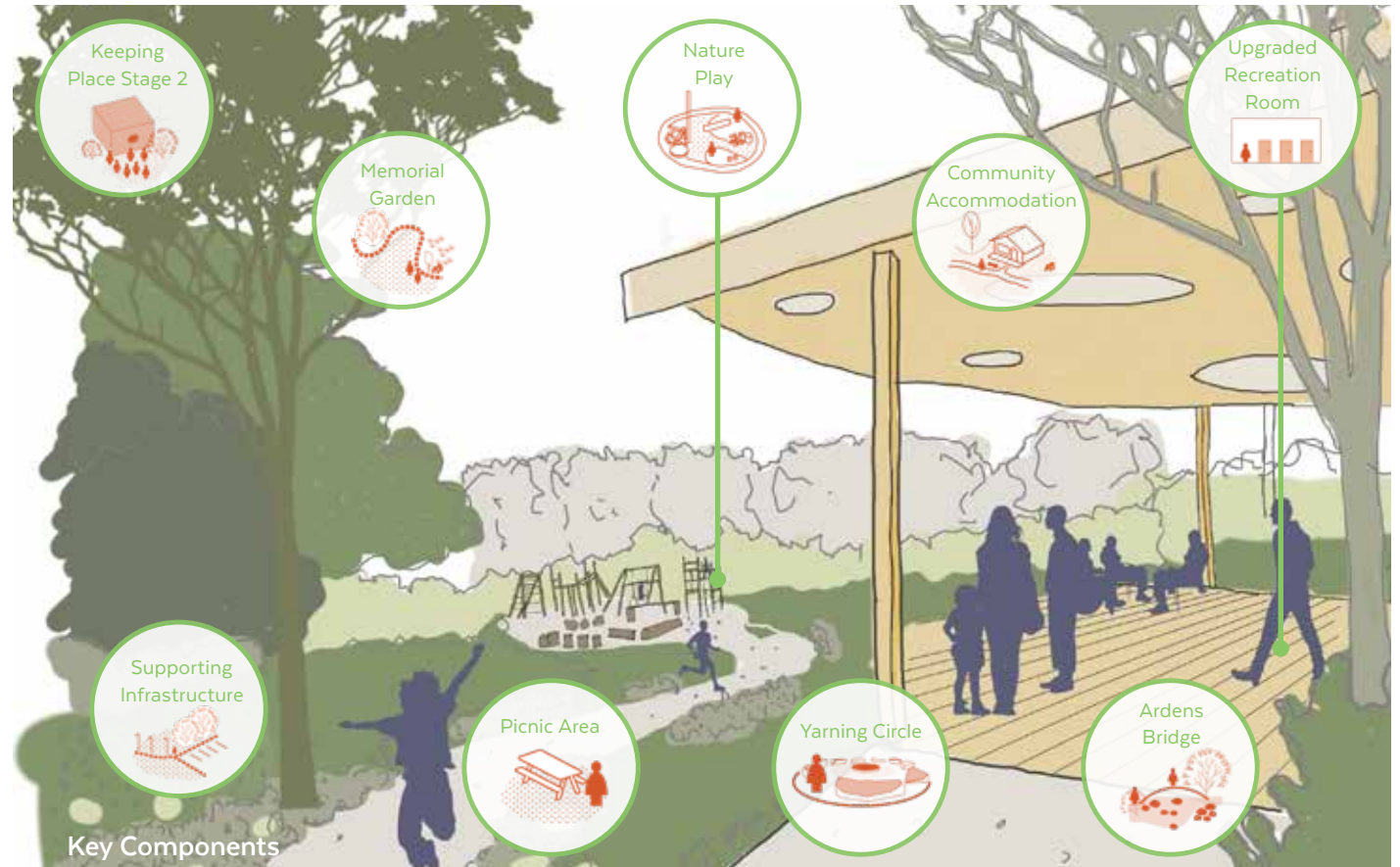
Lake Condah Mission



A Space for Mob to be Mob

Gunditjmarra identified the need for private spaces within the Budj Bim Cultural Landscape to be on and connect with Country and community. Critical to this space is the autonomy and exclusivity that must be provided to the Gunditjmarra community.

The Lake Condah Mission holds strong significance for individuals, families and as a community. Gunditjmarra have expressed desires to maintain this as a generative and spiritual healing space to stay on Country, to connect with each other, to learn about culture, and to honour Elders and ancestors.



Launch an Off-Site Awareness Raising Campaign

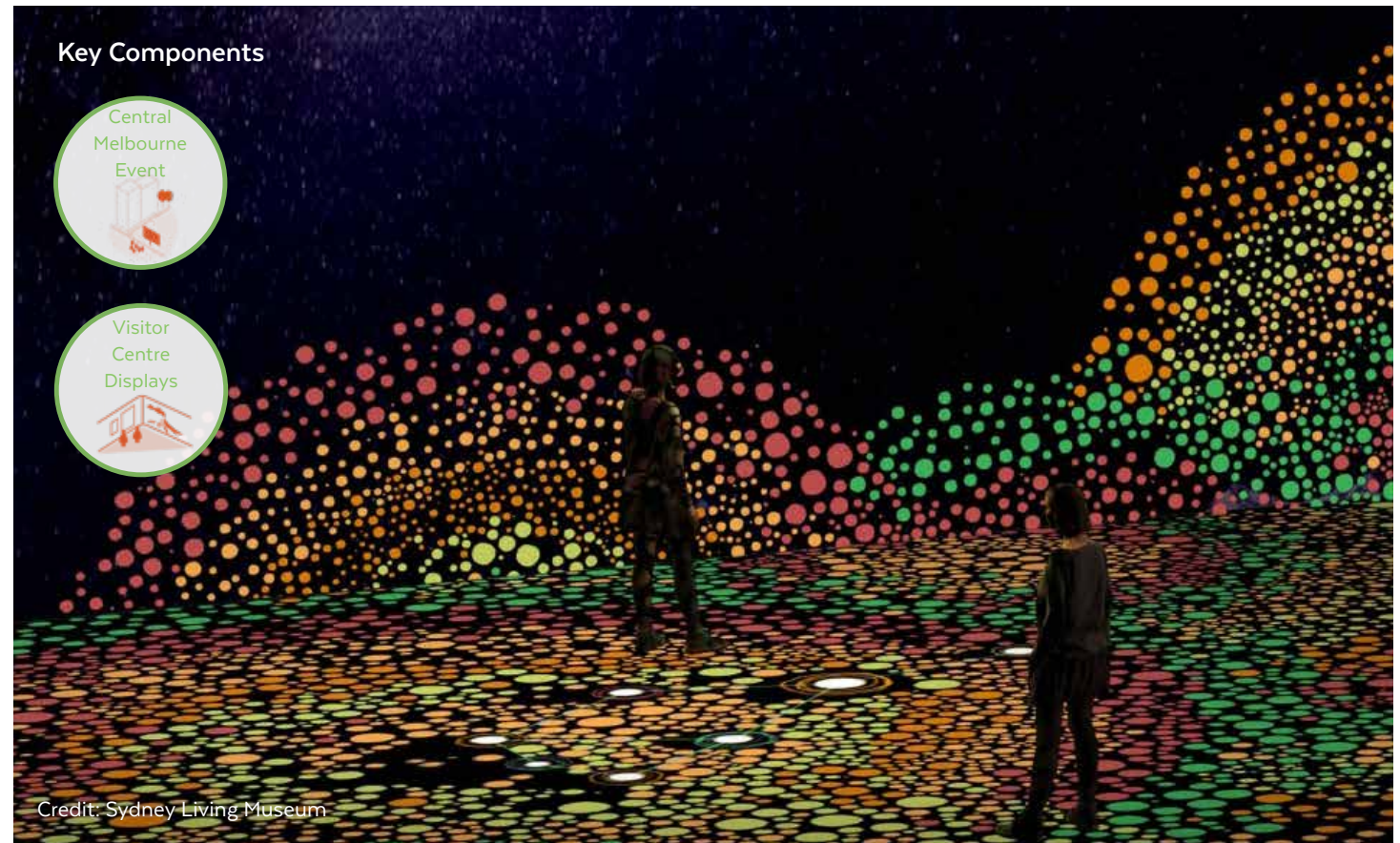
Reach of Gunditjmara Storytelling

Awareness raising will continue to be a strategic part of this Masterplan. Beyond marketing and communications, a more expansive range of options need to be considered for the Budj Bim Cultural Landscape story to reach a wider audience.

A core opportunity is the development of a cutting-edge interpretative display of Budj Bim's volcanic and Aboriginal creation story. This should be delivered in partnership with existing arts or heritage institutions in a central Melbourne location.

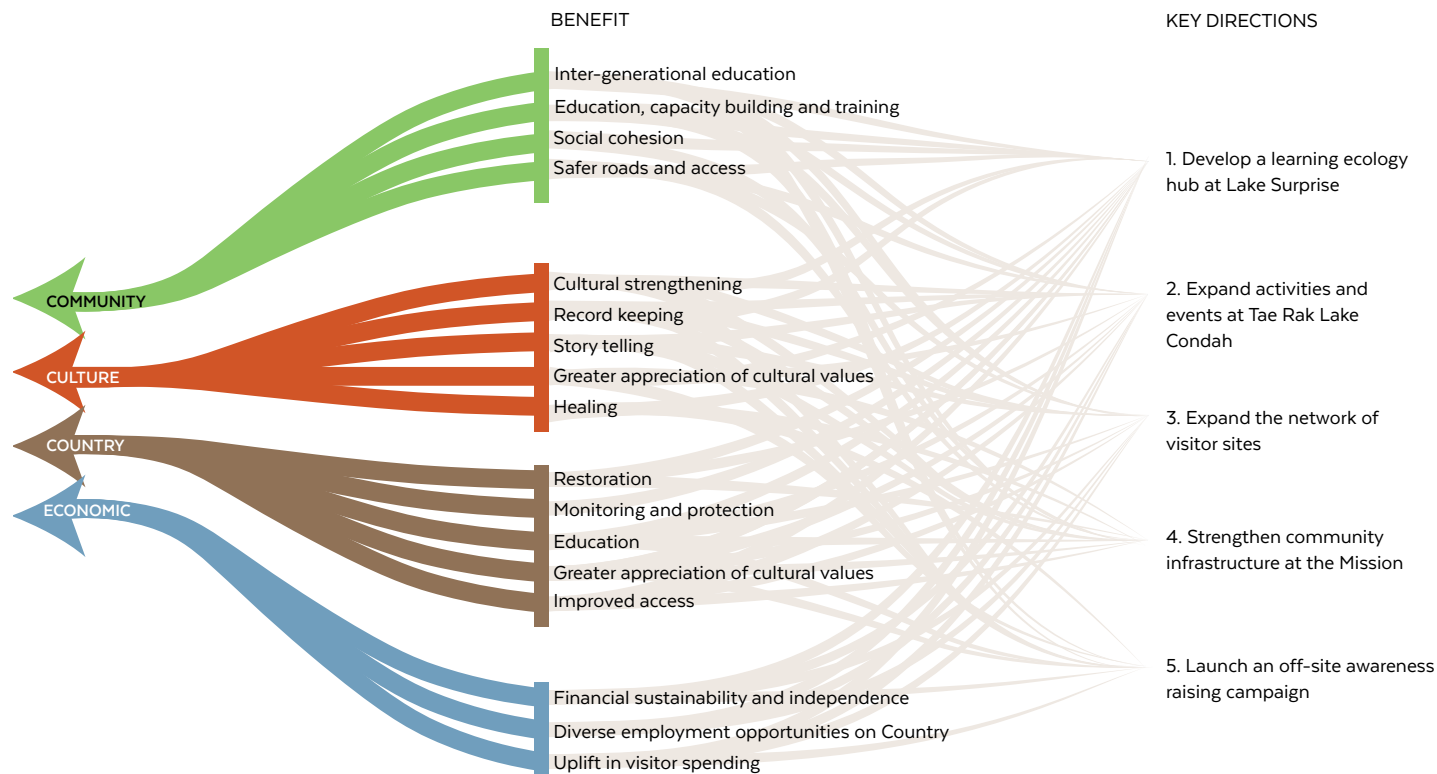
The central Melbourne location would provide the opportunity to attract larger numbers of visitors and build awareness of the Budj Bim Cultural Landscape.

Flexible design could enable elements of the exhibition to be housed at the Budj Bim Cultural Landscape or at other locations in Victoria, Australia or internationally.



The Benefit

The key directions have been designed to deliver multiple interconnected benefits for community, culture, Country and the economy.





Delivering on Policy Objectives

The key directions demonstrate clear alignment with policy objectives from across Government. The projects support Government to deliver on their ambitions for reconciliation, self-determination and learning outcomes. They also support the sustainable growth of authentic Aboriginal tourism experiences that enrich the wellbeing and prosperity of Traditional Owners and the wider community and economy.



Economic Impact Assessment

An economic impact assessment of this Masterplan was undertaken to understand its effect on key economic factors such as activity, jobs and revenue.

Construction Phase Economic Impact

-  \$229M total economic impact
-  351 Jobs

Operational Phase Economic Impact

-  \$18M total economic impact
-  28 Jobs

The Priority Projects



Expand Activities and Events at Tae Rak Lake Condah and the Tae Rak Traps

- Site infrastructure
- Operations building including toilet facility
- Amphitheatre
- Outdoor cooking area
- Tae Rak trap interpretation and boardwalk
- Small scale gathering / event space
- Water based activities

Capital cost: \$10.2M



Develop a Learning Ecology Hub at Lake Surprise

- Site infrastructure
- Dorm accommodation
- Learning facilities (indoor and outdoor)
- Nature play
- Toilet facility
- Cooking and dining facility

Capital cost: \$12.6M



Expand Network of Visitor Sites

- Site infrastructure
- Allambie visitor infrastructure
- Allambie cabins
- Lake Gorrie visitor infrastructure

Capital cost: \$9.1M



Community Infrastructure at the Mission

- Site infrastructure
- Keeping Place Stage 2
- Cabin accommodation
- Memorial garden
- Toilet facilities

Capital cost: \$9.5M





Implementation

Visitor Targets

Targets 2022-2030

The target visitation for the next eight years is as approximately 40,000 overnight visitors and 25,000 day trip visitors. This figure includes targets for school visitors at 2,500 day visitors and 15,000 overnight visitors.

Long Term Targets (Beyond 2030)

The 2014 Masterplan establishes a long-term visitor target of approximately 150,000 annual visitors, subject to further land acquisition and accommodation development over time.

Phasing Principles

- Prioritise revenue generating activities to leverage returns and, when operational, to fund later construction of other infrastructure.
- Prioritise administration and operational spaces that are essential for tourism activities and are enablers for visitor number growth.
- Focus on expanding visitor experiences such as trails, interpretations as enablers for visitor accommodation. This can be built progressively prioritising access to new settings first.
- Critical infrastructure such as site works, access and service infrastructure are necessary first steps.
- In the short term, one third of investment should be provided to deliver community infrastructure alongside tourism infrastructure from identified grant bodies.
- Community accommodation and memorial spaces are high priority initiatives for the community.
- Consolidate planning and design work across projects where possible including both tourism and community initiatives.

Management and Governance

The recommendations for management of the proposed new infrastructure and activations are based in integrating new functions into the existing governance and management structure where appropriate, with the addition of the following new roles and teams:

- A new education manager position to lead development and implementation of the learning ecology program. This can incorporate night time events.
- A new accommodation manager position to oversee management of the seasonal and group accommodation.
- A new accommodation team (operational team).
- A new team to develop and implement the Melbourne-based exhibition concept.
- Additional guides to manager higher volumes of school or education visits.

Business Feasibility

The proposed initiatives require funding for capital costs and working capital during visitation ramp-up and thereafter are able to generate sufficient cash flows to cover operating costs.

Operational Viability

The analysis demonstrates that the proposed initiatives when considered in aggregate are expected to be able to cover their operating expenses through revenues generated. This aligns with the community's and government's requirement that all facilities are cashflow positive and self-sustaining, regardless of whether government funding contributions may be required upfront.

Financial Viability

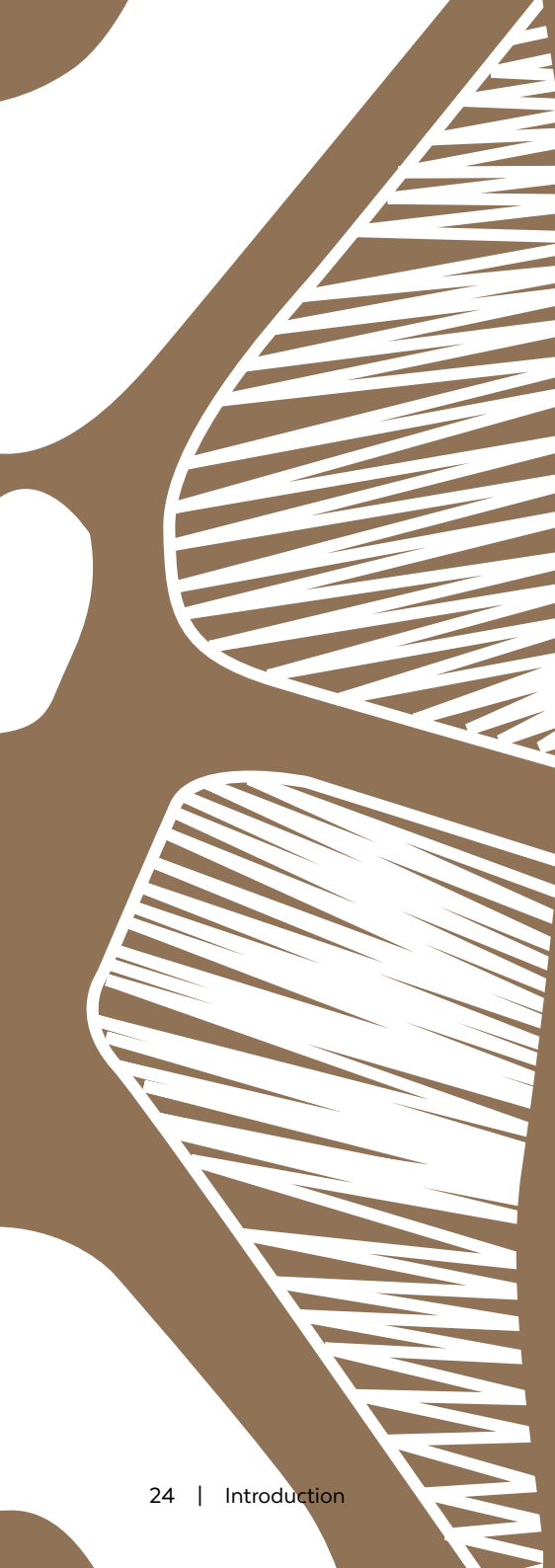
Analysis indicates that the proposed initiatives are not expected to generate sufficient surplus cash flow over the 20-year operating period to recover upfront capex. If capital cost funding is available, then the facilities are expected to generate a sufficient cumulative cash balance to cover proposed mid-lifecycle refurbishment costs for accommodation assets in 2034. In addition, the facilities would accumulate a cash balance of \$12.8 million in 2043, which could partially fund subsequent redevelopment or rebuild of the facilities at the end of their useful lives.





INTRODUCTION 02





This Masterplan guides targeted investment between 2022-2030 to develop the Budj Bim Cultural Landscape as a home to the Gunditjmara community and as a sustainable tourism destination.

Document Structure



01

EXECUTIVE SUMMARY

This section is a summary of key information from this Masterplan. It provides an overview of the purpose, analysis, proposed projects and implementation strategy.



02

INTRODUCTION

This section introduces this Masterplan document. It sets out relevant context and background information as well as an engagement overview.



03

ANALYSIS AND OPPORTUNITY

This section is a summary of a context and sustainable tourism analysis, identifying opportunities for the conservation, use and development of the Budj Bim Cultural Landscape over the next eight years.



04

MASTERPLAN

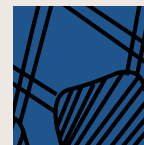
This section presents the strategic framework and projects proposed for 2022-2030. This includes key considerations and concept designs.



05

IMPLEMENTATION

This section guides the implementation of this Masterplan. It includes recommended targets, phasing and approvals, governance, economic impacts, costs and business feasibility.



06

APPENDIX

This section provides additional supporting information including:

- A. Context Analysis
- B. Tourism and Market Analysis
- C. Circular Economy Opportunities
- D. Planning Triggers
- E. Economic Assessment Outputs
- D. Costing and Assumptions

The Budj Bim Cultural Landscape

The Budj Bim Cultural Landscape is Australia's most significant site for understanding agriculture, innovation, and aquaculture practices in traditional and contemporary Australia.

Budj Bim Cultural Landscape is in South West Victoria, within the Barwon South West subregion. It is approximately 300 kilometres west of Melbourne and 580 kilometres east of Adelaide.

This extraordinary landscape is a testament to the continual traditional practice, innovation, and engineering of the traditional owners, the Gunditjmara people. Their millennia-long tradition of working with and modifying the physical landscape establishes the landscape a truly unique place. It is one of few global examples of an engineered heritage landscape and is the first Australian site to be inscribed on the World Heritage List solely for the values of the Indigenous Traditional Owners.

The landscape was created by the revelation of an Ancestral Creation being and the volcanic eruption of Budj Bim some 37,000 years ago. Gunditjmara ancestors shaped the volcanic landscape into a complex and productive aquaculture system used to trap, store and harvest kooyang (short-finned eels) which sustained permanent settlements of the Gunditjmara for millennia. This deep connection to Country and knowledge of cultural traditions and practices has endured to today.

Now recognised for its outstanding universal value on the UNESCO World Heritage List, the Budj Bim Cultural Landscape is poised to be seen as an iconic Aboriginal place across Australia and on the world stage as an attraction and landscape of global significance.

The cultural, spiritual, geological, ecological significance of the Budj Bim Cultural Landscape is multi-faceted, including:

- Cultural heritage.
- Aboriginal tradition.
- Aquaculture.
- Defending Country and warrior history.
- Native title and self determination.
- Living culture.
- Geomorphology.
- Flora and fauna.

Referenced within the UNESCO Statement of Outstanding Universal Value is the 2014 Budj Bim Cultural Landscape (Tourism) Masterplan. It provides the framework for the conservation and sustainable use of the Cultural Landscape for cultural, tourism and community purposes, and provides an enabling framework for the Gunditjmara people, government and tourism industry to



invest in the future development of the Budj Bim Landscape as a tourism destination and as a home to the Gunditjmara people.

This document addresses the immediate implementation approach for the 2022-2030 period.

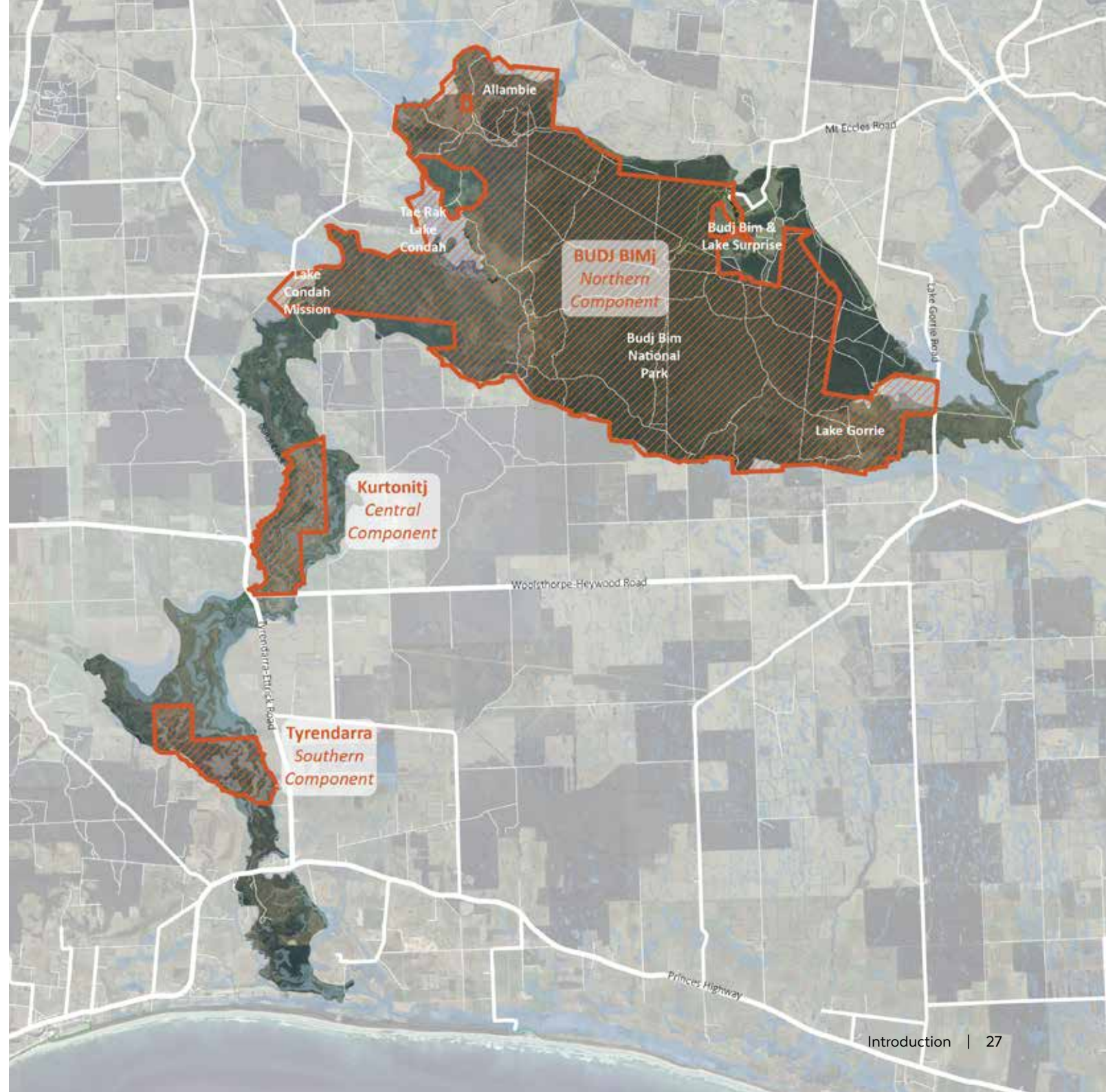


Study Area

This Masterplan covers all land inscribed in the UNESCO World Heritage List.

The area broadly follows the Budj Bim lava flow, and formally includes three components of the site which are considered the core study area of this masterplan:

- **Budj Bim - the northern component.** This includes the Budj Bim National Park and the Indigenous Protected Areas of Tae Rak (Lake Condah), Lake Gorrie, and Allambie.
- **Kurtonitj - the central component**
- **Tyrendarra - the southern component.**



Masterplan Purpose

This Masterplan has been prepared on behalf of the Gunditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC).

Purpose of the Masterplan 2022-2030

The Masterplan 2022-2030 presents a targeted vision for the conservation and sustainable use of the Budj Bim Cultural Landscape for cultural, tourism and community purposes. As illustrated to the right, it updates and refines the existing 2014 Masterplan, addressing the immediate implementation approach for the next eight year time horizon.

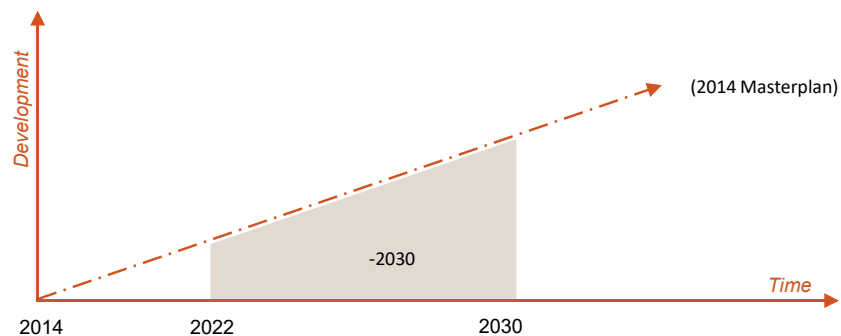
It presents a plan to deliver a high quality visitor experience and opportunities for storytelling and learning in ways that protect and build on natural, cultural and social values. It also focuses on creating employment and economic prosperity and supporting Gunditjmara people to stay connected with their Country and culture.

This Document:

- Builds on implementation of Stage 1 of the 2014 Masterplan.
- Is a strategic document for the eight year time period between 2022-2030.
- Sets the stage for achieving broader objectives in the long term in line with the 2014 Masterplan.
- Refines directions based on key changes since 2014.
- Brings self determination and community benefit to the forefront of all sustainable tourism opportunities.
- Focuses on delivering the four project drivers established by GMTOAC (see facing page).
- Guides investment in the development of the Budj Bim Cultural Landscape as a sustainable tourism destination and as a home to the Gunditjmara community.

This Document Does NOT:

- Provide detailed designs. All design work is conceptual in nature. Detailed design will need to be carried out following project funding.
- Identify every opportunity that may ultimately be pursued.
- Recreate the extensive long term framework established in the 2014 Masterplan.



A snapshot in time, working towards the long term vision

Masterplan Drivers

The initiatives identified in this Masterplan work towards the following four drivers as defined by GMTOAC.



Keeping Gunditjmara People Working on Country.

This outcome is about supporting more Gunditjmara to live, work and be on Country. This involves developing tourism, management, conservation and community activities that maximise meaningful and sustainable employment opportunities for the local community.

It is also about strengthening the local employment ecosystem, which includes affordable housing, education and training, social and community factors that impact decisions to remain on or return to Country.



Protecting Gunditjmara Culture.

This outcome is about protecting, preserving and celebrating Gunditjmara traditions, stories and culture.

It is about providing community infrastructure and a safe space for the community to connect to and engage with Country. It is also about storytelling, record keeping and an ongoing re-discovery of traditional knowledge and practices.



Contributing to the Wealth and Wellbeing of Gunditjmara People, as Individuals, Families, and Community.

This outcome is about ensuring that the benefits of planning, designing and investing are felt locally.

Future tourism, commercial and community activities need to maximise economic and cultural benefits for the Gunditjmara people.



Doing So Sustainably and Consistent with the Budj Bim Cultural Landscape Values.

This outcome is about future proofing the realisation of commercial and community aspirations.

This means planning and development carefully balances economic growth with cultural restoration and environmental resilience to safeguard an enduring legacy for the Budj Bim Cultural Landscape.

This Document in Context

Building on the 2014 Masterplan - an implementation approach for 2022-2030

The existing Masterplan was published in 2014 which paved the way for World Heritage inscription in 2019 and the implementation of several sustainable tourism projects now underway. These projects are currently under construction with completion planned for early 2022. These live projects are described in detail on the facing page.

As illustrated in the diagram below, this updated Masterplan addresses the immediate eight year time period, working towards the long term as set out in the 2014 Masterplan.

Supporting Documents

As shown below, this Masterplan is also supported by two documents:

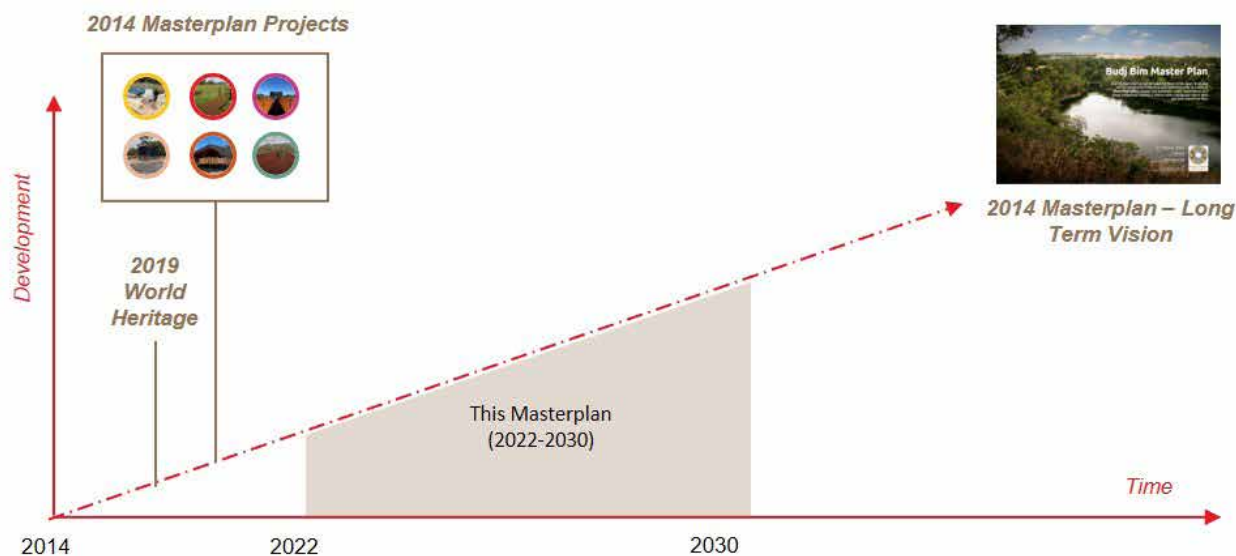
Strategic Investment Plan

A road map for implementing the Master Plan's vision. It sets out a sequencing and timing of the proposed investment schedule and commercial strategy.

Commercial Accommodation Strategy

An analysis of accommodation development options, providing an update on market opportunities and guidance for commencing market engagement to establish visitor accommodation on-site.

For further details on these supporting documents please contact GMTOAC at: reception@gunditjmirring.com.



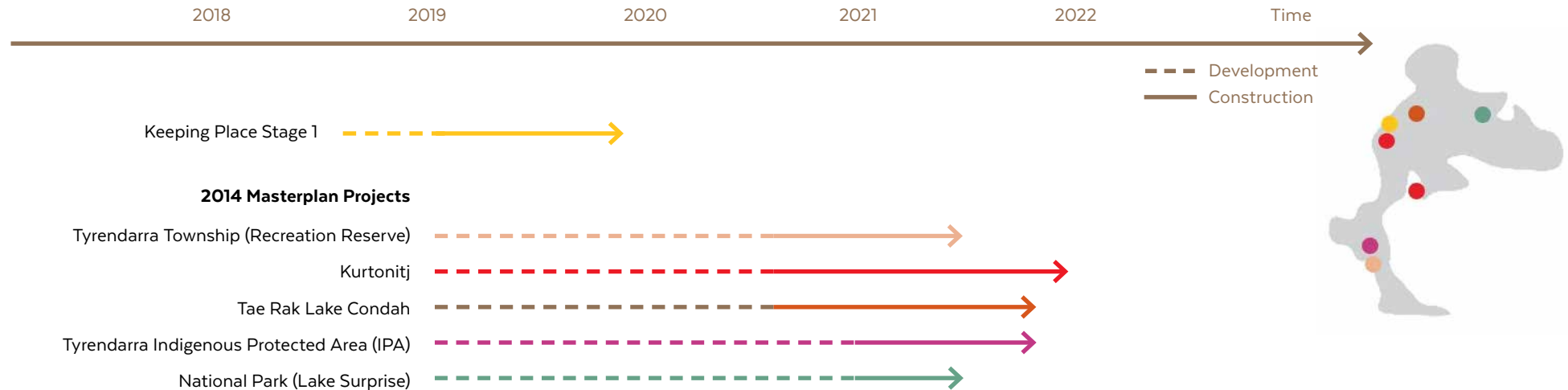
This document in context over time

Masterplan 2022-2030



Supporting documents

Live Project Timeline



● **Keeping Place Stage 1**
Keeping place for cultural artefacts and business centre for GMTOAC staff.



● **Kurtonitj**
New seasons cultural installation and raised walkways.



● **Tyrendarra IPA**
Carpark upgrade and new toilet. New pedestrian bridge and raised walkways.



● **Tyrendarra Township (Recreation Reserve)**
New visitor area, toilet, interpretation space.



● **Tae Rak Lake Condah**
Aquaculture Centre, upgrade of current track and new crossing south of Kerrup Jmara weir.



● **National Park (Lake Surprise)**
Cantilevered lookout, upgrade of visitor facilities and rangers centre to an interpretive centre.



Word cloud generated from a community meeting

Engagement Summary

Engagement Approach

Extensive consultation and engagement was undertaken across the development of this Masterplan. A range of individuals, organisations, government entities and Traditional Owners were engaged to gather insights, perspectives and qualitative evidence to inform the vision for the Budj Bim Cultural Landscape and in turn, map a future plan that reflects the expectations of traditional rights holders and participants.

The project Engagement Plan was built on ten features for meaningful and effective consultation with Aboriginal participants as set out by the Australian Human Rights Commission.



5 community meetings

Participants

Rights Holders

- Gunditjmara community
- GMTOAC

Stakeholders

- Winda-Mara Aboriginal Corporation (WMAC)
- Dhauwurd-Wurrung Elderly and Community Health Service
- GMTOAC business partners (Cooee Traveller).
- Local Government (Moyne Shire and Glenelg Shire Councils)
- Victorian Government entities (including Department of Jobs Precincts and Regions (DJPR), Regional Development Victoria (RDV), Parks Victoria (PV), Department of Environment, Land, Water and Planning (DELWP), and Visit Victoria.



440 participating hours

Methodology

Gunditjmara Meetings and Workshops

Monthly Gunditjmara meetings were used to provide project updates, workshop ideas and hear from the community in developing this Masterplan.

To maximise participation and to hear from as many voices as possible, some of these sessions were repeated on the weekend. These sessions explored the following topics:

- August meeting: project introduction and overview, community aspiration setting.
- September meeting: vision setting, opportunity mapping, priority setting and tourism market opportunity testing.
- October meeting: tourism and community opportunity long list testing including exploring opportunities for off-site storytelling. This centred around ways to maximise community benefit.
- November meeting: draft Masterplan and concept design presentation and feedback.



141 pages of engagement material posted

One-On-One Interviews

Individual conversations with stakeholders and rights holders.

Focus Groups

Small group conversations with organisations.

Mail-Out and Information Packs

Physical summary packs were posted to all GMTOAC members after each community meeting. These information packs communicated engagement findings and provided opportunities for feedback.

Project information packs were also given to Aboriginal Community Controlled Organisations (ACCO) to distribute to Gunditjmara who use their services.

Online Format

Due to COVID-19 restrictions most engagement was undertaken online via video-conference.

Community Engagement Summary

Self determination and community benefit are fundamental to this Masterplan's development. As shown on the following pages, engagement with Gunditjmarra has shaped each stage of the masterplanning process.

Vision



3.5 Hour Workshop (27 Participants)

Purpose: to understand the community's aspirations to guide opportunity identification and guide decision making.

Information Mail-out

34 page project update and information pack posted to Gunditjmarra for feedback.

What We Heard

- The Mission is an important place for Gunditjmarra to connect with Country and spiritual healing.
- Masterplan should include opportunities for record keeping, truth telling, connection and intergenerational learning.

How it Informed this Masterplan

- Updated the existing strategic framework (vision, principles, goals and targets) to emphasise community infrastructure, cultural strengthening and opportunities for Gunditjmarra.
- Identified community infrastructure projects to be included at the Mission alongside tourism projects across the Budj Bim Cultural Landscape. Projects included memorial and tribute spaces, education and learning spaces, accommodation and Mission restoration.

Long List



3.5 Hour Workshop (26 Participants)

Purpose: to understand community preferences and priorities on a range of opportunities and outcomes. To understand attitudes to different locations.

2 Hour Workshop - Weekend (12 Participants)

Purpose: to repeat the previous workshop with those who could not attend during weekdays.

Mail-out

43 page project update and information pack posted to Gunditjmarra for feedback.

What We Heard

- The Mission is for community and should closed for tourism purposes.
- Opportunities for visitor accommodation at Allambie, Lake Gorrie and Lake Surprise.
- More community accommodation is the top priority for Gunditjmarra.
- Preference for nature-based and education tourism sectors.

How it Informed this Masterplan

- New recommendation to keep the Mission private for community use and visitor accommodation experiences proposed at Allambie, Lake Gorrie and Lake Surprise.
- Additional community accommodation is a priority project.
- Prioritised nature-based and education tourism opportunities over luxury opportunities.



Short List



3.5 Hour Workshop (24 Participants)

Purpose: to identify opportunities to maximise community benefit. To understand community attitudes and ideas on the short list of projects.

One-on-one Interviews

Purpose: to understand Gunditjmara aspirations and attitudes in depth drawing on cultural and geographical knowledge.

Information Packs Distributed Through ACCOs

Briefing and Information Packs provided to ACCOs to distribute to Gunditjmara who use their services.

Mail-out

29 page project update and information pack posted to Gunditjmara for feedback.

What We Heard

- Event and education spaces should also support community use.
- Visitor experiences should be immersive to maximise learning.
- Sustainability and minimising environmental impact is important across all opportunities.

How it Informed this Masterplan

- Flexible design principles incorporated into amphitheater and education facilities to support both tourism and community use.
- Visitor accommodation prioritised to support immersive experiences on Country.
- A set of considerations to guide sustainable, equitable project delivery and reduced the footprint of new infrastructure.

Draft and Refine



3.5 Hour Workshop (25 Participants)

Purpose: To playback what was heard over the engagement series and to test initial draft projects and designs.

Mail-out

35 page info pack posted to Gunditjmara for feedback.

What We Heard

- Projects must be sustainable, high quality and durable.
- The amphitheater needs more facilities to support operations.
- Consider sustainable water, power and service infrastructure.
- Broad community support for designs at Tae Rak Lake Condah, Lake Surprise and the Mission.

How it Informed this Masterplan

- Added an operations building incorporated to support performance/events, tourism operations, health and safety and visitors into the design at Tae Rak Lake Condah.
- Additional recommendations for services and utilities at project sites.

Summary of Gunditjmara Engagement Findings

Community Aspirations and Sustainable Tourism Values:



Low cultural landscape impact is the most important outcome.



Ongoing access to Country for the community is essential for healing and spiritual wellbeing.



Tourism must offer capacity building, training and education opportunities.



Long term economic outcomes are important for the financial independence of Gunditjmara.



Controlled visitor experiences are needed to minimise impact.



Gunditjmara stories must be central to the visitor experience.



Range of views on the scale of tourism offer. An incremental approach is preferred to test and refine.



ANALYSIS AND OPPORTUNITIES 03





Understanding the Budj Bim Cultural Landscape . . .

The Wider Cultural Landscape

The Budj Bim Cultural Landscape is only part of the Gunditjmara story. Community and visitor experiences should therefore connect to and form part of the wider cultural region, integrating all dimensions of the physical landscape, people and culture.

The study area sits within the traditional Country of the Gunditjmara, which spans beyond the three components of the World Heritage site known as the Budj Bim Cultural Landscape.

By the early 19th century, approximately 60 family-based clans made up the Gunditjmara people, sharing culture, stories, language and practices. These groups occupied approximately 7,000 square kilometres of land. Gunditjmara Country is bounded by a series of hydrological features including Bocara (Glenelg River) to the west, Wannon River to the north, Hopkins River to the east and the Bass Strait to the south.

Gunditjmara is a living culture that continues to develop through ongoing connection to Country, storytelling and community. Gunditjmara Elders have described Country as a holistic, living and connected system. Caring for and connection to Country involves all aspects of Country including all living things, water, land and oneself.

For Gunditjmara people, Country is intrinsically linked with their identity. Caring for, sharing stories of, being on and working on Country is fundamental to the health of Country and Gunditjmara people.

What is Country?

For Gunditjmara people, 'Country' includes all living things – none better than the other but equal in their importance in forming this diverse landscape that is Gunditjmara Country.

Country means people, plants and animals alike. It embraces the seasons, stories and spirits of the creation. This flowing, connected cultural landscape possesses its own sacred places, languages, ceremonies, totems, art, clan groupings and law.

Our spirit is in this Country ... across the wetlands to Budj Bim and Tungatt Mirring. Our Country is a place of belonging and pride that comes with this belonging. We are proud to share many aspects of our land, art and culture with visitors/guests. It is a part of us and who we are, and we ask that you care for it when you visit.

It is our responsibility to look after Country, our children will continue to look after Country, because that's the way it is and will be'

(Context 2012a: 19).



Gunditjmara Country (credit: Commonwealth of Australia)

Layered Storytelling

Stories of the Gunditjmara and Budj Bim Cultural Landscape are unique and multifaceted. Spanning from deep time history through to modern self determination, these stories are intrinsically linked to the experience and understanding of place.

Consistent with Gunditjmara values and aspirations, these stories must underpin all sustainable tourism opportunities to ensure guest's experiences are meaningful, unique and authentically Gunditjmara.

These stories are also dynamic. New knowledge is constantly revealing itself, adding to the rich tapestry of storytelling.



Woven eel basket (credit: Culture Victoria)

Core elements of the Budj Bim Cultural Landscape story and its significance include:

Creation

The eruption of Budj Bim 37,000 years ago fundamentally transformed the landscape. In Gunditjmara Dreaming, this eruption event is when the Ancestral Creator revealed himself.

Aboriginal Tradition and Living Culture

Archaeological evidence reveals that Aboriginal people have been in the region for more than 30,000 years. For the Gunditjmara, their story is a 'deep time' story meaning they have always been there.

Aquaculture Systems

The Cultural Landscape is recognised internationally for the ingenuity and innovation of the Gunditjmara people that has shaped the terrain and developed complex and productive aquaculture systems.

Society

Family based clan groups formed larger and more established Aboriginal populations than seen elsewhere in Australia.

Settlement

The visible remains of more than 300 basalt stone houses structures are evidence of semi-permanent settlements and semi-sedentary lifestyles immediately prior to European invasion.

Invasion

First European contact occurred in the late 18th and early 19th Century. This contact brought about conflict including the massacre of approximately 60 Aboriginal people at the Convincing Ground between 1833-1834, followed by formal occupation in 1836.

Resistance

Invasion by squatters and the Crown was met with strong resistance. This culminated in a violent, 15-year battle between the Gunditjmara and squatters. The resilience, strength and defiance of the Gunditjmara people meant many were able to remain on Country, retreating to the relative safety of the Stone Country (lava flow).

The Mission

The conflict ended in the displacement of many Aboriginal people to a purpose built Mission at Lake Condah. Although through the Mission, Gunditjmara were able to seek refuge, stay on Country and continue to access the aquaculture system, they lost their freedom and were subject to cultural suppression.

Post-Mission

After the Mission formally closed in 1918, several families relocated to satellite settlements around the Mission and eventually some returned to the former Mission. These sites became home to generations of families and many people still have strong memories of family life. In the 1960-70s, the final piece of the Mission reserve was subdivided and sold to private, non-aboriginal people. This loss of Country blocked access to Tae Rak Lake Condah and the aquaculture system, igniting a new wave of resistance and activism.

Land Rights and Land Management

Through decades of organisation, activism and advocacy, the Gunditjmara have made strides in social and land justice and the continued care and conservation of their Country, including:

Onus v Alcoa

In the 1980s, the Gunditjmara had their common law rights as traditional owners recognised in a land mark High Court ruling.

Native Title

Gunditjmara people won positive consent determinations under the Native Title Act in 2007 and 2011.

National and World Heritage Listing

The majority of the Budj Bim Cultural Landscape gained national heritage listing in 2004 for 'outstanding heritage values'. UNESCO World Heritage designation was achieved in 2019.

Renewal of Tae Rak

Gunditjmara have restored water to the Tae Rak aquaculture system in 2010 and subsequently renewed Gunditjmara traditions and knowledge.

UNESCO World Heritage Listing

Now on the World Heritage List, the landscape has been acknowledged as being of global cultural significance.

The recognition as a World Heritage property brings the three components of the World Heritage site under the protection of the Australian Environment Protection and Biodiversity Conservation Act (C/W) 1999.

The experiences and asset developed through this Masterplan aim to recognise, incorporate and present the World Heritage values of Budj Bim Cultural Landscape

The Budj Bim Cultural Landscape was inscribed as a World Heritage Area in 2019, the result of years of planning, research and advocacy by the Gunditjmara community. The designation was championed by GMTOAC in partnership with the Australian and Victorian Government. GMTOAC has been working towards this listing since 2002.

The World Heritage property, broadly follows the lava flow, and formally includes the Budj Bim National Park and the Indigenous Protected Areas of Tae Rak Lake Condah, Kurtonitj and Tyrendarra, and Lake Gorrie. Each of the property components are managed according to their respective designation:

- Budj Bim National Park (Category II)
- Tae Rak (Category VI)
- Kurtonitj (Category VI)
- Tyrendarra (Category VI)
- Lake Gorrie (Category VI)

The Budj Bim Cultural Landscape management system is established through the Ngootyoong Gunditj Noogtyoong Mara South West Management Plan. This is a partnership plan prepared and owned by Parks Victoria, GMTOAC, Budj Bim Council and DELWP. The Plan covers more than 130 parks, reserves and IPAs taking a multi-park landscape approach to planning, covering 116,000ha+ of Gunditjmara Country.

The Budj Bim World Heritage Steering Committee has the responsibility to ensure that outstanding universal value of the Budj Bim Cultural Landscape is protected and managed using a customary approach and in compliance with the requirements for a World Heritage property.

Significance

World Heritage sites have cultural or natural significance that is of outstanding universal value. Budj Bim Cultural Landscape is inscribed on the World Heritage List for its outstanding cultural values under World Heritage criteria (iii) and (v).

Criterion (iii)

The Budj Bim Cultural Landscape bears an exceptional testimony to the cultural traditions, knowledge, practices and ingenuity of the Gunditjmara:

- The extensive networks and antiquity of the constructed and modified aquaculture system of the Budj Bim Cultural Landscape bears testimony to the Gunditjmara as engineers and kooyang fishers.
- For at least the past 6600 years, the Gunditjmara people deliberately modified and managed a network of wetlands and waterways to maintain permanent and continued aquaculture practices.

Criterion (v)

The continuing cultural landscape of the Budj Bim Cultural Landscape is an outstanding representative example of human interaction with the environment and testimony to the lives of the Gunditjmara:

- The Gunditjmara people created the Budj Bim Cultural Landscape by harnessing the productive potential of the patchwork of wetlands on the Budj Bim lava flow. By creating, modifying and maintaining an extensive hydrological engineering system, the Gunditjmara manipulated water flows to trap, store, and harvest kooyang that migrate seasonally through the system.

Land Ownership and Management

Ownership and management of the Budj Bim Cultural Landscape is complex, with a multi-tenure, multi-governance approach.

The Budj Bim Cultural Landscape comprises Aboriginal owned land as well as national park and crown land owned by the State. The adjacent map highlights this ownership arrangement including new properties recently acquired by GMTOAC.

GMTOAC is the body representing Gunditjmara native title rights and interests. Native title establishes the basis for governance of Gunditjmara lands and waters as practiced under a variety of multi-tenure and multi-governance approaches.

There are two distinct land tenure types with associated management regimes; national park and Indigenous Protected Areas (IPA).

See Appendix A for further details.

Budj Bim National Park

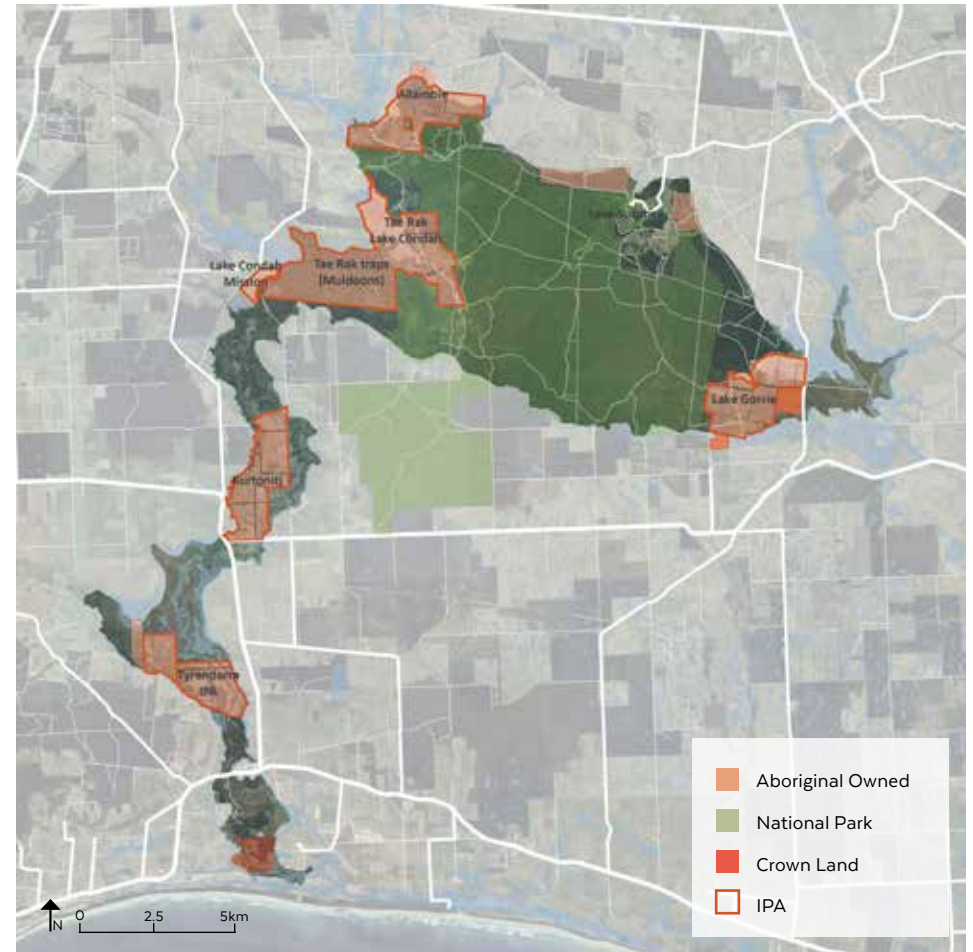
The Budj Bim National Park is Victoria's first co-managed national park via the Budj Bim Council. Budj Bim Council is made up of Gunditjmara (majority), Parks Victoria and DELWP representatives. They are the primary decision-maker about interventions, development and activities inside the Budj Bim National Park.

Indigenous Protected Area

IPAs are a mechanism coordinated at the Federal level where Indigenous landholders voluntarily agree to manage their land and waters as part of the National Reserve System. Gunditjmara manage IPAs at Tae Rak traps (Muldoons), Allambie, Lake Gorrie, Kurtonitj, Tae Rak (represented by GMTOAC) and Tyrendarra (represented by WMAC). IPA properties are held under freehold title.

Ngootyoog Gunditj Ngootyoong Mara South West Management Plan (NGNM)

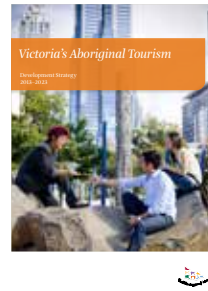
This is the primary management plan for the parks, reserves and IPAs in south-west Victoria. Prepared in 2015 in partnership with Gunditjmara Traditional Owners, Parks Victoria, Budj Bim Council and DELWP. The plan includes implementation plans (five years) and action plans (one year).



Land Ownership and Management

Policy Context

Policy across levels of government supports the growth of authentic, community-led Indigenous tourism experiences that enrich the wellbeing and prosperity of Traditional Owners as well as the wider community and economy.



Victoria's Aboriginal Tourism Development Strategy 2013-2023 - Ecotourism, Victoria State Government, 2013

Key directions:

- Authentic, in depth, and accessible Aboriginal experiences.
- Promote regional Victorian Aboriginal tourism offerings globally.
- Develop and grow capabilities of Aboriginal tourism businesses.



Victoria's 2020 Tourism Strategy - Ecotourism, Victoria State Government, 2013

Key directions:

- Increase domestic and international marketing.
- Develop events industry.
- Attract investment and infrastructure development.
- Develop skills and workforce.



Glenelg Tourism Strategy 2019-2026, Glenelg Shire

Key directions:

- Recognise Budj Bim Cultural Landscape as one of Australia's most significant tourist attractions.
- Support tour offerings in Budj Bim and improve visitor experiences.
- Address barriers to industry growth.



Victoria's infrastructure strategy 2021-2051

Key directions:

- Recognises Aboriginal tourism has grown significantly.
- Recognition of Victoria's Aboriginal peoples as the land's first engineers and builders.
- Highlights the permanent settlement and continued aquaculture practices of the Gunditjmara clans.



Great Ocean Road Action Plan - DELWP, Victoria State Government, 2018

Key directions:

- Empowerment and self determination of Traditional Owners.
- Strong partnerships.
- Holistic tourism planning.
- Protecting ecological and landscape integrity and distinctive areas.
- Modernise governance.



Economic Development Strategy and Action Plan 2019-2029, Moyness Shire Council

Key directions:

- Support development of Aboriginal Tourism in Moyness Shire.

Statutory Planning

The Budj Bim Cultural Landscape is subject to a range of statutory controls that affect its use and development.

The Budj Bim Cultural Landscape sits across two local government areas, Moyne Shire and Glenelg Shire. The relevant planning controls are described below. Please see Appendix A for further detail.

Current Zones

As outlined in the adjacent table, Tae Rak traps (Muldoons), Tyrendarra and Kurtonitj properties are Farming Zone in Glenelg Shire Planning Scheme.

Lake Condah Mission is Special Use Zone 6 in the Glenelg Shire Planning Scheme, and the remainder of the Tae Rak IPA in Glenelg is Farming Zone. The other half of Tae Rak Lake Condah is Special Use Zone 2 in the Moyne Planning Scheme. The newly acquired Paton and Frontage properties are the Farming Zone in the Moyne Planning Scheme.

Special Use 6 Zone

The Glenelg and Moyne Shires are establishing 'Special Use Zones' across sections of the Budj Bim Cultural Landscape. This zoning will allow for the development of land consistent with the protection and management of the natural and Aboriginal cultural values.

This alignment allows for the use and development of land, and the restoration and protection of natural systems at Tae Rak Lake Condah. The purpose of this zoning also specifically aims to provide for the continuation of Aboriginal cultural practices.

Amendments

The Moyne Shire Rural Housing and Settlement Strategy Planning Scheme Amendment is currently open for submission and proposes to rezone private land to the north and east of the Budj Bim National Park from Farming Zone to Rural Conservation Zone, protecting biodiversity and providing a buffer to the National Park. This amendment is particularly relevant to the newly acquired properties in this region.

Overlays

All properties sit within the Bushfire Management Overlays (BMO) which seeks to protect human life and increase resilience to bushfire. Darlot Creek is in Schedule 2 of the Environmental Significance Overlay (ESO) which protects the environmental values of the Shire's significant waterways.

Property	Area (h)	Owner / Manager	Shire	Zones	Overlays
Lake Condah Mission	40	GMTOAC	Glenelg Shire	SUZ6	BMO
Allambie	480	GMTOAC	Moyne Shire	FZ	BMO
Tae Rak traps (Muldoons)	660	GMTOAC	Glenelg Shire	FZ	BMO
Vaughns	270	GMTOAC	Moyne Shire	PCRZ	BMO
Lake Condah	290	GMTOAC	Glenelg Shire and Moyne Shire	FZ	BMO
Lake Gorrie	503	GMTOAC	Moyne Shire	FZ	BMO
Kurtonitj	353	GMTOAC	Glenelg Shire	FZ	BMO
Bryants	103	GMTOAC	Glenelg Shire	FZ	BMO
Tyrendarra	248	Winda-Mara	Glenelg Shire	FZ	BMO
Peters	129	GMTOAC	Glenelg Shire	FZ	BMO
Paton	-	GMTOAC	Moyne Shire	FZ	BMO
Frontage	-	GMTOAC	Moyne Shire	FZ	BMO

Landscape Character

A series of natural systems are part of the seasonal, ever changing Budj Bim Cultural Landscape.

Volcanic Landscape

The eruption of Budj Bim between 30,000 and 39,000 years ago has created the volcanic terrain in the Budj Bim Cultural Landscape today. Gunditjmara classification of Country in the Budj Bim Cultural Landscape is Tungatt Mirring, meaning Stone Country. Tungatt Mirring is characterised by stony landscapes covered in Manna Gum woodlands and wetlands. Tungatt Mirring is one of the four landscape types of Gunditjmara Country. Volcanic features include caves, cones, craters, lava channels, caves and eruption points.

Waterways and Wetlands

Waterways are a central attribute of the Budj Bim Cultural Landscape. It includes a complex hydrological system, including wetlands, swamps and sinkholes. Gunditjmara's successful restoration of Lake Condah has enhanced the capacity of the system to achieve water flow similar to the preceding thousands of years. GMTOAC engage in ongoing water restoration projects.

Kooyang

The hydrological system provides ideal habitats and conditions for a range of fish and aquatic plant species. It is home to the kooyang or short-finned eel, the key target

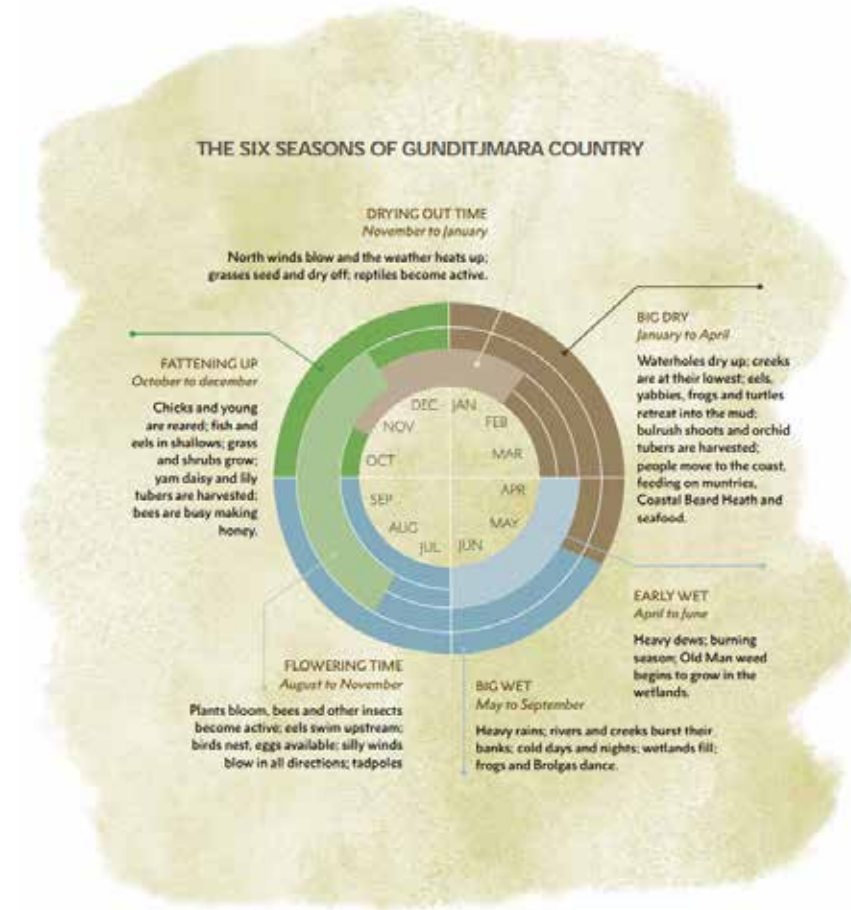
species on which Gunditjmara aquaculture was founded. As a central component of the Gunditjmara and Budj Bim story, sustained Kooyang populations are essential to the Landscape's success for traditional practices and visitor experiences.

Vegetation and Habitat

The natural ecosystems of the Budj Bim lava flow are made up of dry forests, woodlands and inland waters and wetlands, containing 335 native taxa and 216 exotic species. The intact indigenous vegetation is of National conservation significance. A vast range native and exotic of mammals, bats, reptiles, native birds, fish and frogs inhabit the landscape.

Seasonality

The Budj Bim Cultural Landscape is highly changeable and seasonal. There are six seasons of Gunditjmara Country, characterised by climate and the lifecycles of eels, birds, bees, and reptiles, shown in the figure to the right. Climate change is expected to deliver longer period of dry seasons. Gunditjmara have adapted to this seasonal landscape for millennia. Wet seasons see many areas flooded which may limit site accessibility. Seasonality offers a unique opportunity for Budj Bim to encourage repeat visitors.



Six Seasons of Gunditjmara Country (credit: Commonwealth of Australia)

Access and Circulation

The movement networks within and around the Budj Bim Cultural Landscape have been largely driven by property parcels and geographic features and are not optimised for connectivity to access key sites within the landscape.

Analysis of the existing movement network reveals that:

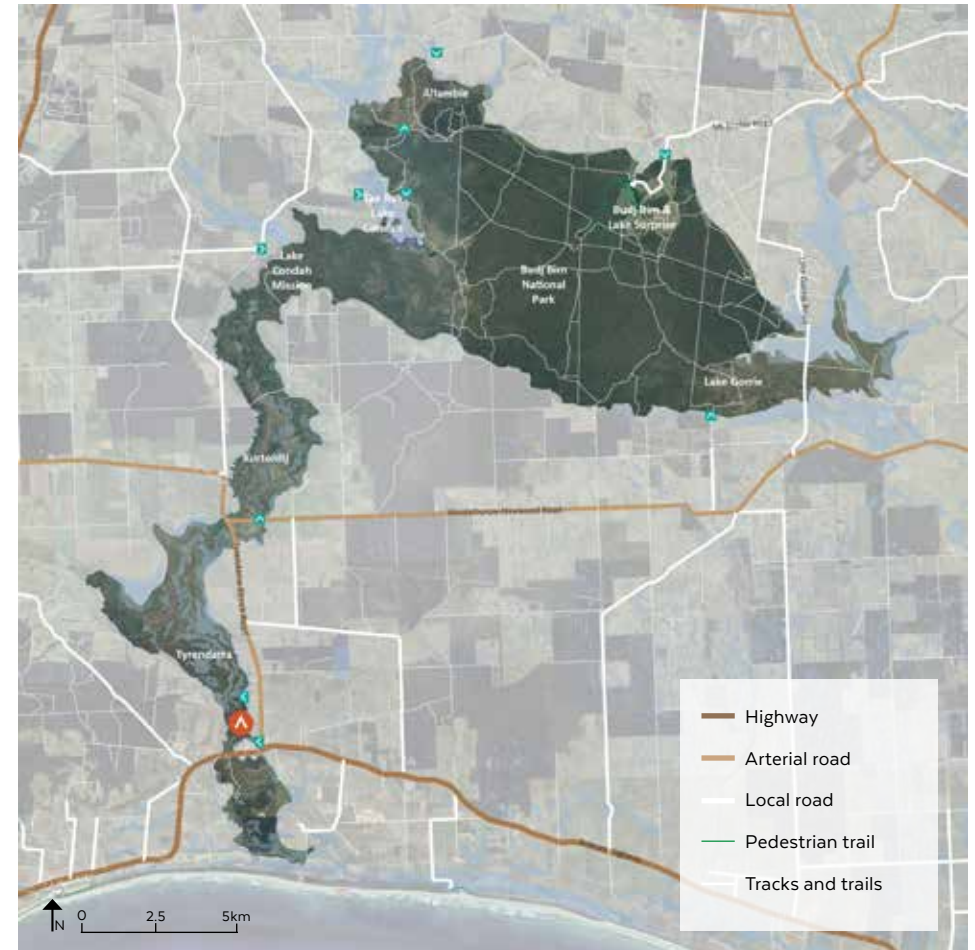
- The road hierarchy is poorly defined. Road design and network is not intuitive for guests to navigate. Road access between sites is circuitous and indirect.
- Recently implemented wayfinding signage at Tyrendarra township reinforces Tyrendarra-Ettrick Road as the key gateway into the landscape from the Princes Highway.
- Public 4WD tracks through the Budj Bim National Park allows unsupervised access to Indigenous Protected Areas.
- Woolsthorpe Heywood Road is used heavily by freight and industry.
- Roads within the landscape are typically narrow. Some road width and surfaces are not equipped for 2WD, coach or bus access.
- No safe or direct walking and cycling access to the Budj Bim Cultural Landscape.
- Limited transport options in the region means visitors will primarily access the

Budj Bim Cultural Landscape via private vehicle or coach.

- Not all sites have universal access which is a barrier to those living with mobility restrictions.
- Once operational the Aquaculture Centre will be a major visitor arrival point. However, car parking facilities are limited and the incoming access road condition is poor.
- Limited access to crown owned land in the Tyrendarra coastal area.

Opportunities

- Addressing immediate access barriers should be a priority in the short term. This includes car parking and site access upgrades to Tae Rak Lake Condah, Allambie and Lake Gorrie.
- GMTOAC plan to run electric vehicle (EV) buses supporting more sustainable and lower impact transport options. Appropriate charging facilities will be needed to service them.



Existing Access Network

Site Features



Allambie

Allambie sits to the far north of the northern component. It comprises steep rocky landforms and wetlands leading to the Condah Swamp. The site has been used for grazing land in the past. A stone quarry under a separate land title sits at the site's centre.

The main access comes from the north and runs through the centre of the site, interfacing with clusters of archaeological features.

Allambie currently supports cultural activities and occasional day visitor use through minimal facilities.



Tae Rak Traps

The Tae Rak traps site is a relatively undisturbed rocky landscape to the west of the northern component. It is home to a collection of sensitive aquaculture complexes, including the Tae Rak trap complex.

Minimal access and facilities to this site allows it to function as a conservation reference area and cultural site.



Lake Surprise and Budj Bim National Park

Lake Surprise is a popular destination within Budj Bim National Park. The site's cluster of volcanic eruption points creates crater lake views and a unique landscape scenery.

Currently Lake Surprise serves the nearby regional tourism routes, offering basic camping (22 sites) and day visitor facilities, including BBQ's and picnic areas.

A new cantilever lookout and refurbished visitor centre (formerly Parks Victoria offices) and bathrooms were recently completed.

The visitor centre will be equipped with digital creation story interpretations.

Within the National Park itself, there are a series of trails and tracks.



Lake Gorrie

Lake Gorrie is a more isolated precinct of the northern component that appears disconnected from the greater landscape. In the past, the site has been used as grazing land.

Volcanic features across the site make for a rocky landform. This steeps down to the north east towards Eumeralla Swamp and Lake Gorrie itself.

Currently Lake Gorrie offers cultural activities, day visitor use, occasional Budj Bim tours and some basic amenities including a toilet and shelter.



Tae Rak Lake Condah

Tae Rak Lake Condah borders with the Tae Rak traps site to the west of the Northern component. It is comprised of the lake, grazing land to the east and south-east and a steep rocky landscape.

Tae Rak Lake Condah is a major landmark of the Budj Bim Cultural Landscape. Currently Tae Rak Lake Condah offers lake-based tours and activities. An Aquaculture Centre and jetty are under construction.

Once complete the Aquaculture Centre will serve as a tourism operations hub, café and eel processing facility. A new track upgrade and crossing south of Kerrup Jmara weir are also under construction.



Lake Condah Mission

The Mission site is at the western edge of the northern component. The site is culturally sensitive and a highly important space for the Gunditjmara community. The site houses the cemetery, ruins of the former Mission, a community recreation building and grazing land. It also comprises the Keeping Place, a newly constructed artifact storage facility and administrative offices of GMTOAC.

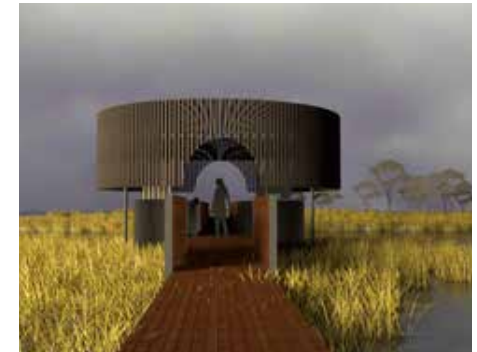
There is short-term accommodation in the form of cabins available to Gunditjmara families and organisations such as Aboriginal corporations, government stakeholders and university researchers. Approximately 800-900 people stay or attend meetings at the Mission each year.



Kurtonitj

The Kurtonitj site makes up the central component of the Budj Bim Cultural Landscape. It interfaces with Darlot Creek along its western edge and has been used as grazing land in the past. Stone eel traps, stone channels, stone house sites and eel smoking trees are dispersed throughout and adjacent to Darlot Creek, following the historical lava flow. More archaeological sites are likely to be discovered as the site continues to be explored.

Kurtonitj provides a cultural site for tours, offering education around aquaculture complexes and Aboriginal land practices. New cultural seasons installation and raised walkways are under construction.



Tyrendarra

Tyrendarra IPA sits at the bifurcation of the local watercourse of Fitzroy River and Darlot Creek. The presence of stone eel traps, channels and house sites make Tyrendarra a major historic Gunditjmara settlement and cultural site. Currently the site is used for environmental and cultural conservation for the Gunditjmara community. It also supports Budj Bim Tours and visitors. A new pedestrian bridge, circuit boardwalks, day use facilities and interpretations are under construction to support tourism activities. An education space in the shape of an eel basket provides space for education and corporate groups.

Interpretations and day use facilities including picnic and toilet facilities are under construction at the Tyrendarra Recreation Reserve. This acts as a key gateway and orientation point for the rest of the landscape.



Sustainable Tourism

Developing a plan for sustainable tourism which celebrates Gunditjmarra community and culture is at the heart of this Masterplan.

Tourism activity within the Budj Bim Cultural Landscape is currently at low levels. The low scale approach of the current day tourism offer is consistent with cultural landscape conservation however it does not fully realise the potential benefit of sustainable tourism.

The importance of sustainable tourism planning has advanced significantly since the 2014 Masterplan. Tourism policy at all levels (Commonwealth, Victoria, Great Ocean Road and local councils) recognises the importance of sustainable tourism, with many destination's post-COVID planning now building in sustainable practices as part of their future competitiveness.

The recent disruption of COVID-19 has also created a pause in tourism operations allowing for a measured and strategic approach to tourism product development and planning.

Universal cultural and environmental values are also at the heart of the Budj Bim Cultural Landscape. From policy, market-led and cultural value perspectives, sustainable tourism principles and practices must be at the heart of long-term planning and development for the area.

Tourism Analysis Structure

The following pages present key findings from a tourism analysis (see appendix B for full analysis). It outlines:

- Analysis of existing tourism product and experiences.
- Market analysis of visitor markets, sector trends, the impact of COVID-19 and potential markets.
- Case studies of other Aboriginal tourism ventures.
- Sustainable tourism opportunities.

What is Sustainable Tourism?

Sustainable tourism is defined by the UN World Tourism Organization as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.

In practical terms, application of sustainable tourism policies and management techniques means achieving a balance between socio-cultural, economic and environmental considerations.

Positive examples of sustainable tourism can mean:

- Visitation and expenditure that secures high quality jobs for communities.
- Raised awareness and understanding of culture and heritage.
- Supporting environmental objectives.
- Negative examples where tourism is not sustainably managed include:
 - Where a large proportion of economic benefits are not retained locally.
 - Environmental damage and overcrowding at hotspots.
 - Low wage or seasonal jobs.
 - Culturally insensitive, with activities not in-keeping with the values of a place or destination.

Existing Tourism Product and Experiences

Budj Bim National Park

The National Park provides a range of nature-based opportunities for visitors including camping, trails, walking and informal nature appreciation.

Existing Tours

WMAC has offered guided tours through the Budj Bim National Heritage Landscape since 1999. The story and landscape is in place, and there are opportunities for visitors to have more access to these offers.

Stage 1 of 2014 Masterplan Implementation

The completion of Stage 1 of the 2014 Masterplan will be a major milestone in tourism for the area providing core infrastructure (access, boardwalks, interpretation and interpretative hubs) required to activate low impact tourism experiences. The new Aquaculture Centre at Lake Condah provides a hub building and space that will act as a welcome point for visitors. It will be the primary base for tourism operations.

Branding

The Budj Bim Cultural Landscape offers a range of compelling stories and potential unique value propositions from a tourism perspective:

- The rich heritage and stories of the Gunditjmarra people

- The volcanic landscape and creation story
- Eels, and the related people and landscape values.

Placing the Budj Bim Cultural Landscape as offering a new set of experiences in the Great Ocean Road Region is an opportunity to enhance the breadth of experiences available and tap into an engaged market. The region is one of Australia's premier destination brands with strong domestic and international recognition.

Visitor Experiences in the Region

The Budj Bim Cultural Landscape's new tourism experiences are being brought to market in the context of the existing attractions and experiences in the wider region: the Great Ocean Road tourism region, and the Moyne/Glenelg area. The region is famous for the coastal road and the landscape viewing opportunities along it. Port Fairy, Portland and Warnambool provide coastal hubs of activity.

The figure on the following page summarises some of the experiences that the region offers.

Key characteristics include:

- **National Parks and Nature:** Destinations such as Lower Glenelg National Park, Tower Hill State Game Reserve, Cobbooonne National Park, Annya National Forest, Kanawinka Geotrail, Wannon Falls, and Ess Lagoon Reserve offer a wider range of opportunities to visitors, not to mention

the Grampians National Park to the north.

- **Heritage:** The regions towns provide a modern heritage story, with including Casterton, Terang, Koroit, and Macarthur.
- **Beaches and Coastal Hubs:** Including Port Fairy, Cape Bridgewater, and Portland.
- **Arts and Crafts:** The region known as a hub for arts and crafts experiences.
- **Events:** A growing events calendar including the Port Fairy Folk Festival.

Visitor Accommodation in the Region

As shown in the figure on the facing page the visitor accommodation in the region:

- Clusters in coastal destinations, including an increasing stock of holiday homes and short stay (e.g. Airbnb) in destinations such as Port Fairy.
- Has limited luxury accommodation stock.
- Has a diverse range of campsites, some of which provide group accommodation options.

Apart from nearby campsites, accommodation options near the Budj Bim Cultural Landscape are limited. At present, visitors staying in the region and who take up the new tour options at the Budj Bim Cultural Landscape are likely to stay in coastal destinations.

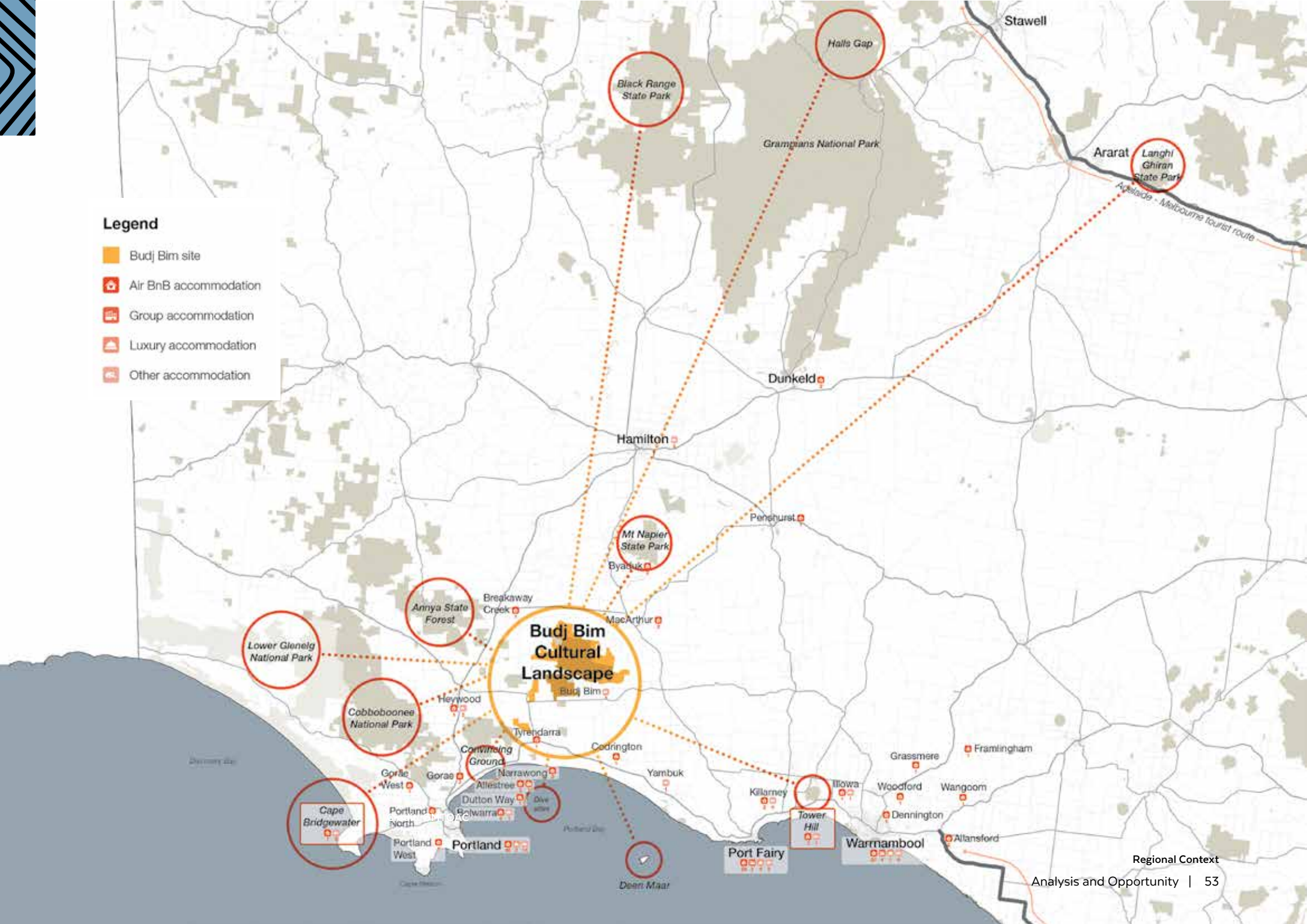
Opportunities

- **Cluster of Indigenous tourism experiences:** Plans for the revitalisation of Brambuk, and planned new experiences for Wajobaluk Country can help to create a tourism cluster with strong national and international appeal.
- **Incremental sustainable growth model:** The region's relatively low visitor market and sensitive environment means that a large-scale or signature visitor experience (e.g., a new major visitor centre) is unlikely to be viable. As such, the strategic approach should be based on incrementally building a cluster or critical mass of experiences that build appeal.
- **Adding value to Stage 1 2014 Masterplan implementation:** the Aquaculture Centre and accompanying interpretative and access works are the building blocks for this plan. The gateway or primary hub role of the Aquaculture Centre needs to be reinforced.
- **Essential infrastructure:** a long term focus should be on making access as easy as possible and continuing to develop an expanded network of boardwalks, trails, and interpretive hubs.
- **Expand market appeal:** Increase the mix of experience to grow visitation, building of the tour program being developed with Cooeo Traveller.
- **Building economic value:** ensure visitor access is guided so value can be captured from these types of experiences. Overnight accommodation can increase visitor expenditure.



Legend

-  Budj Bim site
-  Air BnB accommodation
-  Group accommodation
-  Luxury accommodation
-  Other accommodation



Visitor Market

The Budj Bim Cultural Landscape is an emerging visitor destination. As such it should draw visitation from those already visiting or touring through the region, as well as explore its potential to attract new visitors.

Unless otherwise noted, tourism data and trend analysis referenced in this section is sourced directly from Tourism Research Australia National Visitor Survey (NVS) and International Visitor Survey (IVS) datasets for the year ending December 2019. This data period is pre-COVID and represents a more accurate overall picture of 'normal' market conditions than the volatile trading patterns experienced across 2020 and 2021.

Victorian Tourism Market

Over the ten years to December 2019, Victoria has seen consistently strong visitor growth. With 27.7 million visitors in 2019, Victoria had a 25.5% share of the Australian domestic market, making it the second largest destination in the country behind New South Wales.

Great Ocean Road Market

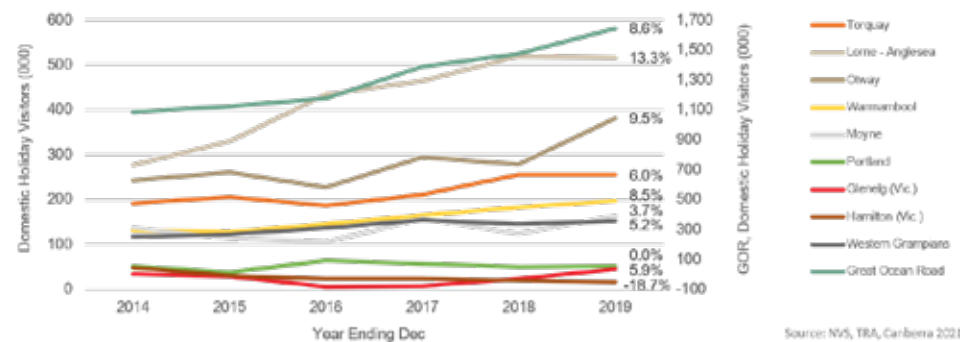
As an attraction, the Great Ocean Road saw more than 2.2 million visitors during 2019. As the road is the main artery between Melbourne and Adelaide, it carries visitors for a range of reasons, however 65% of visitors on the Great Ocean Road in 2019 were holiday visitors. Most domestic visitors travelling in the region were from Victoria, with an 87% share.

Drops in visitor numbers travelling from east to west along the Great Ocean Road correlate directly with increasing driving distance from Melbourne, with overall visitor numbers reducing significantly west of Torquay. This highlights the importance of Melbourne residents as demand drivers.

Its distance from the Melbourne market means overnight and touring visitors will be primary markets for the Budj Bim Cultural Landscape.

Whilst The Great Ocean Road visitor market presents an opportunity for Budj Bim, it is important to understand the importance of sustaining the strength of visitor growth along the Great Ocean Road. The high growth rate over the last five years of holiday visitors in Lorne-Anglesea (10.9%) begins to decline at Torquay with 9.2%, Otway 7.6%, Warrnambool 6.3%, through to Moyné at 7%.

This highlights the need for a compelling offer to draw visitors into longer or overnight trip. To do so, creating compelling reasons to visit will be essential.



Source: NVS, TRA, Caribana 2021

Visitor Profiles

The 2021-2030 Visitor Economy Masterplan for Great Ocean Road Region identifies traveller types for visitors to the region. Most relevant are:

- Returners: They have previously visited the region, but potentially a long time ago.
- Adventurers: They are typically an older demographic with kids having left home and extra time now being available.

Domestic Overnight

Located beyond a comfortable day visit distance of the main Melbourne market domestic overnight and touring visitors will be key market. Key segments are:

- Road Trippers: Couples, families and groups of friends from Greater Melbourne and interstate.
- Experience Seekers: Couples, families, singles and groups of friends from Greater Melbourne, Greater Geelong and Regional Victoria.

International Visitors

Post COVID-19, international tourists will return to the region, key segments are:

- Campervan Wanderers: experienced travellers and backpackers who plan to see as many experiences and destinations as possible.
- Hire Car: experienced travellers and backpackers who plan to see as many destinations as possible in a short time period.

Market Trends

Demand for nature-based experiences continues to grow with increasing interest in Indigenous tourism experiences in recent years.

Local Area

Pre-COVID, the combined Moyne and Glenelg Shire region attracted approximately 250,000 holiday visitors who spent 800,000 holiday visitor nights in region. The area's visitor market is primarily composed of short-stay, coastal visitors from Melbourne. Of these visitors, a proportion can be attracted to visit the Budj Bim Cultural Landscape.

Nature-Based Experiences

There has been consistent visitor growth and interest in national parks, bushwalking, and associated activities. Nationally the growth rate for these activities was more than 11% p.a. in the five years to 2019.

For Victoria, there have been positive signs with a compound growth rate of more than 15% over the last five years. This is a high-volume segment, with approximately five million visits participating annually, the majority of which enjoy informal activities. Guided walking represents a very small niche segment of this market.

Indigenous Tourism Experiences

On a national scale, in the five years to 2019, there was a compound annual growth rate of more than 15% across total domestic visitors showing participation or observation of Aboriginal arts, performances, and/or communities. In Victoria, this growth rate was even stronger at more than 24%. During the COVID-19 period, domestic visitors have been visiting locally further boosting interested levels.

Luxury Markets

The affluent Melbourne segment (those with a household income of over \$156,000) has been reviewed as a proxy for the luxury sector. In 2019, they took nearly 5.8 million domestic overnight trips, accounting for 48% of overnight trips made by Melbourne citizens during the year. This niche segment generated 17.2 million visitor nights, which is 44% of total visitor nights contributed by Melbourne residents. For affluent visitors, luxury hotels and resorts are the top choice of commercial accommodation. Nearly four in 10 chose this option (38%), followed by standard hotel/motor inns (30%) and rented apartments (18%).

Domestic Schools Market

Schools and education groups provide a potential market opportunity, building of the existing small scale offer. In 2020, Victoria had approximately one million school enrolments across Government and non Government schools. When individual year groups are considered, Victoria has approximately 150,000 enrolments in each of the year 5 and 6, and year 7 and 8 groups, approximately 85,000 of which are in the southwest region.

Impact of COVID-19 on Visitor Markets

The COVID-19 pandemic has had a significant impact on tourism. Impacts on the tourism industry were immediate, and further impacts over the subsequent eighteen months have resulted in small peaks when restrictions allowed. While interstate and international destinations were inaccessible, Victorians travelled within the state, improving awareness for some destinations.

Through benchmarking the Glenelg and Moyne Shires against Victorian and Australian market performance, the local area has benefited from the significant shift to regional travel that occurred during the pandemic. The Glenelg and Moyne Shire area has returned to pre-pandemic levels in terms of holiday visitors and holiday visitor nights.

Longer Term COVID-19 Trends

While recovery time for international markets to pre-COVID levels will take time, the Budj Bim Cultural Landscape can harness emergent trends in domestic tourism:

- Increased demand for destinations close to home.
- Increased demand for products and services associated with health and wellness and mindfulness.
- Increased demand for space away from urban hubs.
- Shifts in work-life arrangements changing travel behavior. Factors include increased home working, moving home away from urban hub and a reduction in business travel.

Case Study



Outback Queensland, School Experiences

The Outback Queensland region has established itself as a leader in school trips and itineraries. The Outback Queensland Education Experience Program encourages teachers to take their students to Outback Queensland and integrate its rich history and heritage into school learning. Features of the program include:

- Subsidies of up to \$150 per student to assist toward a school camp in Outback Queensland.
- Education handbook and factsheets.
- Established public and private partnerships including tour operators.
- The region has a good depth of experiences available for schools across a range of curriculum topics.

Learnings

- Government support through collective commitment, advocacy or subsidy.
- Group accommodation and curriculum-based learning packages are essential.
- Partnerships with travel, transport, and accommodation providers creates opportunity and reduces cost.
- Day trips and overnight trips are important.
- Depth and range of experiences is important - potential to link to surrounding regions to create an attractive package.



Spicers Group, Luxury Experiences

Luxury accommodation is often at the heart of luxury experiences. The Spicers Group operates nine retreats across Queensland, and the Hunter Valley, Blue Mountains and Sydney including the Sangoma Retreat in the Blue Mountains. The retreats are characterised by:

- Exclusivity: limited suites or rooms.
- Design-led, high-quality finishes.
- All-inclusive and full service: high quality fine dining via inhouse restaurant or catering.
- Linked to surrounding walking trails.
- Wide range of luxury experience options are available to guests such as private guided walks, heli-tours and exclusive access to sites.

Learnings

- Business partners are essential as luxury accommodation, treatments and high-end food and beverage are specialised sectors.
- Packaging model: experience options around a central accommodation.
- Business brands: there are a range of luxury providers in the market including OneOnly and Spicers Group.



Credit: Botanic Gardens and Parks Authority

Boorna Waanginy: The Trees Speak, Event Activation

The 'Boorna Waanginy: The Trees Speak' sound and light event is now established as an important event within the Perth Festival. This event is held over three nights, where Kings Park is transformed into a striking sound and light event.

The event explores the inter-connectedness of life and highlights the beauty and fragility of the region. This immersive sound and light experience covers a 1.2 km trail through the Botanic Garden.

Along the trail, visitors experience the traditional six seasons of south-west Western Australia come to life and explore knowledge systems from Noongar and Western perspectives with two 'creation' stories interwoven into the narrative. The narration includes a voiceover by Noongar Elders.

Learnings

- Potential activation concept to bring places and stories to life.
- Use of audio-visual technology with buildings and settings as a backdrop offers potential for a night-time experience.
- A community-led initiative.
- Scalability with potential to be a one off-event, permanent feature or a seasonal experience.



Credit: Mossman Gorge

Mossman Gorge North Queensland, Nature-Based Experiences

In 2019 the Mossman Gorge Visitor Centre attracted 370,00 visitors. In addition to being a visitor attraction, the centre functions as a training hub for local people in tourism, hospitality and business management. The training centre also provides accommodation for 20 Aboriginal students. All courses are designed to assist in the transition into full-time employment, with support via mentoring and work experience. The centre has a 90% Aboriginal employment rate, including many local Kuku Yalanji people who share their culture, stories and knowledge of the area to visitors. The low-emission shuttle bus service operated from the Centre ensures sustainable transport in the area that transports visitors safely into the heart of Mossman Gorge.

Learnings

- Partnership – the Kuku Yalanji people have partnered with Voyages Tourism Australia to manage the visitor centre.
- Access management – access to the Gorge is highly managed, controlled via a shuttle bus service from the visitor centre.
- Sustainability – the centre is acclaimed for its commitment to environmental and cultural sustainability.



What We Heard: Gunditjmara Parameters

From community engagement undertaken during preparation of this Masterplan, Gunditjmara have established parameters that all sustainable tourism opportunities must support.



A Managed Model - Tourism should be managed and deliver tangible economic benefits. This means free and independent travel should not be supported.



Protection - Protecting the cultural landscape is the most important priority and should not be compromised by any tourism activity. Scale and volume of tourism cannot be such that it swamps people and place



Access to Country - The importance of community getting to enjoy Country as a priority - tourism access and experiences need to be subsidiary.



Capacity Building - Tourism should support capacity building, training and development of Gunditjmara.



Privacy of Gunditjmara - Gunditjmara-only spaces must be respected and protected as no-go-zones for tourists.



Authentically Gunditjmara - Tourism must connect to Country.



Cultural Strengthening - The development of the Budj Bim Cultural Landscape should include community facilities and support cultural strengthening.

Analysis Overview

The following factors drive future opportunities for tourism and community in the Budj Bim Cultural Landscape over the next eight years.

Diverse Stories, Diverse Landscape

Authentic storytelling and learning outcomes has emerged as a central aspiration through engagement with Gunditjmara. However, the Budj Bim Cultural Landscape is much more than any one story or any one location. Stories of the Gunditjmara and Budj Bim Cultural Landscape are unique and multifaceted. As such, expanding access to key sites will enable storytelling across a range of settings support meaningful understanding of diverse stories and the landscape.

Part of a Wider Cultural Setting

The Budj Bim Cultural Landscape forms only part Gunditjmara Country and the wider regional Aboriginal culture story. New opportunities should recognise and link to this cultural context to provide visitors with a more meaningful understanding of the complexity and scale of Gunditjmara people and their culture.

Gunditjmara Connection to Country, Community and Culture

Existing community accommodation and facilities at the Mission and Kurtonitj do not meet the needs of Gunditjmara to visit and stay on Country. Additional private and accessible accommodation is needed along with spaces for community gathering, learning, memorial and healing. Continued access to Country is essential to support the wellbeing of Gunditjmara. New tourism opportunities must not restrict this access and must respect cultural practices, traditions and heritage.

World Heritage Values

The World Heritage inscription brings a new level of requirements to protect, manage and present the outstanding universal value of the Budj Bim Cultural Landscape. Protecting these values is fundamental to the success and sustainability of the Budj Bim Cultural Landscape as a tourism destination and home to Gunditjmara. All new opportunities must respect the sensitivity of the landscape, touch the earth lightly and minimise physical impact.



Landscape Fragmentation

Ongoing efforts to bring privately held land holdings back within the Budj Bim Cultural Landscape means that boundaries are growing. Despite this, places central to the Gunditjmara and Budj Bim story such as Condah Swamp and the Tyrendarra coastal area are not included. Over the long term, the Budj Bim Cultural Landscape site should continue to expand, supporting both community and tourism uses.

A Seasonal Landscape

The highly seasonal landscape brings significant changes to the landscape character across the year. Seasonality can be leveraged as a unique selling point to encourage return visitors. Tourism opportunities should leverage and celebrate these unique changes.

Environmental Sustainability

The Budj Bim Cultural Landscape is a living landscape with natural systems that must be maintained and sustained over the long term. Climate change is expected to create a drier, warmer climate subject to more extreme weather events.

Acknowledging that the Gunditjmara have adapted to changing environments for millennia, the use and development of the landscape should continue to integrate with and complement these natural systems and be adaptive to potential impacts of climate change.

Circular Economy Principles

Aspirations for sustainable growth can be reinforced by embedding a circular economy approach. The circular economy is a framework that aims to decouple growth from finite resource consumption. It is based on the premise that good outcomes do not have to cost the earth. Future opportunities should work towards:

- Designing out waste and pollution.
- Keeping products, components and materials at their highest value and in use.
- Regenerating natural systems.

Circular economy opportunities are highlighted throughout this Masterplan. See Appendix C for further details.

Adding Value to 2014 Masterplan Stage 1 Implementation

Visitor infrastructure as part of the 2014 Masterplan Stage 1 is under construction. These establish the early building blocks for tourism activity. The Aquaculture Centre creates a new gateway and arrival point for visitors and tourism operations. Future opportunities should reinforce and expand on its function as a main visitor and operations hub as well as explore opportunities to add value to these facilities including events or other activations.

New interpretation and site access has focused on Tyrendarra and Kurtonitj. The next phase of development should expand these facilities to new locations across the landscape build up the cluster of activities that the Budj Bim Cultural Landscape has to offer.

Incremental Tourism Growth

Despite implementation of 2014 Masterplan Stage 1, visitation and market awareness remain at relatively low levels. The sensitivity of the cultural landscape and community preferences for sustainable development means new opportunities should continue to develop gradually over time.

A sustainable growth model should be based on incremental growth and building a cluster of guided experiences to build appeal for target markets. Incremental growth will allow GMTOAC to trial, test and monitor tourism opportunities, while forming partnerships and building capacity over time.

Additionally, building market awareness should remain strategic priority to grow visitor numbers and visitor nights.

Remote Location

The Budj Bim Cultural Landscape is relatively remote from the core Melbourne market, this means visitor accommodation is a core opportunity to encourage visitation, support a more immersive experience and generate revenue and employment

opportunities for Gunditjmara. To support overnight accommodation, there needs to be enough activities to support more than a day trip. This cluster of activities can also link to wider regional tourism experiences.

World Class Facilities for a World Class Destination

World Heritage status has elevated the Budj Bim Cultural Landscape to the world stage. As such, the need for world class design quality and facilities is essential to creating a world class experience for guests. New opportunities should build off the high standard of infrastructure and experiences currently under development. This will help to create a cohesive and integrated experience for visitors.

Community Benefit

The wellbeing and prosperity of Gunditjmara is fundamental to the success of the Budj Bim Cultural Landscape. While commercial sustainability and generating revenue is important, future opportunities should be driven by broader benefits for the community. Potential community benefits have been explored through community engagement and are also well documented through the Indigenous Protected Area management practices. This can include health, education, employment, social cohesion, cultural strengthening, self-sufficiency and wellbeing benefits.

Sustainable Tourism Opportunity

There is potential to sustainably grow the tourism offer at the Budj Bim Cultural Landscape, capturing the cultural tourism and nature-based tourism markets travelling to the region, and the education sector. Three key opportunity areas emerge.

Learning Ecology

This concept is based around school and education visitors. The education sector presents an important tourism opportunity for the Budj Bim Cultural Landscape. While school groups are typically considered a lower yield market with limited profit opportunity, this opportunity links to community aspirations for story telling and learning outcomes and takes advantage of an increasing emphasis on Indigenous culture in school curriculum.

There is potential to market and collaborate with other Aboriginal tourism experiences in the region such as the Brambuk and Tower Hill to present a strong set of Aboriginal learning experiences. As per the Outback Queensland case study, a range of trade partnerships can also be built to support higher volume education trip operations.

With appropriate facilities, marketing and partnerships, the Budj Bim Cultural Landscape could attract 2,500 day visits and 15,000 overnight stays from school groups annually by 2030. There are 44,000 year 7 and 8 students enrolled in the local

south west region alone, from which it could attract 2,500 day visitors. 15,000 overnight stays is 10% of total Victorian secondary school market. Noting that school visitation fluctuates across the year, other niche markets such as tertiary, research, corporate, community and other special interest groups can supplement the learning ecology.

Nature-Based Experience

This concept is based on developing a series of holiday and leisure propositions targeting the main domestic and holiday segments based around Aboriginal tourism and nature-based experiences.

This has been a high growth tourism sector with broad appeal to attract a wide range of leisure visitors. With appropriate experiences and infrastructure in place, the Budj Bim Cultural Landscape can capture a proportion of the nature-based and Aboriginal experience visitors already in the region.

Luxury and Wellness

A luxury proposition based around accommodation and linked to wellness

treatments and experiences could be delivered in the Budj Bim Cultural Landscape. Its remote location, unique stories and scenic setting supports this type of development.

To succeed, this concept requires exclusivity, quality design, full service accommodation, a wide range of experiences and business partners. Given the scale of investment needed, opportunity complexity, developing international market and community priorities, the luxury proposition is considered a longer term opportunity and is not recommended in the immediate implementation period.

Scale of Opportunity

The region attracts approximately 250,000 holiday visits per annum. There is an opportunity to capture 10% of this holiday market, meaning 25,000 day visitors per year. When combined with the learning ecology opportunity, the Budj Bim Cultural Landscape could attract 40,000 visitor nights.

Comparing Opportunity Areas

Learning Ecology



Nature-Based Experience



Luxury and Wellness



Opportunity Assessment

Potential Initiatives and Projects

This updated analysis alongside a review of technical reports from the 2014 Masterplan and Gunditjmara engagement informed the development of a long list of potential projects and initiatives within the three opportunity focus areas.

The long list was developed to include:

- Visitor accommodation.
- Visitor experiences.
- Nature-based experiences.
- Off-site awareness raising.

Opportunity Assessment

The long list of opportunities were assessed based on three broad criteria to determine their appropriateness and relative priority for implementation in 2022-2030. Refer to Appendix B for scoring details. The shortlisted projects form the basis of this Masterplan and are outlined in Section 4: Masterplan.



Suitability

Measures how well an opportunity works towards the desired outcomes. This includes social, cultural, economic and environmental considerations.



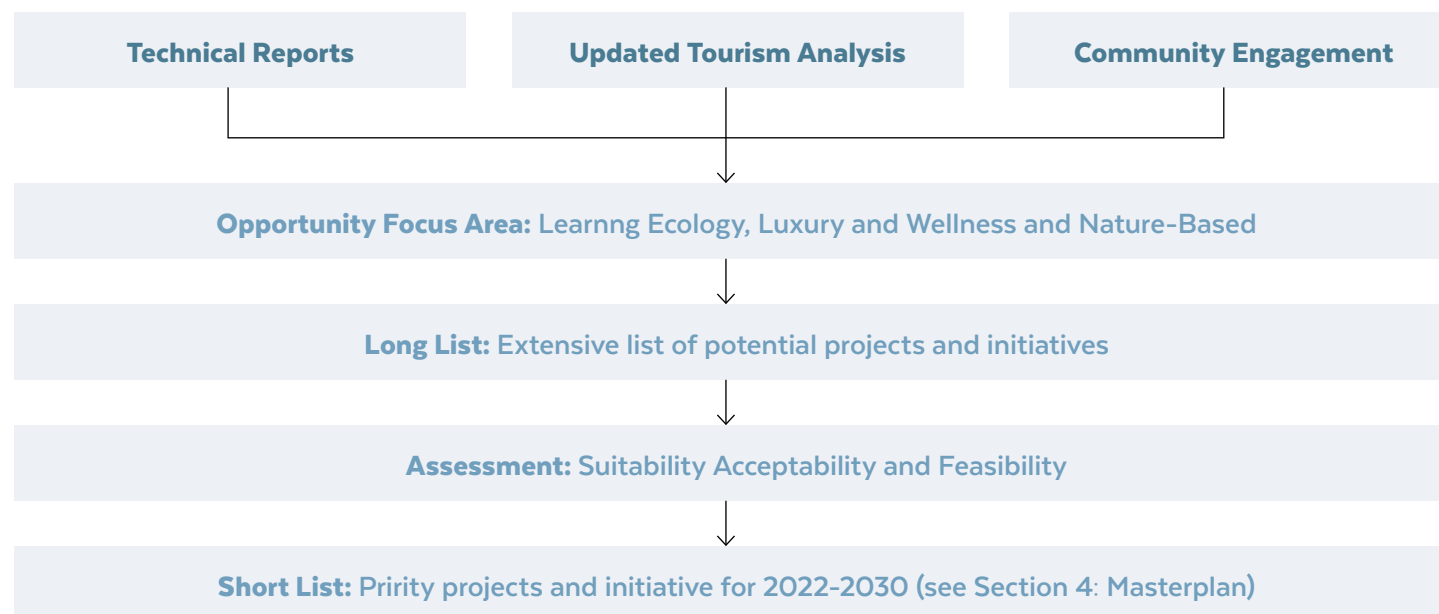
Acceptability

Is concerned about rights holder/ stakeholder expectations and acceptance of opportunities. It also considers the acceptability of risk.



Feasibility

Relates to the feasibility, tourism potential and complexity of opportunities including resources and capabilities to deliver the opportunity.





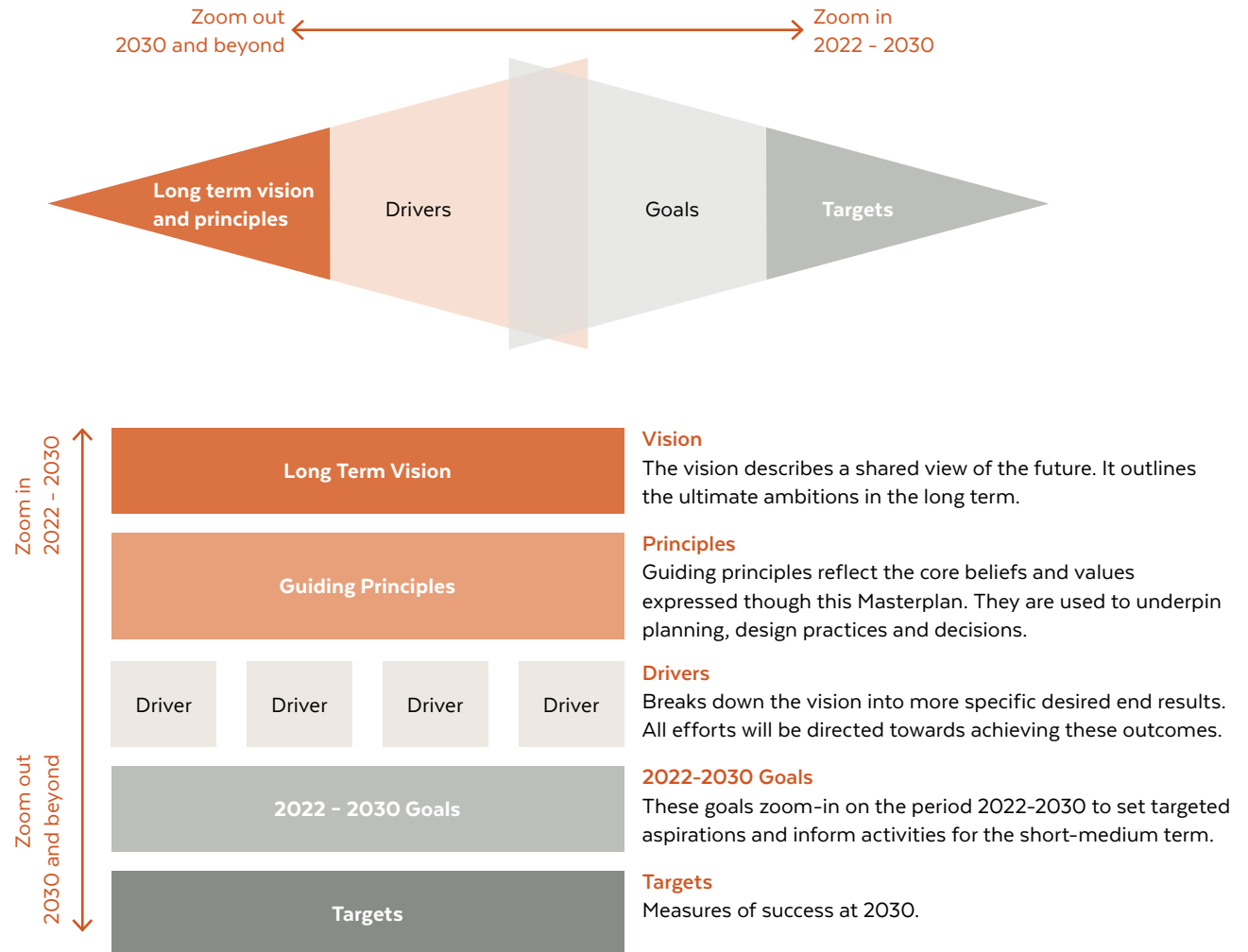
The Budj Bim Cultural Landscape
will be recognised as one of
Australia's great National and
World Heritage landscapes.

Aspirations

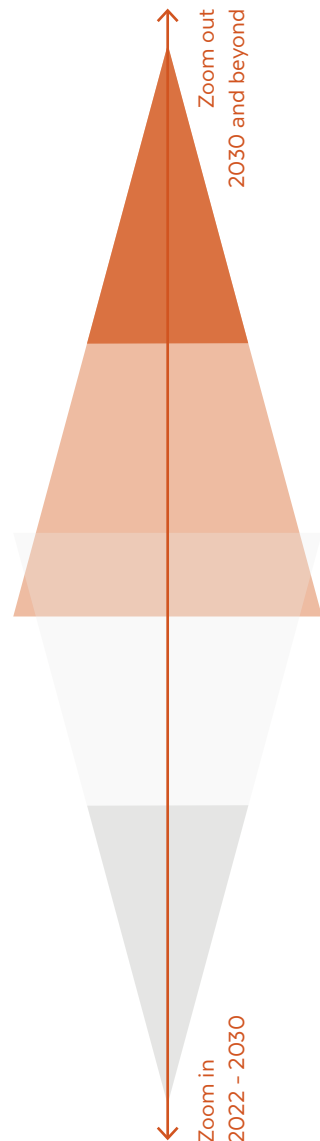
While this Masterplan covers a targeted snapshot in time (2022-2030), it also lays a path towards achieving the long term aspirations for beyond 2030. To do so, this Masterplan is designed to zoom in - zoom out.

This model allows this Masterplan to keep one eye on the longer term and another on the shorter term. By doing so, the framework provides a clear steer to only put forward high quality projects, fit to bring the Budj Bim Cultural Landscape to the world stage as an attraction and landscape of global significance.

Zoom In / Zoom Out: an approach to align long and short term strategic aspirations
 This model allows this masterplan to keep one eye on the longer term; and one eye on the shorter term.



Vision, Principles and Drivers



Long Term Vision (as defined in 2014 Masterplan)

The Budj Bim Cultural Landscape will be recognised as one of Australia’s great National and World Heritage landscapes. It will be universally recognised as a place with:

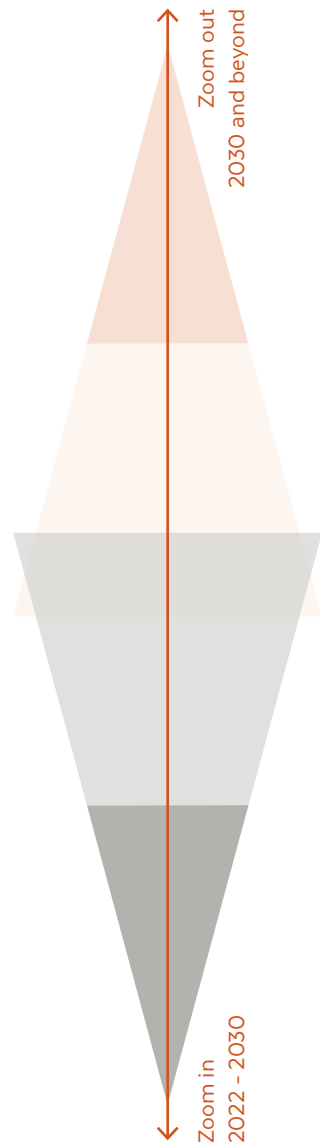
- A living Aboriginal culture and home to the Gunditjmarra people.
- Unique natural landscapes with sustainable ecological and landscape systems.
- Internationally recognised cultural heritage values - values which link all cultures and people.

- Enriching and memorable experiences for visitors and guests - experiences that are unique to this place and to the Gunditjmarra people.
- Strong and successful partnerships between traditional owners, governments and the tourism industry, providing world’s best practice in caring for Country and sustainable tourism.
- Partnerships with regional, national and international cultural tourism sites and related institutions.

Guiding Principles (as defined in 2014 Masterplan)

- Commercial leasing arrangements will directly benefit the landscape and the Gunditjmarra people
- Tourism partners will have security of tenure within a commitment to upholding the values
- Customary law and traditions will underpin all decisions
- Experiences will be linked to Gunditjmarra culture
- Budj Bim is the home of the Gunditjmarra people
- Gunditjmarra privacy and sacred stories/spaces will be respected above all else
- Protect culture through well managed practices and appropriate interpretation
- Budj Bim will be understood as part of a regional network of Gunditjmarra places and landscapes, past and present
- Completing the Budj Bim landscape network to support integrated systems and tell the full Gunditjmarra story
- Tourism will not dominate and progress at a pace that does not harm values
- All actions should protect and enhance the landscape

Driver 1	Driver 2	Driver 3	Driver 4
Keeping Gunditjmarra people working on Country	Protecting Gunditjmarra Culture	Contributing to the wealth and wellbeing of Gunditjmarra people, as individuals, families, and community	Doing so sustainably and consistent with the Budj Bim Cultural Landscape values



2022 - 2030 Goals

- Create diverse employment for Gunditjmara people
- Ensure tourism enriches community assets
- Facilitate cultural strengthening to enhance Gunditjmara connection and access to Country
- Take a broader view of benefit to protect and celebrate Gunditjmara
- Build capacity to help foster strong and sustainable partnerships
- Share Country on Gunditjmara terms
- Create a strong base to futureproof aspirations for the long term
- Minimise the consumption of resources
- Maintain and regenerate natural systems

Targets

- 90% Aboriginal Employment
- 100 FTE new jobs in construction and operation of projects.
- 100% increase in community accommodation.
- Gunditjmara influence in 100% of commercial partnerships.
- 2,500 day visitors and 15,000 overnight school visitors per annum.
- 40,000 overnight visitor stays per annum.
- 25,000 day trip visitors per annum.
- 100% financially sustainable business operations.
- Zero substantial decline in natural or cultural heritage values.

Driver 1	Driver 2	Driver 3	Driver 4
Keeping Gunditjmara people working on Country	Protecting Gunditjmara Culture	Contributing to the wealth and wellbeing of Gunditjmara people, as individuals, families, and community	Doing so sustainably and consistent with the Budj Bim Cultural Landscape values

Concept – Five Key Directions

This Masterplan comprises five key directions work towards achieving the long term vision and goals for 2030.



01 Expand Activities and Events at Tae Rak Lake Condah

The Aquaculture Centre at Tae Rak Lake Condah creates a new gateway to the landscape and destination for visitors.

Expanded facilities at Lake Condah are required to reinforce its function as a main visitor arrival point and hub for visitor activities.

This direction supports additional facilities will support tourism operations and deliver expanded interpretation and flexible spaces for seasonal events and activations.



02 Develop a Learning Ecology Hub at Lake Surprise

With community aspirations for story telling and learning outcomes and an increasing emphasis on Indigenous culture in school curriculum, the Budj Bim Cultural Landscape is well positioned to offer a unique Gunditjmara learning experience to schools, leveraging connections to other Aboriginal learning experiences in the region.

This direction will introduce visitor facilities at Lake Surprise with a focus on learning and education. It will serve as a key hub for commercial tourism offering high quality, flexible group accommodation, event and education facilities.



03 Expand the Network of Visitor Sites

The Budj Bim Cultural Landscape is an emerging tourism destination and has relatively low levels of visitor infrastructure. Access to key sites should be prioritised to share stories of Gunditjmara and Budj Bim Cultural Landscape from multiple settings.

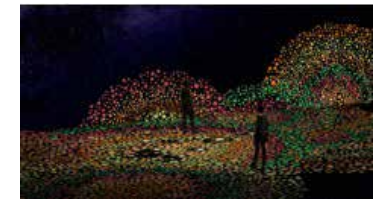
This direction builds on existing facilities to create a base of infrastructure needed to expand the tourism offer across the landscape. These will be immersive, high quality, that leverage new innovative approaches to storytelling.



04 Strengthen Community Infrastructure at the Mission

As home to the Gunditjmara, continued community access and connection to Country is fundamental. While this is important across the landscape, the Mission holds strong cultural, social and historical significance for the community which should be protected, respected and supported.

This direction introduces a number of priority community projects based at the Mission to support cultural strengthening and spiritual healing of the Gunditjmara. This space will be an exclusive space for Gunditjmara and invited guests, offering a private space for mob to be mob.



05 Launch an Off-Site Awareness Raising Campaign

Marketing and awareness raising is important to bringing the stories of the Budj Bim Cultural Landscape to the world stage and achieving aspirational visitor targets.

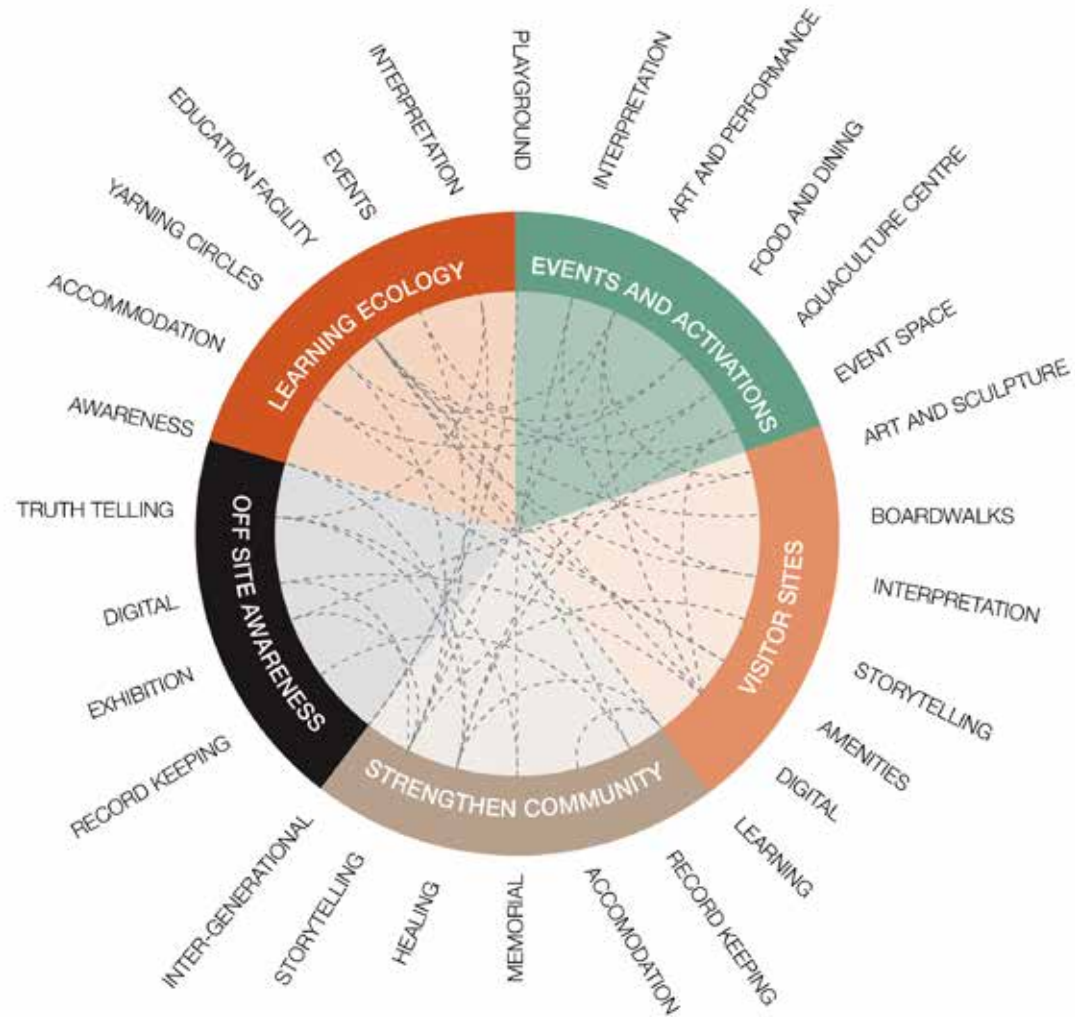
This direction seeks to develop world-class off-site activations to expand the reach of stories and raise awareness of the Budj Bim Cultural Landscape, across Melbourne, Australia and internationally.



Five Key Directions - More than the Sum of Their Parts

This package of projects and initiatives are designed to reinforce each other to deliver collective impact. The diagram on the right illustrates the way in which the whole is much greater than the sum of its parts.

The components of each direction intertwine as a cohesive offer that will deliver flexibility to test, monitor and pivot in future while working towards the long term vision and goals for 2022-2030.



Interaction Between Elements

Concept – Hubs

The proposed key directions are distributed across a range of settings in the landscape.

Accommodation and Visitor Locations

Lake Surprise and Tae Rak Lake Condah are considered suitable for commercial accommodation and larger scale experiences. These locations are optimal because they:

- Avoid exclusive Gunditjmara spaces to ensure the access and privacy of Gunditjmara is protected above all else.
- Are central to Budj Bim Cultural Landscape storytelling. Budj Bim at Lake Surprise links to the creation story. Tae Rak Lake Condah links to the ancient and modern aquaculture innovation.
- Can leverage existing access and service infrastructure to minimise new infrastructure requirements and impact on the landscape.
- Have scenic landmarks that are highly attractive to visitors.
- Align with and build on existing tourism infrastructure.
- Are tested and confirmed with the Gunditjmara community.
- Align with UNESCO endorsed 2014 Masterplan to protect the integrity of the universal heritage values.

Current spatial constraints at Tae Rak Lake Condah means that accommodation may not be feasible in the short term. As such the nearby Allambie precinct is recommended to test seasonal pop up accommodation.

In the longer term (beyond 2030). The Tyrendarra Coastal area should be investigated for high-end accommodation.

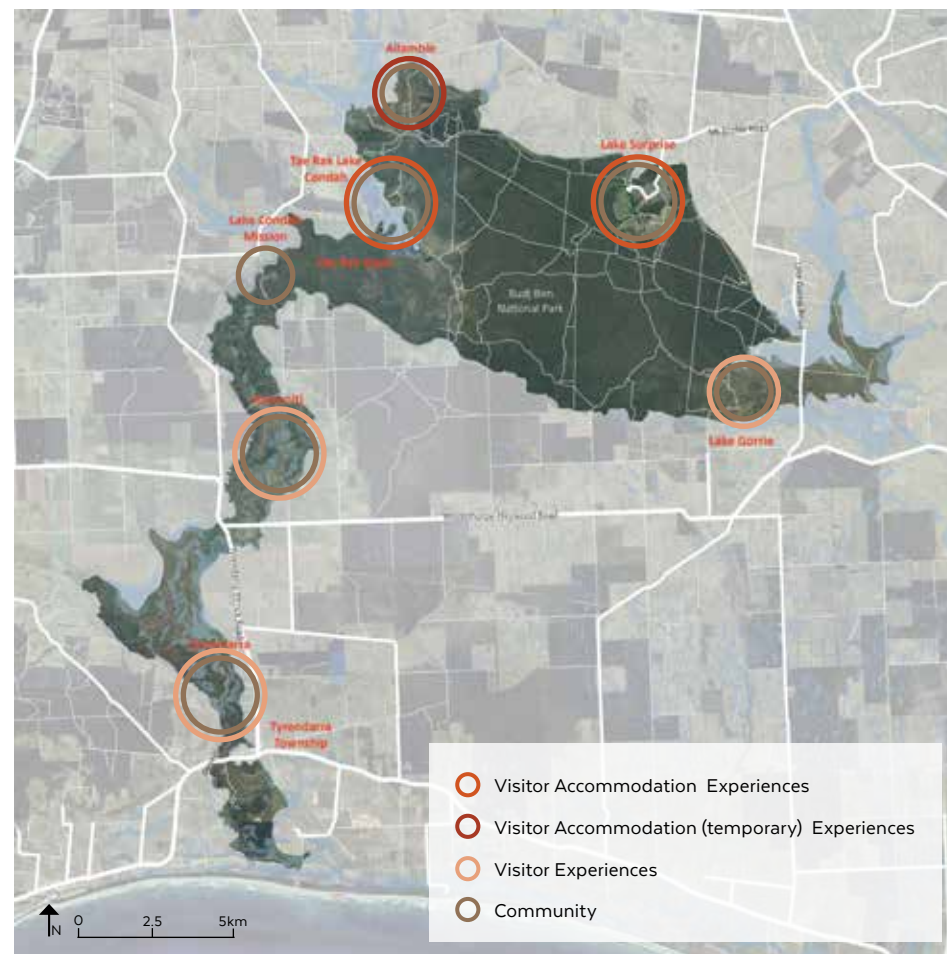
Visitor Experience Locations

A network of visitor experience sites are proposed at Tyrendarra, Kurtonitj, Allambie and Lake Gorrie. These will offer a cluster of visitor and nature-based experiences. These sites are appropriate because they:

- Build on the existing mesh of tourism infrastructure including boardwalks and day use facilities.
- Are central to the overall story of the Budj Bim Cultural Landscape.
- Are aboriginal community owned and managed by GMTOAC or WMAC.

Community Hubs

Gunditjmara use and access to Country underpins all hubs within the Budj Bim Cultural Landscape. Lake Condah Mission will be exclusive to Gunditjmara and invited guests. It will offer community infrastructure for healing and cultural strengthening.



Site Development Opportunities

Site Development Opportunities

Day Use

Guided experiences will be the means for visitors to access and enjoy the Budj Bim Cultural Landscape. This is a move away from self drive visitors and a free and independent visitor model. As such day use facilities should support guided tours including toilets, picnic and shelters. The Aquaculture Centre cafe will provide food and beverage offer however BBQ facilities can provide low cost options for education and community use.

Site Access and Interpretation

Functional access to key sites across the landscape should be supported by access tracks, pedestrian trails and boardwalk system. Interpretation points and viewing platforms at key location will enhance the guided tour experience. Gunditjmarra art and sculpture can be incorporated into trail and interpretation.

Administration and Operations

Office, storage, toilet, kitchen, meeting and other supporting facilities are required to support GMTOAC and their commercial tourism business. These facilities will support events, accommodation, education, tourism and administration.

Accommodation

Seasonal Accommodation

Temporary self-contained cabins are a low-impact opportunity to support overnight visitor stays on Country. They should be fully off-grid and designed to reflect Gunditjmarra iconography and design. Their temporary and modular design means they are scalable and can be moved around and trailed at different locations across the landscape.

Group Accommodation

Flexible group accommodation facility that comprises private self contained rooms and dormitory style rooms. This should be a flexible facility to support group stays primarily for education groups.

Community Accommodation

New cabin accommodation for community use should be fully accessible and self contained. New dorm accommodation for community can accommodate children and families.

Luxury Accommodation

In the long term, possible luxury accommodation can be investigated subject to future land acquisition, market development and business partnerships.

Events

Event facilities are proposed to add value and expand on the existing tourism offer. For flexibility, these range in scale including a natural amphitheater, informal gathering areas and small gathering spaces such as yarning circles. Potential events could include culinary, night time, cultural, community events and performance. Additional facilities to support food and beverage offer should be provided at any larger scale event spaces.

Education Uses

Learning facilities to support a range of formal education opportunities. This includes school groups (primary and secondary), tertiary, research, corporate and other special interest groups. This learning should occur across the landscape but will require a hub with supporting infrastructure.

Memorial and Record Keeping

Places to acknowledge, reflect and remember the history, strength, struggles and resilience of the Gunditjmarra people. This includes facilities for record keeping, interpretation and story telling. A native garden can be incorporated which also provides an opportunity for learning about traditional practices and flora.

Community

As home to the Gunditjmarra, continued community access and connection to Country is fundamental. Facilities can be expanded to support cultural and social activities. In addition to accommodation, this includes exclusive Gunditjmarra spaces, gathering spaces, nature play areas for children, accessible toilets and picnic spaces.

Supporting Infrastructure

Transport

Supporting transport facilities are required including car parking, coach parking, road infrastructure, EV charging and water transport.

Services

Several projects will require service connection including energy, water, waste and telecommunications. Some sites are connected to mains power including the Mission and Lake Surprise. However, renewable energy sources (solar) could be used to power all new sites. Forecast energy and water consumption for each initiative and detailed recommendations for sustainable service provision is explored in the Appendix C. WiFi will be required in key accommodation and visitor hubs.

Site Plan



Tae Rak Lake Condah

Expand Activities and Events at Tae Rak Lake Condah

- Operations building
- Natural amphitheatre
- Water activities
- Small scale event space
- Outdoor cooking



Lake Condah Mission

Strengthen Community Infrastructure at the Mission

- Cabin accommodation
- Dorm accommodation
- Toilet and picnic
- Gathering Spaces
- Nature Play



Tae Rak Traps

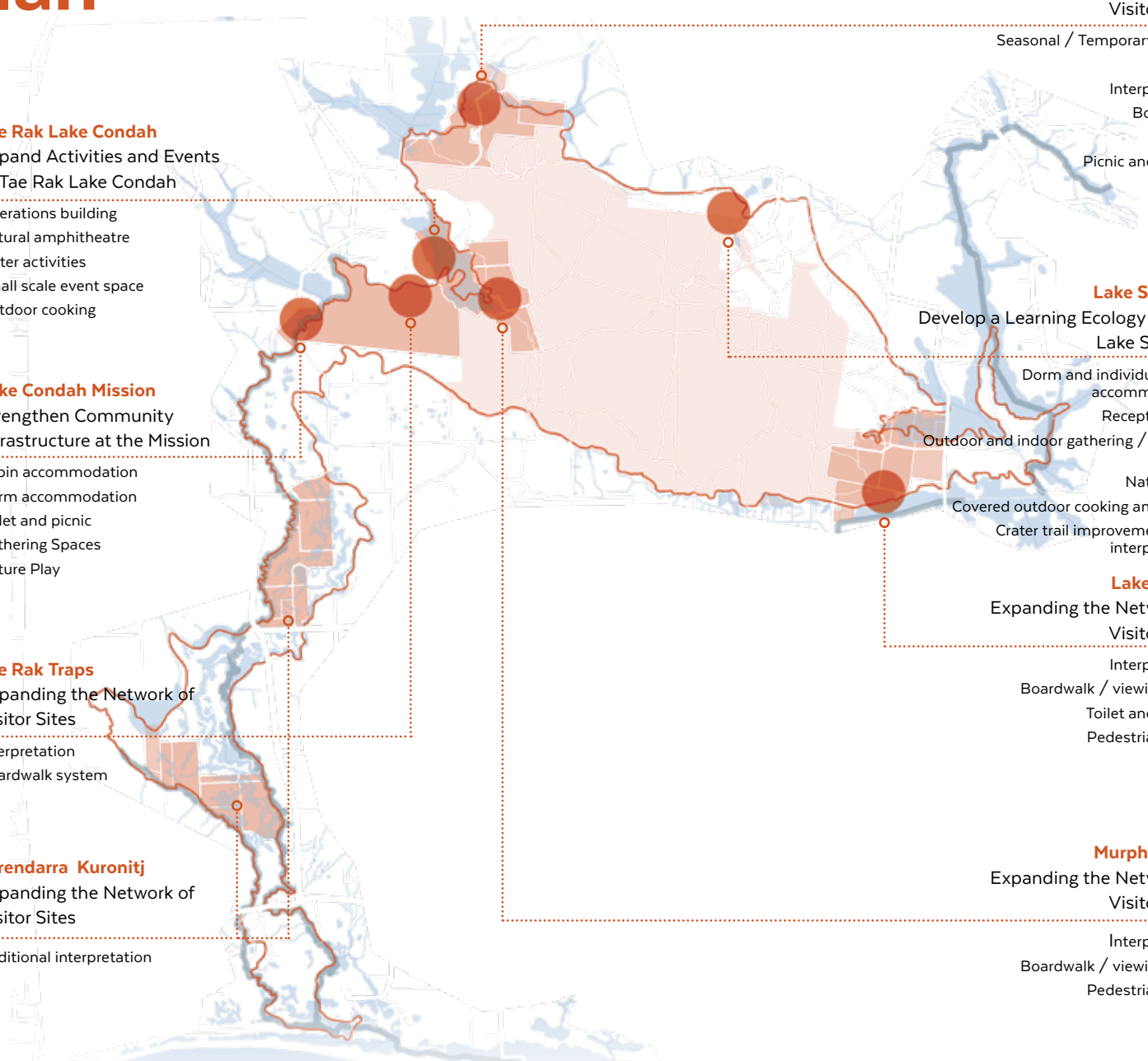
Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk system

Tyrendarra Kuronitj

Expanding the Network of Visitor Sites

- Additional interpretation



Allambie

Expanding the Network of Visitor Sites

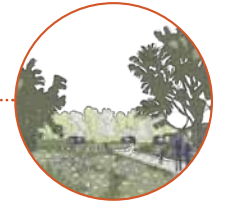
- Seasonal / Temporary Cabins
- Art trail
- Interpretation
- Boardwalk
- Toilets
- Picnic and shelter



Lake Surprise

Develop a Learning Ecology Hub at Lake Surprise

- Dorm and individual room accommodation
- Reception area
- Outdoor and indoor gathering / learning spaces
- Nature play
- Covered outdoor cooking and dining
- Crater trail improvements and interpretation



Lake Gorrie

Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk / viewing areas
- Toilet and shelter
- Pedestrian paths



Murphy's Hut

Expanding the Network of Visitor Sites

- Interpretation
- Boardwalk / viewing areas
- Pedestrian paths





Access

Access improvements should focus on enabling infrastructure that is essential to support the proposed projects for 2022-2030.

Network

The 2014 Masterplan establishes a long term vision for the road and access network. This has been updated to streamline the network and minimise the scale of works required as shown on the adjacent map. The proposed long term road hierarchy would deliver more direct access between different settings across the landscape. Most notably, a new major road connecting Lake Condah to Allambie, to Lake Surprise and to Heywood. This concept functions as a central access spine across the landscape.

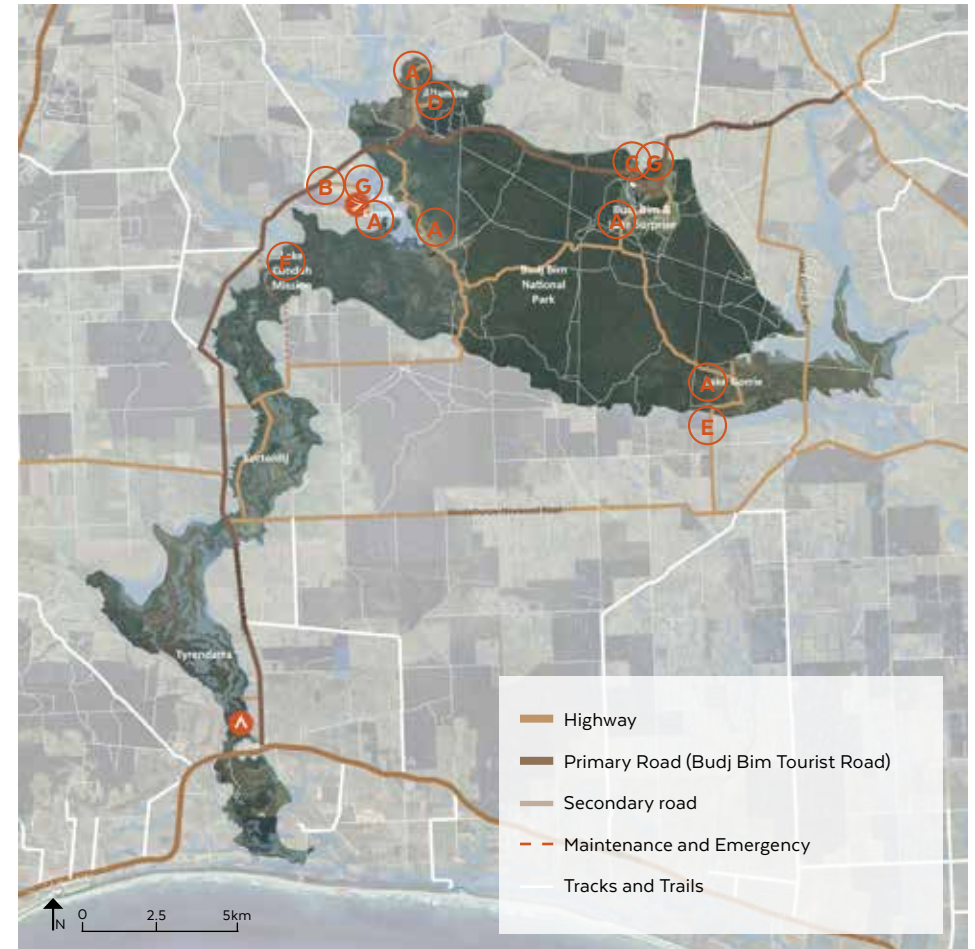
Priority Improvements

Based on the incremental growth model, requirements to protect the universal values and a strategic direction to move away from free and independent travel, major changes to the public and internal road network are not essential in the immediate implementation period (2022-2030).

For now, access improvements should focus on enabling infrastructure that is essential to support the proposed tourism and community projects for 2022-2030. This includes:

- A. Continued focus on pedestrian trails and boardwalk systems to access new sites.
- B. Upgrade road access to the Tae Rak Lake Condah Aquaculture Centre precinct from Condah Estate Road. This includes road widening and resurfacing the existing road.
- C. New road to link proposed group accommodation at Lake Surprise to the Park N Track.
- D. New access road to Allambie sink hole from Brians Road.
- E. Upgrade of Pyes Road to improve access to Lake Gorrie and address flooding.
- F. Upgrade track to Ardens Bridge and new crossing to Tae Rak Lake Condah.
- G. Additional car parking at Tae Rak Lake Condah and Lake Surprise.

As visitor numbers grow over time and with broader land acquisition, GMTOAC should investigate wider implementation of the proposed access network.



Long Term Road Network (2014 Masterplan)

An Expanded Landscape Boundary

Within the long term vision for an expanded landscape boundary, priority areas for acquisition are identified.

In the long term, the 2014 Masterplan recommends land acquisition to address landscape fragmentation and to complete the Budj Bim Cultural Landscape. This area is shown in brown on the adjacent map. Further land acquisition will:

- Support Aboriginal ownership of the Budj Bim Cultural Landscape.
- Facilitate broader landscape management.
- Strengthen and expand cultural and visitor uses.
- Improve connectivity and access.
- Enable cultural strengthening.
- Enable environmental conservation.

Within the long term vision for an expanded landscape boundary, priority areas for acquisition are identified. These are not essential to delivering the projects in this Masterplan but are recommended priorities.

1. North of Tae Rak Lake Condah

- Facilitate direct access between Allambie and Tae Rak Lake Condah.
- Enhance management of water flows and aquaculture systems.
- Acquire land for potential location for luxury accommodation.

2. West of Tae Rak Lake Condah

- Enhance management of water flows and aquaculture systems.
- Improve access to Tae Rak Lake Condah and aquaculture centre

3. South of Tyrendarra IPA

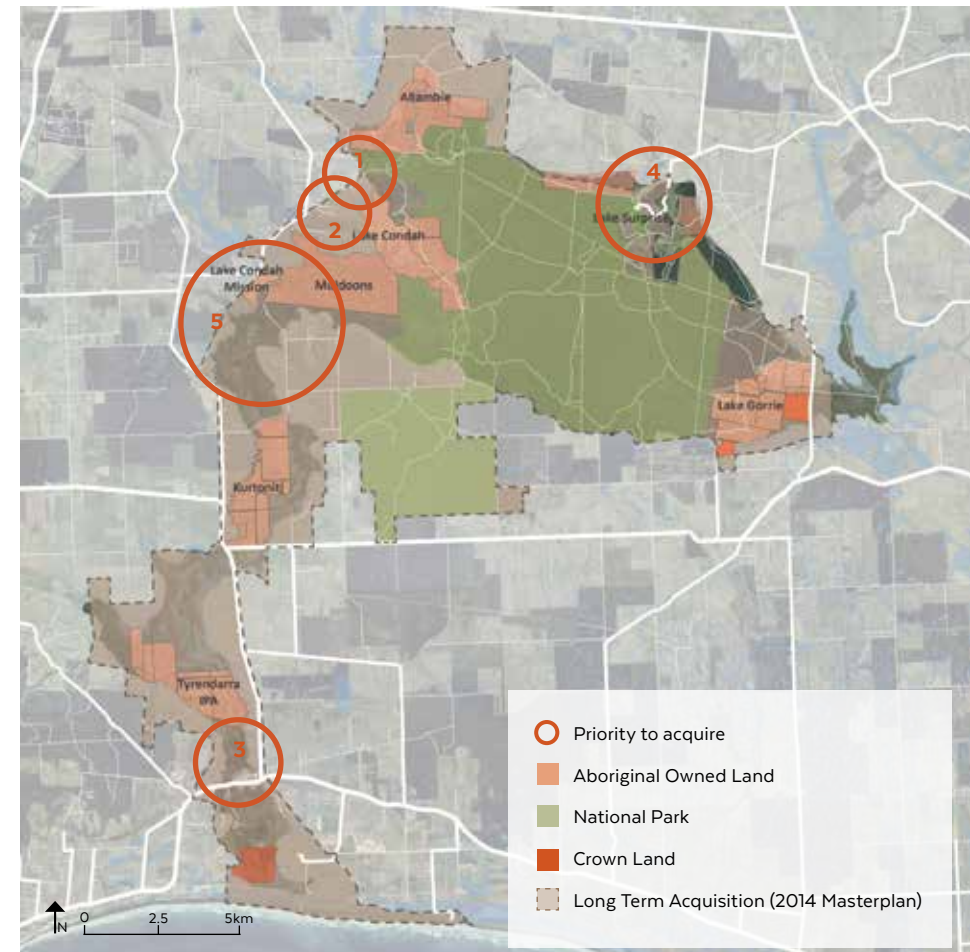
- Enhance management of water flows and aquaculture systems.
- Fill in the gap and provide a continuous connection between Tyrendarra IPA and Tyrendarra Recreation Reserve area.
- Support land management practices.
- Support environmental conservation and protection

4. Budj Bim and Lake Surprise

- Support environmental conservation and protection.
- Acquire land for potential location for accommodation and tourism uses.
- Fill in the gap and provide a continuous connection surrounding Budj Bim and Lake Surprise.

5. Tae Rak Traps and Mission

- Strengthen access to culturally significant sites for Gunditjmara.
- Support land management practices.
- Future proof land to deliver the Budj Bim Tourist Road in the long term.



Priority Land Acquisition and Proposed Landscape Boundary (2014 Masterplan)

Direction One

**Expand Activities
and Events at Tae
Rak Lake Condah**



Lake-Side Visitor Hub

The existing Aquaculture centre creates a natural visitor hub in the landscape and focal point for tourism activities and base to build off. Expanded facilities here will strengthen the current offer and maximise the potential of existing assets.

Expanded facilities at Tae Rak Lake Condah should focus on seasonal events and activations. The idyllic lake setting accompanied by a program of cultural, arts, culinary, performance, night time events will offer a unique and exclusive experience for guests.

Activation opportunities strongly align with the celebration of Gunditjmara cultural practices and history that is central to the aspirations for the Budj Bim Cultural Landscape. The flexible and adaptive nature of the installations will ensure Country is protected, community is strengthened, and Gunditjmara people have opportunities to deepen their knowledge of Country and ties to Country.



Precinct



Considerations



Flexibility

Event spaces and activations must be flexible and adaptive to changing conditions, changing needs, different uses and a developing tourism market.



Resilience

Tae Rak Lake Condah is subject to flooding and bushfire. Design and siting must consider how facilities interact with threats in a changing climate.



Exclusive

Tae Rak Lake Condah's scenic setting and unique story is a key selling point. Installations should likewise offer visitors a unique and exclusive experience.



Authenticity

The performances and displays must be distinctly Gunditjmara. Storytelling should be authentic and honest.



Arrival Point

Building off the Aquaculture Centre, new facilities should support this precinct as a main visitor arrival point and gateway to the landscape. The design of new facilities should maintain key site lines to the Aquaculture Centre.



Social Connection

Events, activities and their spaces should support social and community connections, uplifting Gunditjmara storytelling and encouraging engagement.



Seasonality

Tae Rak Lake Condah experiences significant seasonal shifts in hydrology and climate. Programs offered will reflect and celebrate these changes, creating a dynamic and adaptive experience that visitors will want to return to.



Aquaculture Complex

Continued aquaculture practices of the Gunditjmara must be prioritised above all else.



Overnight Accommodation

Tae Rak Lake Condah has potential for overnight accommodation. Spatial constraints means this will be subject to land acquisition in future.



Night-time Activation

Event spaces and their supporting infrastructure will be dynamic and offer unique night time experiences.



Proposed Masterplan

Existing Conditions



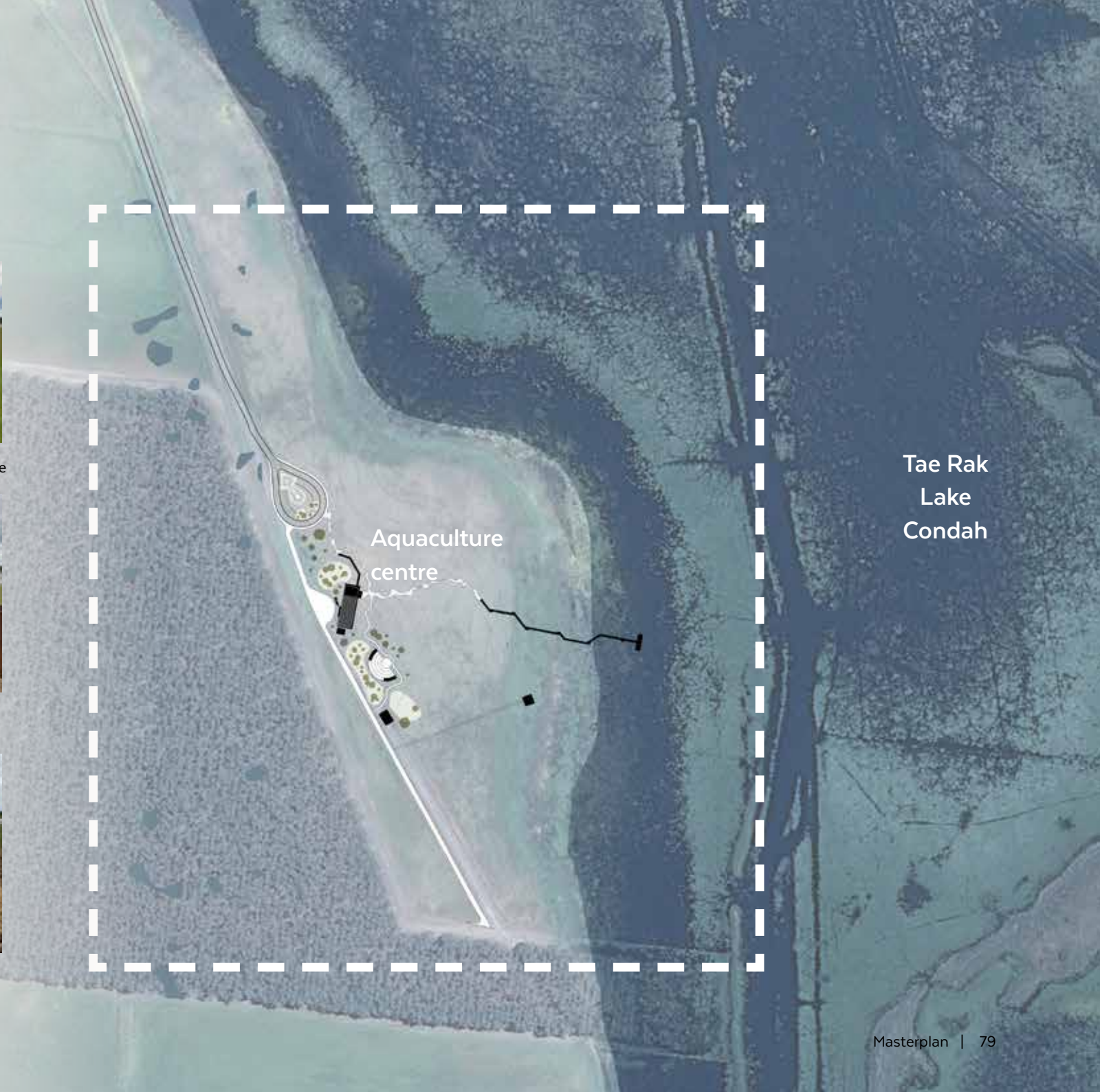
① View looking towards the Aquaculture centre



② View looking east towards the carpark



③ Looking east towards Tae Rak Lake Condah



Tae Rak
Lake
Condah

Components



Interpretation

Opportunities for visitors to enjoy the lake edge, providing guests exceptional views and interpretations of Tae Rak Lake Condah and surrounds. This comprises:

- Large scale interpretation.



Natural Amphitheatre

Natural amphitheatre with capacity to accommodate a maximum 250 people suitable for a wide range of events and gatherings. This comprises:

- Informal seating in a terraced arrangement.
- Central stage area with storage.



Informal Event/Gathering Space

New small scale event space allowing for immersive and intimate storytelling. This comprises:

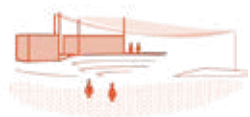
- Small scale gathering area/yarning circle.



Day Use Facilities

New small scale outdoor kitchen space. This will be covered, secure and suitable for classes, catering and culinary events. This comprises:

- Covered cooking facilities.



Visitor Operations Building

New building that expands supports tourism operations at Tae Rak Lake Condah. This comprises:

- Bathroom facilities.
- Change rooms for amphitheatre.
- Offices.
- Storage.



Water-Based Activities

New facilities to support water activities that allow visitors to experience the lake. This comprises:

- Storage for 20 kayaks.
- A pontoon for 20 people.



Supporting Infrastructure

This is the infrastructure that will support the access and execution of all the aforementioned facilities and amenities. This comprises:

- Lighting.
- Car park.
- Landscaping.
- Incoming road upgrade.
- Solar and three-phase power to support audio-visual systems for performances.
- Off-grid water and waste systems.



Supporting Initiatives

These are not physical assets but supporting projects needed to bring this direction to life. This comprises:

- Events program for seasonal events (culinary, art, cultural) and night time events. See overpage for examples.



Circular Economy Opportunity

Culinary Food Waste Management

What

A systematic approach could be taken for restaurants and cafés on site including waste reduction strategies (incentivise less waste produced), recyclable or compostable packaging use, seasonal menus and leftover food sale reduction.

Why

- Reduce food waste and loss cost associated with waste
- Reduce transport of food to site

Potential Events



Night Time Events

Using innovative audiovisual (AV) technology, night time events and shows can be offered using the amphitheatre as a venue. This could include dark skies or stargazing events, storytelling, light and AV shows and augmented reality.



Culinary Events

There is potential to offer food and beverage experiences linked to native and local foods – including the kooyang. This could include fine dining, catch and cook experiences, cooking classes and food festivals designed to deepen visitors experience and understanding of Country and traditional practices.



Art and Performance Events

Potential to offer events or interactive classes that showcase Gunditjmara arts, craft and performance. This could include dance, storytelling, music, visual art and craft.



Cultural and Community Events

The event spaces at Tae Rak Lake Condah can also be used by Gunditjmara for gathering and cultural strengthening activities. This could include hosting community events, talks, performance and gatherings.



Credit: Accuraco

Direction Two

**Develop a Learning Ecology
Hub at Lake Surprise**

A Uniquely Gunditjmara Learning Experience

As school curricula evolve to place increasing focus on Aboriginal practices, culture, justice and history, the Budj Bim Cultural Landscape is well positioned to offer a uniquely Gunditjmara learning experience for school children and tertiary groups.

The learning ecology concept aligns with storytelling, intergenerational learning and a continued protection of culture, core values and aspirations of the Gunditjmara. It also offers a highly managed and controlled approach to access and visitor numbers.

While learning and interpretation for school and education groups can occur across the landscape, Lake Surprise will serve as a central hub and starting point for these groups.



Precinct



Considerations



Overnight Accommodation

Accommodation should be provided on site to offer an immersive experience for visitors and to create value and opportunities for Gunditjmara.



Flexibility

Learning spaces, event spaces and accommodation should be designed to cater to a range of groups and uses. This includes corporate, research, Gunditjmara and other special interest groups.



Scale

In line with visitor targets, group accommodation and education facilities should be designed to accommodate two school groups at a time.



Interface

Interface with the National Park and other publicly accessible land needs to be managed to ensure security and landscape protection.



Storytelling

Stories of Budj Bim and Gunditjmara must form the basis of all interpretation and learning program development.



Authenticity

Learning experiences will be uniquely and authentically Gunditjmara.



Immersive

Experiences should be meaningful and deeply engaging for all visitors. Visitors should feel connected and gain a new appreciation of Country.



Innovative

Education should be enhanced through integration with innovative digital technologies and flexible classrooms.



Lasting Impression

Experiences should encourage learnings to last a lifetime and encourage return visits.



Accessible

The precinct and facilities should be accessible and safe for all users including those with mobility restrictions.



Proposed Masterplan

Existing Conditions



① View looking north from Park North Track



② View looking north west



③ Lake Surprise



Components



Learning Space

A new space to support school and special interest groups, cultural training programs, community meetings, small corporate functions and special displays or exhibitions. This comprises:

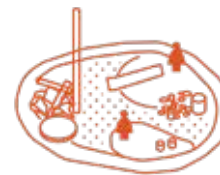
- 2 x classrooms / activity rooms equipped with AV facilities.



Informal Outdoor Learning/Event Space

A new informal outdoor gathering space, capable of hosting events, outdoor classes or learning experiences. This comprises:

- Informal seating area.
- Central stage area.



Nature Play

Educational play area designed as one with nature. The nature play area designed for interactive learning linked to Gunditjmarra culture. This comprises:

- Nature play area.



Group Accommodation

A new flexible group accommodation facility that will cater to a range of groups. This comprises:

- 10 x stand alone private rooms.
- 2 x dormitory style accommodation buildings each containing two rooms sleeping 20 people (80 beds total).
- Common area (lounge, games, tv).
- Outdoor covered kitchen.
- Reception / caretakers area.
- Shower and bathroom facilities.
- Outdoor covered cooking and dining area.



Crater Trail and Interpretation

New interpretation and access improvements at Lake Surprise around the crater edge. This comprises:

- Expanded interpretation.
- Upgraded pedestrian trails with benches at respite points around the Lake Surprise crater edge from the carpark to the new lookout.
- Expanded interpretations.
- Pedestrian trails with benches.



Supporting Initiatives

These are not physical assets but supporting projects needed to bring this direction to life. This comprises:

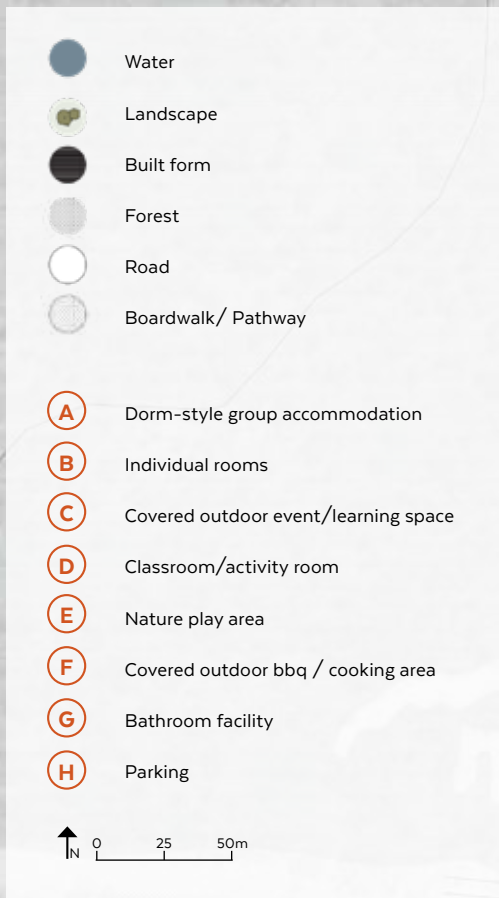
- Considered development of programs for school and corporate groups. Including curriculum based workbooks and itineraries.
- Partnerships to develop school packages and corporate team building packages.
- Collaboration with other Aboriginal learning destinations in the region.



Supporting Infrastructure

This is the infrastructure that will support the access and execution of all the aforementioned facilities and amenities:

- Pedestrian paths and trail lighting.
- Landscaping.
- New access road.
- Car park/park and ride.
- Mains (existing) or solar power system.
- Off-grid water and waste.
- Wifi.



Circular Economy Opportunity

Modular Building Design

What

Designing buildings, structures, flooring in modules allows component modules to be added, removed or replaced as required. Modular construction allows for the building and the site work to be completed simultaneously. Assembly is independent of weather, which can increase work efficiency and avoids damaged building material.

The manufacturer has records of exactly what quantity of materials are needed, meaning that builders can design systems that use common lengths and cut items with maximum efficiency, thus helping to reduce material wastage.

Why

- Decrease construction, costs and impacts required
- Start with a smaller investment that is flexible and need and demand changes
- Enable different groups to be catered to in one space

Direction Three

Expand the Network of Visitor Sites





Multi-Site Experiences for Layered Storytelling

The Budj Bim Cultural Landscape is much more than any one location or any one story. To support meaningful understanding of complex and layered stories of the Budj Bim Cultural Landscape visitors should experience a range of sites across the landscapes.

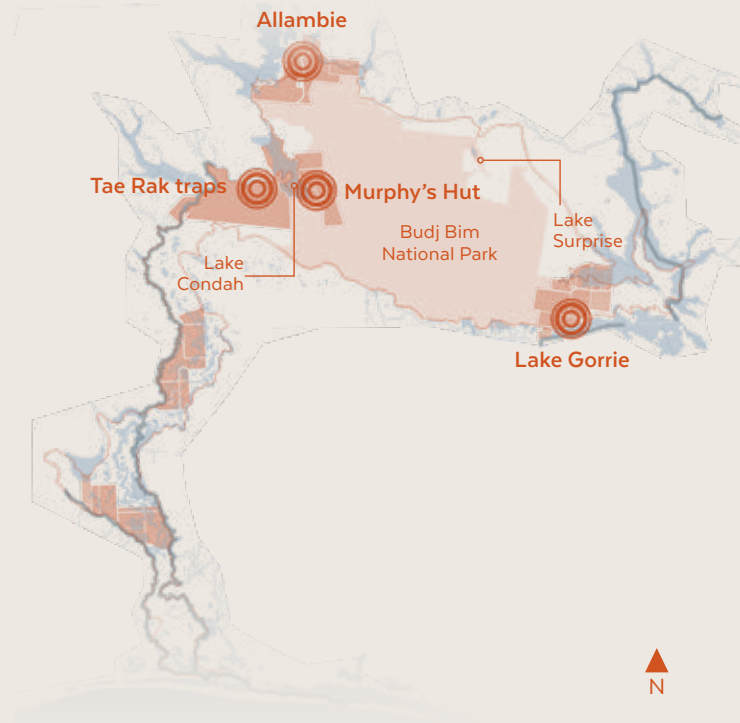
Implementation of the 2014 Masterplan Stage 1 has delivered a range of interpretation and visitor facilities at key sites including Tyrendarra IPA, Tyrendarra recreation reserve, Kurtonitj, Lake Surprise and Tae Rak Lake Condah.

This should now be expanded to build a consistent and comprehensive base of visitor facilities across the Budj Bim Cultural Landscape. This will support the existing tours and allow for expanded offers. This expanded infrastructure is foundational to any future tourism direction.





Precinct



Considerations



Protecting Sensitive Areas

Interpretation and boardwalk access should serve a visitor management tool, directing visitor movement to protect sensitive cultural or environmental areas.



Lightly Touching Country

Siting, orientation and scale of facilities should be designed to sit as one with the landscape and minimise the visual and physical impact of built form.



Consistency

Expanded facilities should ensure the style, design and quality is consistent to create a cohesive experience for visitors.



Storytelling

Stories of Budj Bim and Gunditjmara must form the basis of all interpretation and artistic installations.



Cohesion

Hubs will form part of a larger offer; facilities, interpretations and art installations connected through strategic trails. The entire landscape will tell a cohesive story about Gunditjmara Country, culture, and community.



Accessibility

Facilities should employ universal design principles to allow for equitable access to key sites across the landscape.



Innovation

Explore opportunities to incorporate digital layers to interpretations and storytelling.



Proposed Masterplan

Existing Conditions



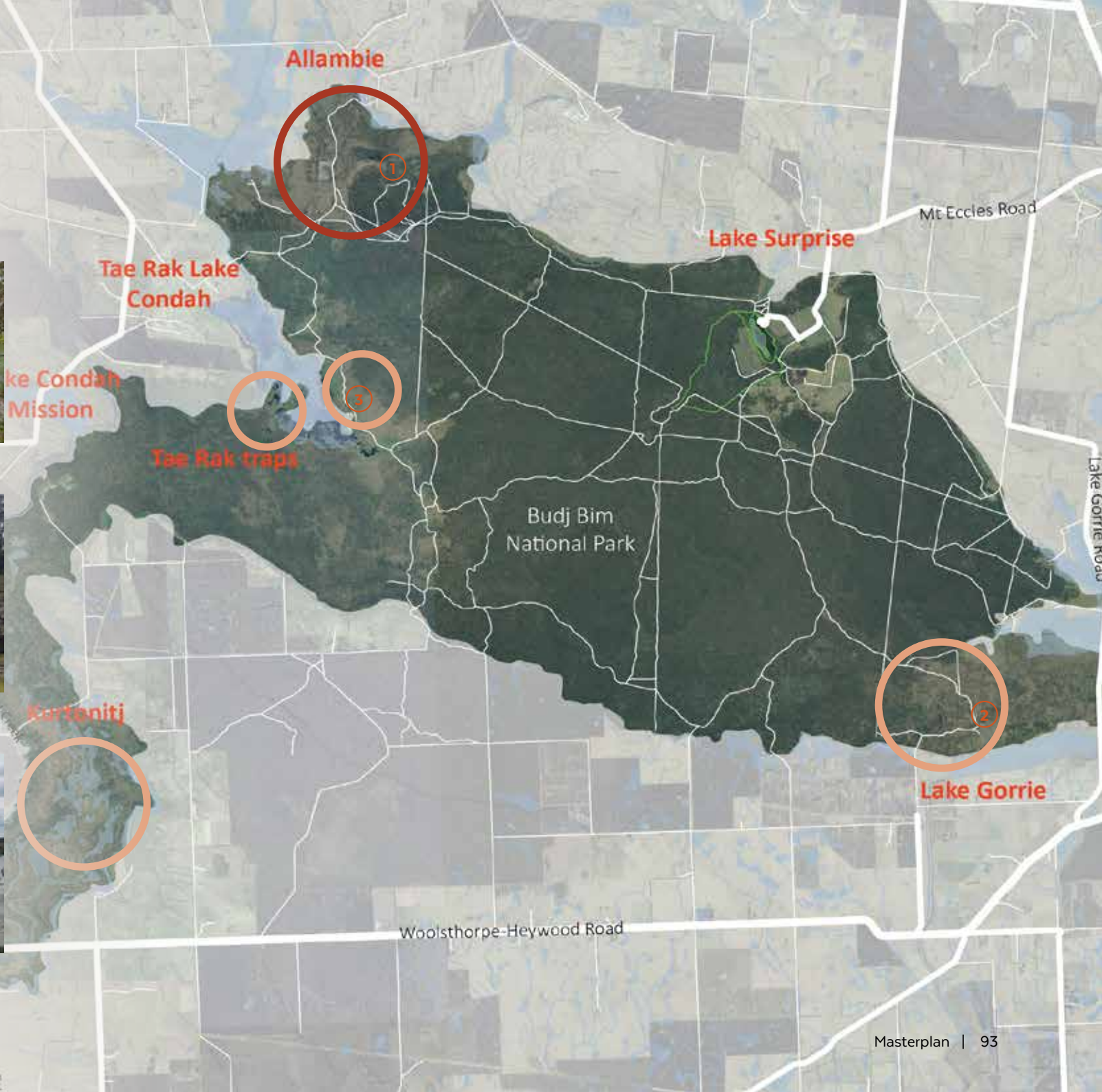
① Allambie



② Lake Gorrie



③ Murphy's Hut



Components - Allambie



Day Use Facilities

New facilities for visitors including shelter, toilets, drinking water, picnic areas and interpretation features. These will fill the gaps at key visitor sites across the Budj Bim Cultural Landscape.



Temporary Self-Contained Cabins

Temporary self-contained cabins to support overnight stays on Country. These will be fully off grid and to a high design quality. Their temporary and modular design means they can be moved around the landscape to test optimal locations and monitor impact on the landscape. Cabin design can be created to reflect Gunditjmara iconography and design. Allambie is proposed as a first priority for testing.



Boardwalk, Trails and Interpretation

Building on implementation of the 2014 Masterplan Stage 1, further boardwalks, trails and interpretations to fill in the gaps across the Budj Bim Cultural Landscape at the visitor sites. This comprises:

- Accessible curvilinear elevated deck systems and trails, providing access to view points.
- Interpretation panels and displays.
- Gravel pedestrian trails.



Art Trail

Art and sculpture trail that showcases and celebrates Gunditjmara creativity and culture. The trail is proposed at Allambie.



Supporting Infrastructure

This is the infrastructure that will support the access and execution of all the aforementioned facilities and amenities:

- Upgrades to current access vehicle tracks.
- Pedestrian trails and paths.
- Off-grid water and waste.
- Wifi.



(A) Day use facilities	Water
(B) Temporary self contained cabins	Landscape
(C) Boardwalk, trails and interpretation	Built form
(D) Art works	Forest
(E) Parking	Road
	Boardwalk/ Pathway

N 0 50m



Circular Economy Opportunity

Relocatable buildings

What

Designing temporary accommodations which can be easily dismantled and moved to different locations within the ecosystem as and when seasons and tourist traffic dictates.

Why

- Reduce food waste and loss cost associated with waste
- Reduce transport of food to site

Renewables for buildings and vehicles

What

Generating renewable energy on site for use in buildings and to enable electric vehicles to be charged using renewable energy.

Why

- Reduce greenhouse gas emissions
- Cost savings during operations
- Attract people with electric vehicles

Components - Murphy's Hut, Tae Rak Traps and Lake Gorrie



Boardwalk, Trails and Interpretation

Building on implementation of Stage 1 of the 2014 Masterplan, further boardwalks, trails and interpretations to fill in the gaps across the Budj Bim Cultural Landscape at the visitor sites. This comprises:





- Accessible curvilinear elevated deck systems and trails, providing access to view points.
- Interpretation installed across Lake Gorrie, Murphy's Hut, the Tae Rak traps, Kurtonitj and Tyrendarra.
- Gravel pedestrian trails.



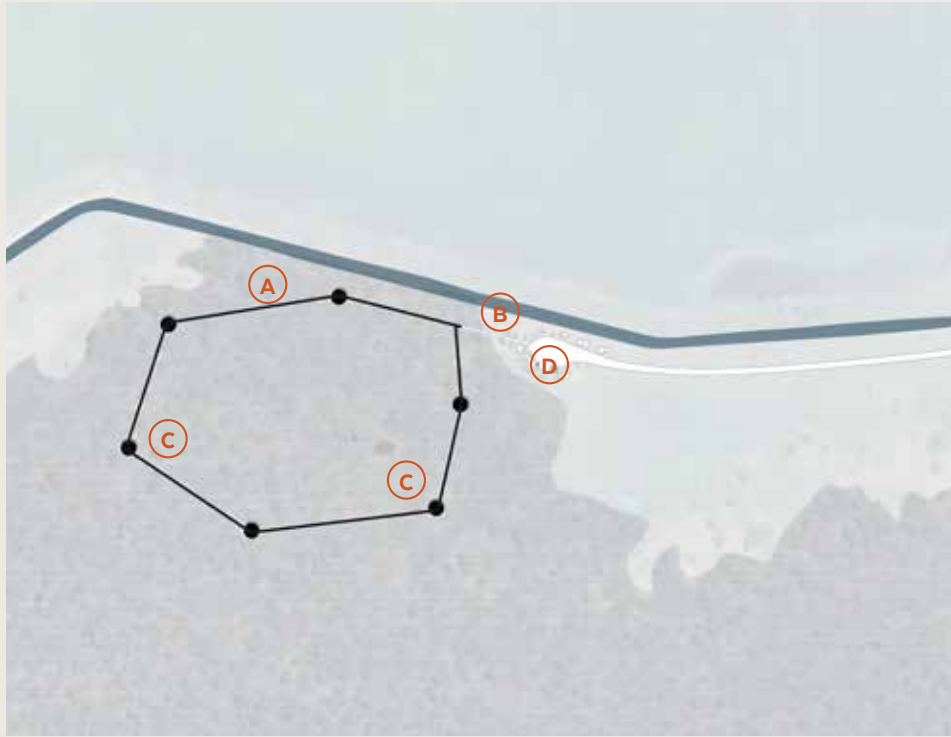
Tyrendarra boardwalk network



Murphy's Hut

-  Boardwalks
-  Pedestrian path
-  Interpretation
-  Parking





Tae Rak Traps

- (A)** Boardwalks
- (B)** Pedestrian path
- (C)** Interpretation
- (D)** Parking



Lake Gorrie

- (A)** Boardwalks
- (B)** Pedestrian path
- (C)** Interpretation
- (D)** Parking



Direction Four

Strengthen Community

Infrastructure at the Mission





A Space for Mob to be Mob

Gunditjmara identified the need for private spaces within the Budj Bim Cultural Landscape in order for them to be on and connect with Country and community. Critical to this space is the autonomy and exclusivity that must be provided to the Gunditjmara community.

The Lake Condah Mission holds strong significance for individuals, families and as a community. Gunditjmara have expressed desires to maintain this as a generative and spiritual healing space to stay on Country, to connect with each other, to learn about culture, and to honour Elders and ancestors.





Precinct



Considerations



Privacy

The Mission should be kept exclusively for the Gunditjmara community and invited guests.



Social Connection

Provide a generative space for social connection. Infrastructure should support recreation, sharing and social activities that foster connection.



Memorial

Memorial spaces should be incorporated to pay tribute to Gunditjmara Elders, warriors and ancestors. It should recognise and celebrate the achievements of Gunditjmara while recognising and acknowledging the past.



Returning

Additional accommodation is essential to support Gunditjmara to return to and stay on Country.



Healing

The Mission should be a safe and restorative space for Gunditjmara to be on Country and support their spiritual healing.



Intergenerational

Spaces should support families including children and Elders. Learning, storytelling and connection across generations should be encouraged.



Accessibility

Employ universal design principles to ensure Elders and those with mobility restrictions can access and stay on Country.



Cemetery

Condah Estate Road



Mission

Keeping place



Components - Lake Condah Mission



Community Accommodation

New accessible community accommodation for the exclusive use of Gunditjmara. This comprises:

- Self-contained one bedroom cabins with ensuite and veranda.
- Dorm style accommodation for 20 kids.
- Toilet facilities.



Community and Recreation

Recreation spaces to support community connection. This comprises:

- A yarning circle with seating for up to 25 people.
- A nature play area for children.
- Upgraded recreation room with expanded veranda and new kitchen facilities.
- Picnic area.



Native Memorial Garden

A native garden for education and memorial. Interpretive displays can support learning about native plants, traditional healing and food practices. Memorial, historical and interpretive displays will also be incorporated into the design. The community should be closely engaged during the design of this initiative.



Administration

Expansion of the Keeping Place office building (Stage 2).



Supporting Infrastructure

This is the infrastructure that will support the access and execution of all the aforementioned facilities and amenities:

- Pedestrian paths and lighting.
- Upgraded roads and access tracks.
- Car parking.



Pedestrian Bridge

Reinstate a bridge across Darlot creek to create access to Tae Rak Lake Condah from the Mission.



Circular Economy Opportunity:

Material selection

What

There is an opportunity to integrate locally and culturally relevant materials in construction such as timber and bluestone (local basalt). It would reduce the supply chain of sourcing for materials from distant lands. Consider using materials that can be reused, recycled or composted.

Why

- Reduce supply chain distances
- Reflect local landscape



Cemetery

A Memorial Garden

B Parking

Water

Landscape

Built form

Forest

Road

Boardwalk/ Pathway



Direction Five

Launch an Off-Site Awareness Raising Campaign



Reach of Gunditjmara Storytelling

Awareness raising will continue to be a strategic part of this Masterplan. Beyond marketing and communications, a more expansive range of options need to be considered for the Budj Bim Cultural Landscape story to reach a wider audience.

A core opportunity is the development of a cutting-edge interpretative display of Budj Bim's volcanic and Aboriginal creation story. This should be delivered in partnership with existing arts or heritage institutions in a central Melbourne location.

The central Melbourne location would provide the opportunity to attract larger numbers of visitors and build awareness of the Budj Bim Cultural Landscape.

Flexible design could enable elements of the exhibition to be housed at the Budj Bim Cultural Landscape or at other locations in Victoria, Australia or internationally.



Credit: Michael Peters Photography

Components



Central Melbourne Event

Concept of a large scale exhibition staged at a central Melbourne venue telling the story of Budj Bim volcanic creation and life. The exhibition should be led and developed by Gunditjmara showcasing creativity and stories. Innovative technology, AV and the moving image to create a compelling display appealing to a broad audience.



Visitor Centre Displays

Story telling begins at the visitor centre through digital and physical displays that are accessible to a diverse audience. Consider introducing off-site marketing and information at visitor information centres at:

- Heywood
- Brambuk
- Port Fairy
- Portland
- Dunkeld



Credit: Guardian – Bangarra dance company

Considerations



Authenticity

Storytelling should be told by Gunditjmara and involve local people, artists, storytellers in all steps of the process.



A Teaser

Activations, visitor centre displays, documentaries and editorials should share a taste of the story, but not everything. It should spark interest and excitement, enticing people to visit, experience and stay on Country.



Maximise Reach

The activations should appeal to a broad audience, by displaying the range of offers and experiences visitors could have on Country. The campaign should be communicated through a range of compelling online and offline mediums to ensure the message is accessible for everyone.



Partnerships

Partnering with galleries and museums like ACMI or Melbourne Museum will provide a strong and established platform for the off-site awareness raising.



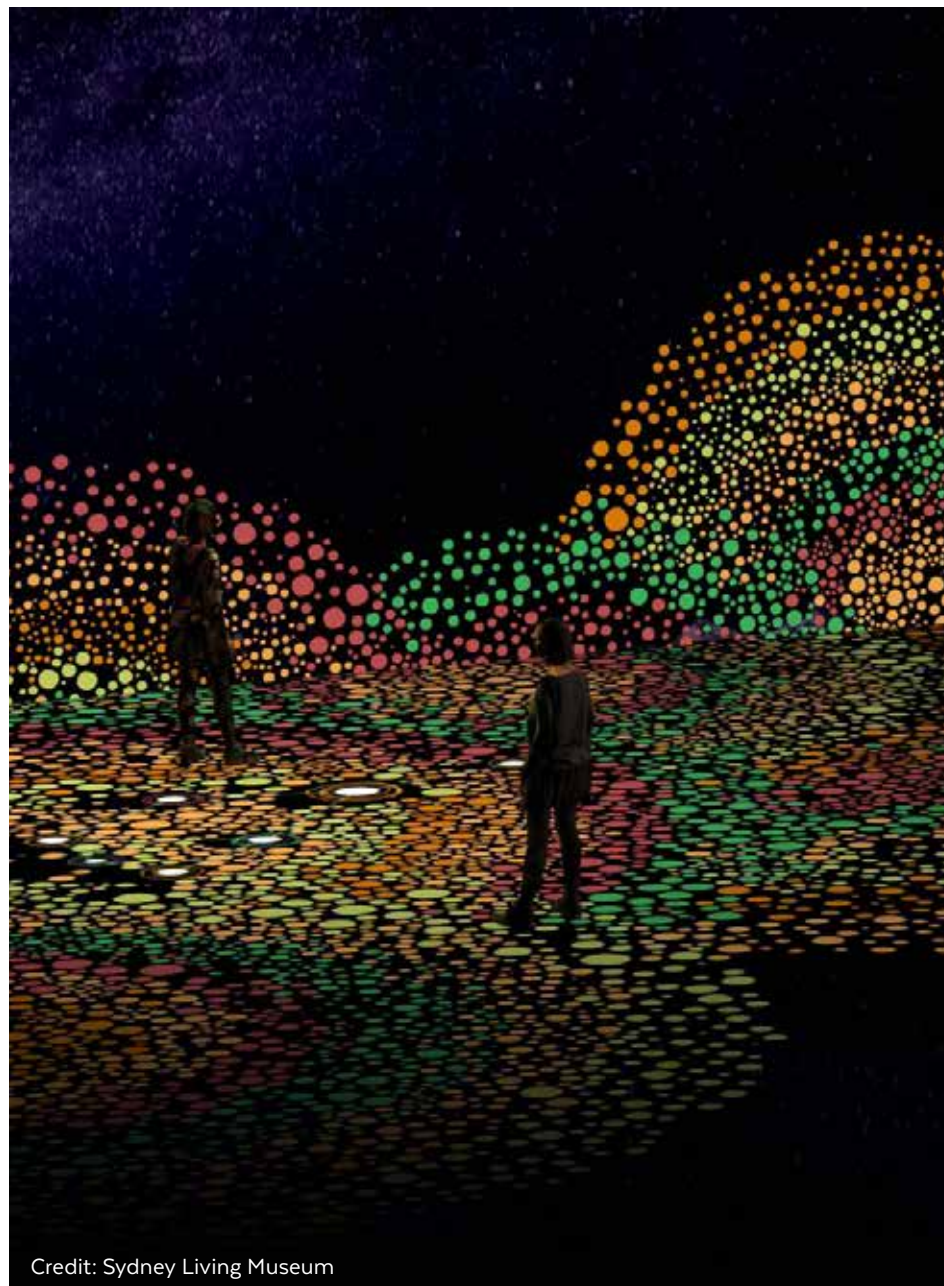
Innovation

Campaigns and displays should utilise innovative technologies to provide an immersive and enticing experience for visitors. This will be done through virtual and augmented reality and a range of audio-visual displays to entice visitors.



Portable

The off-site awareness raising campaign should be designed to change in location and form, so portability and flexibility is essential.



Credit: Sydney Living Museum

Case Study



Songlines: Tracking the Seven Sisters, Walinynga, SA

Songlines: Tracking the Seven Sisters is an award-winning exhibition that is touring internationally in Plymouth, UK, after being viewed by more than 400,000 people in Australia.

Tracking the Seven Sisters features more than 300 paintings, photographs, and objects made by more than 100 Indigenous Australians, and celebrates a Dreaming story significant to the Pitjantjatjara and Yankunytjatjara people.

The Seven Sisters rock art at Walinynga in remote north-west South Australia has historically only been seen select visitors in the company of the traditional owners. The

National Museum of Australia has created an interactive, digital, panoramic tool which allows viewers to explore the delicate, rich landscape remotely.

While this site does not encourage direct, on-Country tourism, Indigenous tourism offers can take inspiration from the success of the off-site awareness raising through exhibitions and innovative digital tools.



Yolnu Tourism, Arnhem Land, NT

Yolnu Tourism is currently undertaking strategies to increase overnight stays and overall travel to the area. Currently, their off-site awareness raising campaigns focus on:

- Developing a unique, memorable brand for Arnhem Land.
- Marketing and promotion through social media and website development.
- Partnership with a range of domestic and international transport operators, tourism groups.
- Engagement with schools and corporate customers.

Yolnu Tourism's awareness raising is primarily driven by digital strategies, wide-reaching marketing, and specific strategies targeting key group demographics such as schools and corporate groups. This is supported by an increased number of partnerships.



Ngaran Ngaran Cultural Awareness, South Coast, NSW

Ngaran Ngaran Cultural Awareness (NNCA) run Culture and Community Responsive Training for businesses and organisations, creating better understanding of Aboriginal people, history, and culture. This creates another revenue stream for community while raising awareness of Country.

NNCA also run Bring Back The Warrior - a holistic wellbeing initiative to help Indigenous males heal, reconnect to traditional practices and roles in their community, and improve broader health outcomes.

This program incorporates social media, podcasts, and outreach to encourage men to engage in this experience on Country.

NNCA produced video content for permanent installation at the Australian Museum's Garrigarrang: Sea Country exhibition. This exhibition serves to celebrate the cultures and spiritual traditions of the Salt Water People who call sea country home.

The NNCA Traditional Dancers group is another key component of their off-site awareness raising - performing at a range of local, interstate and international events.

Learnings

- Collaboration on a permanent museum exhibition celebrating Indigenous peoples in the region.
- Community-led design and development leveraging local skills, capabilities and creativity.
- Cultural awareness initiatives provide employment for Aboriginal peoples while improving awareness and understanding.
- Strong partnerships with community, health and justice organisations for healing tourism.
- Leverage dancing/art groups for off-site campaigns.
- Create consistent digital content through social media and podcasts.
- Develop an interactive online visual tool to show visitors less accessible or more delicate parts of a landscape.
- Create a unified and alluring brand for the landscape.



IMPLEMENTATION 06



Implementation of this Masterplan continues the incremental and sustainable development of community and tourism assets.

-

Implementation Strategy

This Implementation Strategy sets out the recommended principles for project sequencing, timing and governance to deliver this Masterplan.

This Implementation Strategy includes:

- Visitor targets and timeframes
- Sustainable growth model
- Project phasing
- Planning approvals
- Governance
- Masterplan economic impact and benefits
- Costs and business feasibility

Visitor Targets and Timeframes

The sustainable tourism growth model set out in this Masterplan is based on incremental growth and delivering a cluster of guided experiences, to build tourism appeal for target markets. The implementation strategy builds on and expands existing markets. The primary market opportunity is existing visitors in the Moyne and Glenelg area, including:

- Attracting domestic visitors in the Great Ocean Road region.
- International touring visitors along the Great Ocean Road and Melbourne to Adelaide route.
- Building trade from schools market.

Secondary market opportunities include:

- Niche markets such as team building experiences, research and special interest groups.

Visitor Targets 2022-2030

The target visitation for the period 2022-2030 is as approximately 40,000 overnight visitors and 25,000 day trip visitors. This figure includes targets for school visitors at 2,500 day visitors and 15,000 overnight visitors.

Long Term Targets (Beyond 2030)

The 2014 Masterplan establishes long term visitor target of approximately 150,000 annual visitors, subject to further land acquisition and accommodation development over time.

Dependencies

Implementation of this Masterplan requires:

- **Continued community engagement:** ongoing engagement will be required in progressing projects to development and implementation with community ownership.
- **Community support:** to ensure comfort and progress community-led initiatives such as the awareness raising campaign, event development, art and sculpture trail and tourism product development.
- **Workforce participation:** authentic visitor experiences and project development relies on Gunditjmarra employment.
- **Continued strong partnerships:** including government, tourism and management partners and potentially the private sector.
- **Continued government support:** investment, political championing, advocacy and subsidy is required to assist GMTOAC realise visitor targets and aspirations.

Implementation Principles

The following principles are consistent with those set out in the 2014 Masterplan. They guide project identification and the approach to implementation for 2022-2030.



The 'slow build' approach: visitor numbers remain relatively low. The next eight years of implementation supports scalable, incremental growth.



Branding: continued delivery of high quality infrastructure with a unique identity and a new focus on awareness raising and activations to build market awareness and visitor numbers.



The way in which the Budj Bim story is told important: a focus on expanding visitor infrastructure to a new range of settings. This supports diverse experiences that reflects the diverse landscape.



Staged development: Implementation of priority projects over the next eight years should be phased to support incremental growth that builds capacity and tests impacts over time.



Building partnerships: fostering partnerships and relationships with the community, private sector and government remains critical in this next phase of implementation.



Grow the breadth and quality of the landscape over time: continue to work towards long term aspirations for land acquisition and access improvement set out in the 2014 Masterplan.

In addition to the 2014 Masterplan-aligned principles, this Implementation Strategy has been developed based on the two principles below. These principles enhance the objectives of self-determination and community benefit:



Community infrastructure developed alongside tourism: community facilities for Gunditjmara should be delivered alongside tourism development. Revenue generated from tourism activities, can then be re-invested into community infrastructure over time.



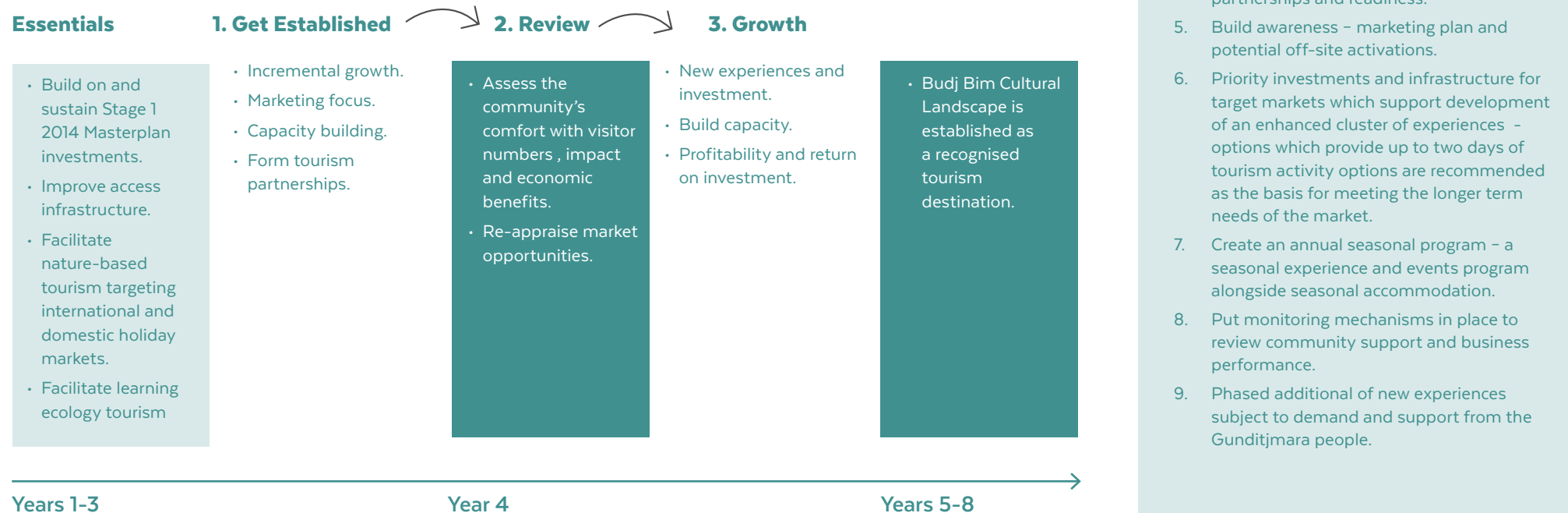
Community-led implementation at the Mission: Staging and design of community infrastructure should reflect Gunditjmara priorities. High priority projects were identified through engagement for this Masterplan, however, this should be tested and confirmed as projects develop.

Sustainable Growth Model

The sustainable growth model for tourism is based on incremental growth over an eight year period.

As shown below, there are three components to this model:

1. Getting established in the market with the focus placed on getting the priority infrastructure and experiences related to target market opportunities in place.
2. Review and appraisal - are partners and communities comfortable?
3. Growth phase, where subject to market demand, capacity and investment expands the range and depth of experience further.



Priority Projects and Phasing

Projects that enable Gunditjmara connection to Country, healing and sustainable tourism opportunities should be prioritised first.

The phasing of this Masterplan is designed to respect and grow the breadth and quality of the landscape over time, develop the Budj Bim story and build strong partnerships over time.

Phasing Principles

Overall, the rationale for recommended phasing within the next eight years is:

- Prioritise revenue generating activities to leverage returns and, when operational, to fund later construction of other infrastructure.
- Prioritise administration and operational spaces that are essential for tourism activities and are enablers for visitor number growth.
- Focus on expanding visitor experiences such as trails, interpretations as enablers for visitor accommodation. This can be built progressively prioritising access to new settings first.
- Critical infrastructure such as site works, access and service infrastructure are necessary first steps.

- In the short term, one third of investment should be provided to deliver community infrastructure alongside tourism infrastructure from identified grant bodies.
- Community accommodation and memorial spaces are high priority initiatives for the community.
- Consolidate planning and design work across projects where possible including both tourism and community initiatives.

Priority Projects

Based on this logic, projects broadly fall into two categories.

Enabling projects

These are high priority projects should be the focus for immediate implementation in the short term.

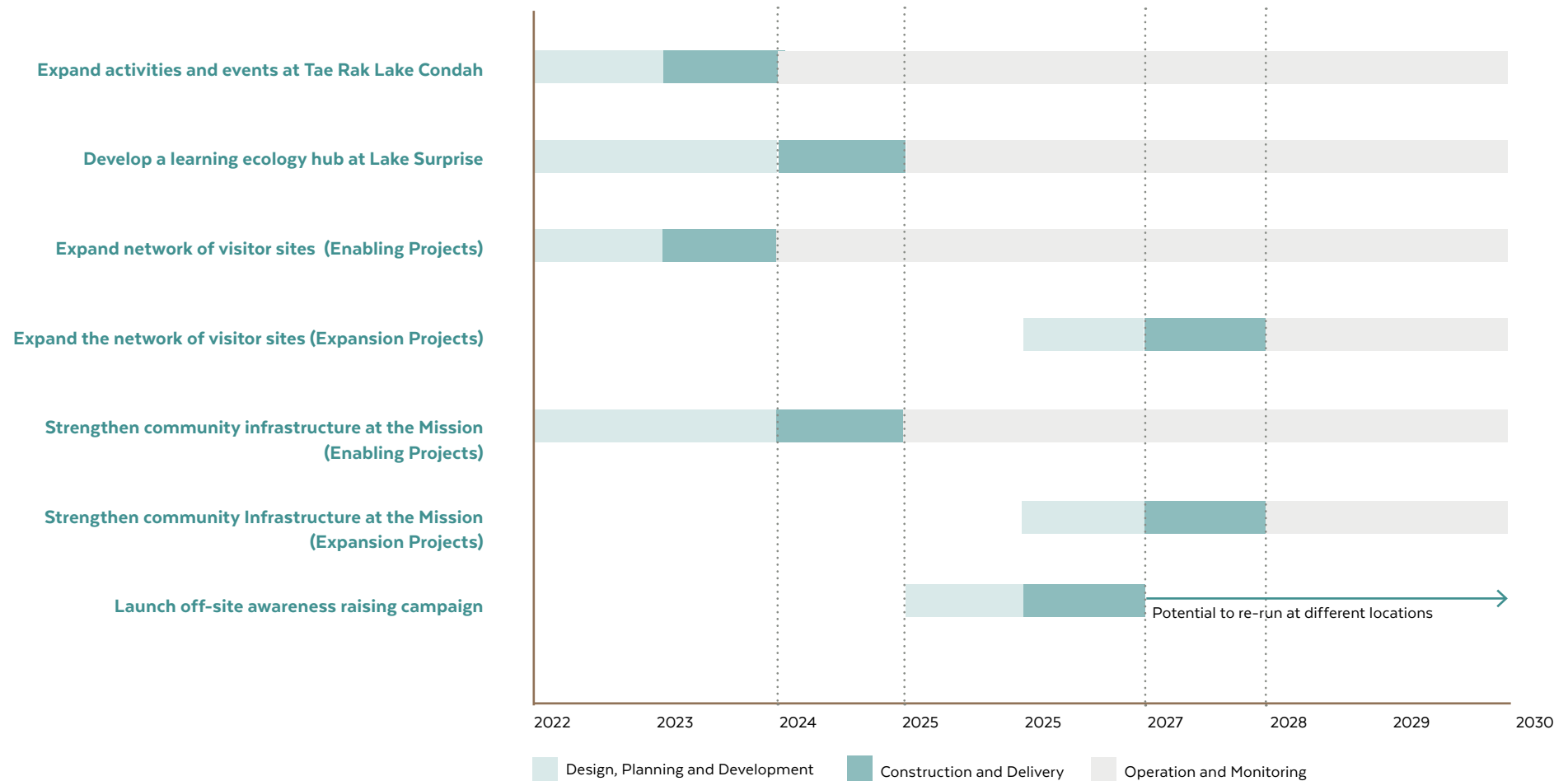
Expansion projects

The remaining initiatives are considered expansion projects and can be rolled out progressively over time as visitation grows.

Enabling Projects

Key Direction	Components
Expand activities at Tae Rak Lake Condah + Tae Rak trap interpretation	<ul style="list-style-type: none"> • Site infrastructure • Operations building • Amphitheatre • Outdoor cooking area • Tae Rak traps boardwalk • Small scale event space • Water based activities
Develop a learning ecology hub at Lake Surprise	<ul style="list-style-type: none"> • Site infrastructure • Accommodation • Learning spaces • Nature play • Toilet facility • Cooking and dining facility
Expand the network of visitor sites	<ul style="list-style-type: none"> • Site infrastructure • Allambie visitor infrastructure • Allambie cabins • Lake Gorrie visitor infrastructure
Community infrastructure at the Mission	<ul style="list-style-type: none"> • Site infrastructure • Keeping Place Stage 2 • Cabin accommodation • Memorial garden • Toilet facilities

A high level phasing plan has been developed to deliver the proposed projects over eight year Masterplan horizon.



Planning and Approvals

The following actions are recommended to facilitate development addressing a range of statutory, environmental and heritage approval requirements.

Recommended Next Steps

- Continue engagement with Glenelg and Moyne Shire on draft SUZ amendment to ensure this covers all Aboriginal owned sites, including new and future acquisitions.
- Engage with DELWP to confirm likely environmental approvals.
- Engage with CFA to confirm building and works requirements within the Bushfire Management Overlay.
- Undertake detailed ecology assessments to understand likely requirement for EPBC and EES referrals.
- Engage with Commonwealth to understand potential for significant impact under the EPBC Act and therefore approval requirements.
- Engage with the State Government First Peoples-State Relations to understand approval requirements under the Aboriginal Heritage Act (2006) and Aboriginal Heritage Regulations (2018)
- Engage with Heritage Victoria to understand requirements under Heritage Act 2017

Summary of Current Statutory Approval Triggers

Tae Rak Lake Condah, Lake Condah Mission, Kurtonitj, Tyrendarra and Tae Rak Traps are located in Glenelg Council. The majority of these sites are currently located in SUZ6 or FZ.

Lake Surprise, Allambie, Lake Gorrie and Murphy's Hut are located in Moyne Council. The majority of these sites are currently located in FZ, with only Murphy's Hut located in a PCRZ. The potential Lake Surprise location has an Amendment under exhibition that will rezone this area to RCZ2 from FZ.

The majority of proposed works are exempt under Clause 62.02 as they are park furniture, signage, and trails. Group accommodation and education centre uses will most likely require planning permits.

All sites also sit within the BMO. A permit is required for some buildings and works within the BMO, including accommodation, education centre, leisure and recreation uses. An application must be accompanied by a bushfire hazard site assessment, a bushfire hazard landscape assessment and a bushfire management statement.

Comprehensive details of approval triggers are set out in Appendix D.

Future Zoning Changes and Approvals

Glenelg have drafted an amended version of SUZ6 and an accompanying DPO which would cover all Gunditj Mirring owned sites (across both Glenelg and Moyne). This would give much greater flexibility, with the addition of the following permitted uses:

- Accommodation, art and craft centre, car park, convenience shop, education centre, exhibition centre, function centre, hall, informal outdoor recreation, library, market, office, place of worship, research centre, restaurant, store.

All of these uses must be in accordance with an approved Development Plan to the satisfaction of the responsible authority. No permit is also required to construct a building or construct or carry out works associated with a use in Section 1 of the table of uses provided that the Section 1 condition is met. As the Project evolves, it will be the responsibility of Gunditj Mirring to notify the councils of all land under their ownership to ensure this is covered under the new SUZ provisions.

Commonwealth Approvals

Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)

The EPBC Act provides the legal framework to protect and manage designated Matters of National Environmental Significance (MNES). The Budj Bim Cultural Landscape was formally listed as a World Heritage Area in 2019, with the listing including the Budj Bim National Park and the Indigenous Protected Areas of Tae Rak (Lake Condah), Lake Gorrie, Kurtonitj and Tyrendarra.

The recognition as a world heritage area, and the correlate listing on the National Heritage Register, brings the entire area under the protection of the EPBC Act. Under the EPBC Act, if the Commonwealth Minister for the Environment considers that a project will or is likely to have a significant impact on a MNES, or on the environment on Commonwealth land, the project is determined to be a 'controlled action' that must be assessed and approved by the Minister before it can proceed. A detailed ecology assessment should be undertaken to determine if the proposed works are likely to trigger the need for an EPBC referral.

Native Title Act 1993 (Cth)

The Native Title Act 1993 (Cth) provides for the recognition and protection of Native Title in Australia and establishes a mechanism for the determination of Native Title claims through the Federal Court of Australia.

This process includes consideration of acts affecting Native Title and compensation for these where Native Title is determined to exist. Gunditjmara people won positive consent determinations under the Native Title Act in 2007 and 2011.

Their native title is recognised on Crown lands across an extensive area (140,000 ha) of Gunditjmara Country including major parts of the Budj Bim Cultural Landscape and areas adjacent including: Budj Bim National Park, Dumore State forest, Bessiebelle State Forest, Homerton State Forest, Narrawong State Forest and Flora Reserve, and a parcel south of Tyrendarra township.

Victorian Approvals

Aboriginal Heritage Act 2006 (Vic)

The Aboriginal Heritage Act 2006 provides a framework for the protection of Aboriginal cultural heritage in Victoria. The majority of the sites are within an area of Aboriginal cultural heritage sensitivity, therefore a Cultural Heritage Management Plan (CHMP) would be required if a high impact activity (e.g. excavation) was to be undertaken in these areas. GMTOAC is the Registered Aboriginal Party to manage and protect cultural heritage across the area of this masterplan. GMTOAC, in conjunction with the Aboriginal Heritage Council, would be responsible for the preparation and approval of a CHMP.

Environment Effects Act 1978 (Vic)

The Environment Effects Act 1978 provides for assessment of proposed projects that are capable of having a significant effect on the environment. The Act does this by enabling the Minister administering the Environment Effects Act to decide that an Environment Effects Statement (EES) should be prepared. An EES is required when there is a likelihood of regionally or State significant adverse effects on the environment, there is a need for integrated

assessment of potential environmental effects of a project, and normal statutory processes would not provide a sufficiently comprehensive, integrated and transparent assessment. A detailed ecology assessment should be undertaken to determine if the proposed works are likely to trigger the need for an EES referral.

Flora and Fauna Guarantee Act 1988 (Vic) (FFG Act)

The FFG Act is the primary legislation dealing with conservation of flora and fauna and the management of potentially threatening processes in Victoria. Threatened species and communities of flora and fauna are listed in the Threatened List August 2021 and threatening processes are listed in the Processes List December 2016, which are made under this Act. Under the FFG Act, a permit would need to be obtained to take protected flora on Crown land. Similarly, approval must be granted under the Act to handle fish (Section 53), and any Habitat conservation orders issued by the Minister must be complied with (Part 5, Division 1). Part 6, Division 1 of the Act provides guidance on the application process for obtaining licenses and permits.

Fisheries Act 1995 (Vic)

The Fisheries Act 1995 repeals the Fisheries Act 1968 and provides a legislative framework for the regulation, management and conservation of Victorian fisheries, including aquatic habitats. The protection and conservation of fisheries resources, habitats and ecosystems including the maintenance of aquatic ecological processes and genetic diversity is a central objective of the Act.

Authorisation would need to be obtained to create obstructions to fish passage (Section 119) and/or a permit to take fish (Section 49) under the Act. General permits issued by the Victorian Fishing Authority under Section 49 of the Act can be active for up to three years and cannot be renewed (a new permit must be sought).

Note: It is worth noting that Gunditjmara have recognised Native Title over the Crown Lands inside and adjacent to the Budj Bim Cultural Landscape, and there have been a number of significant cases nationally where Native Title holder rights to, for example fish or take protected flora have been tested.

National Parks Act 1975 (Vic)

This Act provides for the preservation, protection, enhancement and management of the natural environment and native flora and fauna within a variety of national and State parks in Victoria. The Act requires approval to be obtained for certain works, including permanent construction works to be carried out within a park, on the foreshore of waters adjacent to a park.

Budj Bim National Park is cooperatively managed by Gunditjmara and the State, through the Budj Bim Council which has majority Gunditjmara representation. Consent would need to be sought to undertake works in the Budj Bim National Park. National Parks Management Plans, statutory instruments under the Act, provide important context for the issuing of consent. The relevant National Parks Management Plan for the Budj Bim National Park is the Ngootyoong Gunditj Ngootyoong Mara South West Management Plan.

Water Act 1989 (Vic)

The Water Act 1989 sets out the legal framework for the management of Victoria's water resources. This includes defining the rights to water of the Crown, individuals and water corporations as well as entitlements to water issued by the Minister for Water.

The main purposes of the Act are to promote the equitable and efficient use of Victoria's water resources, make sure these are conserved and properly managed for the benefit of all Victorians and to increase community involvement in conserving and managing these water resources.

Works and activities in, under, on or over the bed and banks of Designated Waterways in Victoria require a Works on Waterways Permit from the Glenelg Hopkins Catchment Management Authority under the Water Act 1989.

Heritage Act 2017 (Vic)

This Act identifies and protects heritage places and objects that are of significance to Victoria and establishes Victoria Heritage Register (VHR), Victorian Heritage Inventory (VHI) and Heritage Council of Victoria.

The Heritage Act requires consent to carry out works or activities to a VHI site, and a permit to carry out works or activities to a heritage place or heritage object listed on the VHR. Gunditj Mirring would need to seek consent under Sections 123 and 124 of the Act to deface, damage or otherwise interfere with an archaeological site, whether or not it is included in the Victorian Heritage Inventory.

Additionally, under Part 5 of the Act a permit must be sought in cases where the removal, relocation, demolition, damage, despoiling, development or alteration or excavation of a place or object on the VHR is proposed. Gunditj Mirring would need to comply with the Act, and consent would need to be sought under Sections 123 and 124 should the disturbance of unlisted or newly discovered archaeological sites be necessary. It is worth noting that Section 8 states that the Act does not apply to a place or object that is of cultural heritage significance only on the ground of its association with Aboriginal tradition.

Tourism Management Model and Governance

GMTOAC will need to grow capacity to lead and deliver tourism experiences in tandem with new tourism infrastructure and experiences as they come on-stream.

Not only is capacity a critical governance and management challenge, but the experiences require the authenticity provided by direct community ownership.

The sustainable tourism growth model set out in this Masterplan is based around incremental growth and building a cluster of guided experiences which builds tourism appeal for target markets. Therefore, in the short term, it is recommended that the management model should continue to be based on current structures. This structure includes a separate tourism business unit (subsidiary company).

There is no structural or operational need for significant change to management provisions, ongoing partnership work with Budj Bim Tours and the partnership with Cooee Traveller to support tourism operations. The principles behind the tour management model outlined in the 2014 Masterplan remain pertinent.

Recommendations

Recommendations for management of the proposed new infrastructure and activations are based in integrating new functions into the existing governance and management structure where appropriate, with the addition of the following new roles and teams:

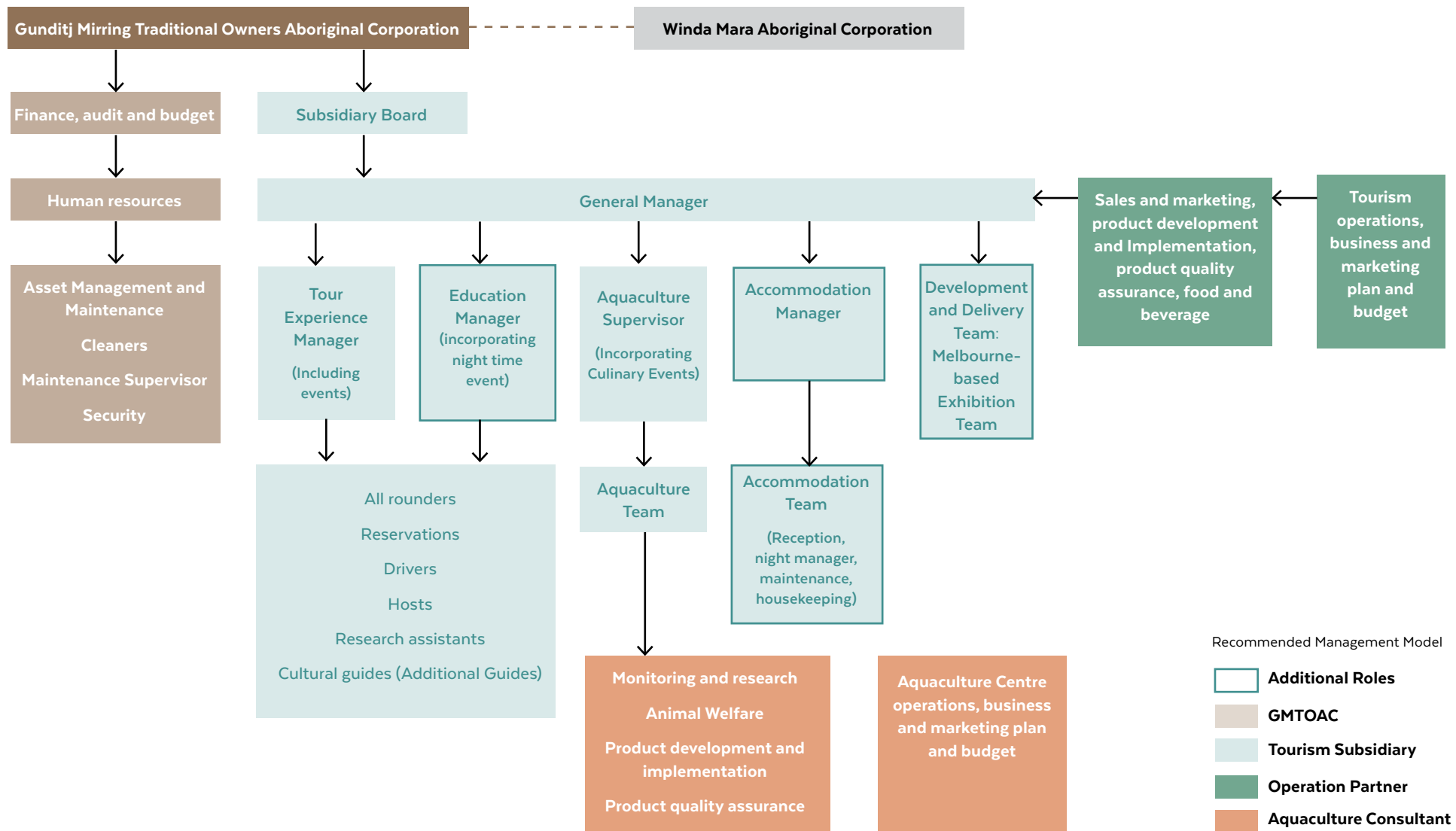
- A new education manager position to lead development and implementation of the learning ecology program. This can incorporate night time events.
- A new accommodation manager position to oversee management of the seasonal and group accommodation.
- A new accommodation team (operational team).
- A new team to develop and implement the Melbourne-based exhibition concept.
- Additional guides to manager higher volumes of school visits.

The diagram overleaf shows how these the recommended new positions and teams.

As GMTOAC starts tourism operations with the opening of the Aquaculture Centre and guided tours being live in market in 2022, a number of challenges will need to be considered:

- Balancing operational costs with new tourism revenue streams and growing the business in line with market need and demand. With some of the new opportunities identified in this Masterplan, there will be a need to invest in staff and management resources upfront to support development and bring the opportunity to market.
- Continue marketing investment to support growth in awareness of the Budj Bim Cultural Landscape.
- Taking a flexible approach to opportunities and the most appropriate ways to deliver them, as they arise. 2022 – 2025 will be a period of recovery from COVID-19 for the tourism industry, with market circumstances expected to change significantly during this period.

During this initial trading period, a review process should be established which provides for assessment of operational efficiency and effectiveness of the management model, as well as community comfort with the impact of visitors starting to be on-site in the Cultural Landscape in greater numbers.



Partnerships

With implementation of Stage 1 of the 2014 Masterplan adding significantly to the experiences currently provided by Budj Bim Tours, the tourism market will largely regard the Budj Bim Cultural Landscape as a new set of tourism experiences. As with any major new tourism experience, a number of building blocks will be critical to success over the term of this Masterplan. Recommendations include:

- Continuing the ongoing work in building profile with international and domestic tourism trade.
- Building consumer awareness with target visitor groups.
- Embedding the Budj Bim Cultural Landscape as a group of tourism experiences with local and regional tourism partners, including Great Ocean Road Tourism and Moyne and Glenelg Councils.

As tourism activation commences and grows across the Cultural Landscape, continuing the strong partnership between GMTOAC and Winda-Mara can deliver mutual benefits. Developing the overall appeal of the Cultural Landscape can contribute to Winda-Mara's strategic objectives for the Tyrendarra IPA, and the unique heritage of Tyrendarra IPA can add value to the experience mix available to visitors to the area.

GMTOAC and WMAC could consider developing a Memorandum of Understanding (MOU) between the two corporations. The MOU should acknowledge that both organisations have important roles in caring for Budj Bim and outline the aspirations of GMTOAC for the Cultural Landscape and Winda-Mara for Tyrendarra IPA. As tourism visitation in the Cultural Landscape as a whole grows, it is likely that practical working relationships between the two organisations will need to evolve to provide for effective and coordinated visitor management.

Sustained Marketing to Build Awareness

As noted, ongoing marketing, development of links with domestic and international travel trade, and embedding the Cultural Landscape within the local tourism product are priorities. The General Manager, Tour Experience Manager and proposed new Accommodation and Education Managers should continue to collaborate with a tourism operations partner (Cooee Traveller) to do so.

The concept of a high-profile Melbourne-based 12 month exhibition has been identified as an opportunity to build awareness of the Budj Bim Cultural Landscape. Development of this opportunity will require a tailored management approach. Recommendations include:

- Scoping out partnership opportunities with cultural agencies and the Victoria Government. Should opportunities be identified, the concept would proceed to formal partnership formation with a Melbourne venue and creative partners. GMTOAC would have a critical role in creative development.
- Seeking external funding for creative development and implementation of the exhibition.

- Initial development responsibility should rest with the General Manager. Should the concept proceed it would be necessary to form a creative and operational team under the direct management of the General Manager.
- A financial/governance model would be agreed in partnership with the venue and creative partners. A revenue sharing agreement on ticket sales is one option that could be considered as part of potential partnership discussions.

Guided Experiences

This Masterplan proposes a range of new activations and experiences across the areas of learning ecology, nature-based tourism and luxury and wellness. Delivery of guided experiences as the means for visitors to access and enjoy the Budj Bim Cultural Landscape is at the heart of tourism activation in this Masterplan.

Delivery of the enhanced range of guided experiences when they come on-stream, should continue to be delivered via the established tour management model principles and the expert support provided to GMTOAC by Cooee Traveller on tourism operations, marketing, and product development. In operational terms, flexibility will need to be built into training and people development to ensure that there sufficient guides available to meet with market demand.



Seasonal Accommodation

Given the small-scale and seasonal nature of the experience as it is currently proposed, it is recommended that this tourism experience is managed directly by GMTOAC.

The operational tasks for this type of development are:

- Purchase of units and site preparation.
- Marketing including a website presence, and distribution to target tourism markets. For a short term or pop-up operation, direct sales will be appropriate but for a permanent operation (if the business evolved into a permanent/all-year operation), distribution via booking platforms such as wotif or booking.com should be considered.
- Booking system – for a small operation, a manual booking system will be adequate in the short term. However, visitors now expect to be able to book all tourism services online – online booking and an e-commerce solution can be considered, even at initial stages.
- Operational tasks include day-to-day management, including housekeeping and maintenance.

Either direct purchase or a partnership with an existing operator are acceptable management solutions to activate this opportunity. A partnership would bring benefits in terms of accommodation management and marketing expertise; however, control would be greater under a direct ownership model.

On its own, seasonal accommodation does not warrant a dedicated accommodation manager position. Initially, responsibility should rest with the General Manager, with functions being allocated to existing management arrangements for marketing, reservations, and maintenance. When group accommodation is established on-site, management of the seasonal units should fall under the purview of the recommended new accommodation manager position.

Development and Management of Schools Market

The learning ecology opportunity set out in this Masterplan is built on the aspiration to grow the Budj Bim Cultural Landscape's appeal to the schools and education markets. It aims to build on the initial steps GMTOAC and tourism operations partner (Cohee Traveller) have taken to prepare packages in this area.

However, the aspiration to deliver learning experiences to a larger volume of school children is a step-change for this market, with additional management resource being necessary.

The following considerations are recommended.

Business Plan

Development of a business plan to guide market development, including both the overall schools program and group accommodation. The initial focus should be on attracting day visits, which in the longer term will support ambitions for generating overnight stays on site.

Education Project Manager

Engaging an education project manager (reporting to the General Manager), to manage development of the schools program.

Curriculum Packages

Continued development of the current schools packages and curriculum based learning packages. The Budj Bim Cultural Landscape and its underpinning stories should be embedded in curriculum.

Government Support

Engage with the Victorian Government to assess support for delivery of the concept that 'every Victorian schoolchild should visit the Budj Bim Cultural Landscape once in their school careers' - building this type of support is important to the concept of growing a larger volume of schools trade and delivery of learning experiences.

Given the constrained funding circumstances faced by many schools, external financial support is likely to be needed to achieve the visitor volume objectives set out in this Masterplan. Alongside economic benefits, a strong case for financial support based on education, social and community outcomes can be made.

The Outback Queensland program benefits from state and commonwealth government support that subsidises school trips - similar support or working capital would underpin development of a comprehensive program. As per the Outback Queensland case study included in section 3 of this Masterplan, a range of trade partnerships will need to be

built to support higher volume education trip operations. Building a regional partnership which positions the Budj Bim Cultural Landscape as part of Grampians and Great Ocean Road itineraries is likely to build appeal significantly. Destinations such as Tower Hill and a revitalised Brambuk precinct will present a set of Indigenous tourism learning experiences.

On-site Management

If higher volumes of school trips are generated, resources for on-site management and guiding will also need to be reappraised. Costings assumptions outlined in Appendix F, provide for additional guiding staff numbers.

Research and User Testing

Research with user groups to inform final specification of the building's development should be considered - this testing could take place with initial groups of school day trips to the site. Using a panel of local teachers can also be valuable. Similarly, family programs can be extended to local teachers once the Aquaculture Centre and guided tours are open for business.

Management Model

With regard to development of the on-site group accommodation, tours, guiding, interpretative programs and events are all direct enablers to this opportunity.

As such, managing the group accommodation is recommended to be carried out by the GMTOAC team directly, rather than seeking a development or operational partner. If property management skills cannot be recruited or developed in house, contracting with a partner to manage the property can be considered as an alternative.

New Roles for Group Accommodation

Management of group accommodation will require new roles covering:

- Overall management and building reception.
- Night-time management and security.
- Building maintenance (on a contract basis or as part of overall site maintenance).
- Cleaning and housekeeping commensurate with demand.
- Reservations and marketing.

Other Accommodation Opportunities

An informal market sounding was carried out to inform preparation of this Masterplan. It identified a tentative indication of market interest in the Budj Bim Cultural Landscape as a potential location from the holiday parks sector. From the perspective of potential commercial interest in the Budj Bim Cultural Landscape as an accommodation location, the strongest in-principle interest in any accommodation development or partnering opportunities relate to the region's main current visitor market, touring visitors. In practical terms this means well-designed park-style accommodation (a mix of cabins, camping/recreational vehicle pitches, glamping etc). This type of accommodation has the potential to offer a market-led alternative to dedicated group accommodation if developed in a flexible manner. There are examples in the market of these types of operation servicing schools or group demand as well as appealing to broader holiday markets.

While site availability and fit with community priorities would need to be considered in detail for this type of development, it is recommended that market interest from commercial providers is explored further.

Events

Potential events could include culinary or cultural events and performance which support the Aquaculture Centre and the guided tour program. A night-time event has also been proposed, aligning with the schools market. Food and beverage support would be provided from the enhanced Aquaculture Centre precinct. From a governance and management perspective it is recommended that:

- Development of culinary events would be managed by the Aquaculture Centre Manager and team.
 - The proposed night-time show relates directly to the overnight schools market when established. Management would most appropriately sit with the proposed new education manager position.
 - Given the close relationship of events with guided experiences, other event delivery and management of the principal event venue (amphitheatre) should fall under the purview of the Tour experience manager.
 - Event delivery will also necessitate additional maintenance and security staff etc which would be drawn on from the existing management structure and staffing resources.
- It is envisaged that most events would be delivered directly by GMTOAC rather than external parties. Where an external party is engaged to deliver an event, a partnership can be based on either a rental or lease agreement or a revenue sharing or ticket commission arrangement. The type of event partner, scale of event would determine the most appropriate arrangement.



Site Management Model

Protecting and managing the Budj Bim Cultural Landscape is fundamental to its success as a world class visitor destination and home to Gunditjmarra. With continued site development, comes the need for careful management and monitoring to protect and celebrate the universal heritage values.

The World Heritage status brings a strategic management framework that synthesises and consolidates existing management and protection through Gunditjmarra customary knowledge and practices in conjunction with National and State Legislation.

This Masterplan should be incorporated into the management framework as part of the suite of supporting plans. The diagram on the right illustrates how this site management framework could operate. Refer to Appendix A for an analysis of site management and governance.

Ngootyoong Gunditj Ngootyoong Mara South West Plan

This 2015 plan sets out the management framework and mechanism for the inscribed properties. It includes a five year Implementation Plan and one year Action Plan.

Budj Bim World Heritage Steering Committee

The World Heritage Steering Committee was established to oversee the continued coordinated management of the property.

Masterplan

The 2014 Masterplan remains pertinent for long term guidance including land acquisition and tourism development. This Masterplan update will guide targeted site development and projects over the next eight years.

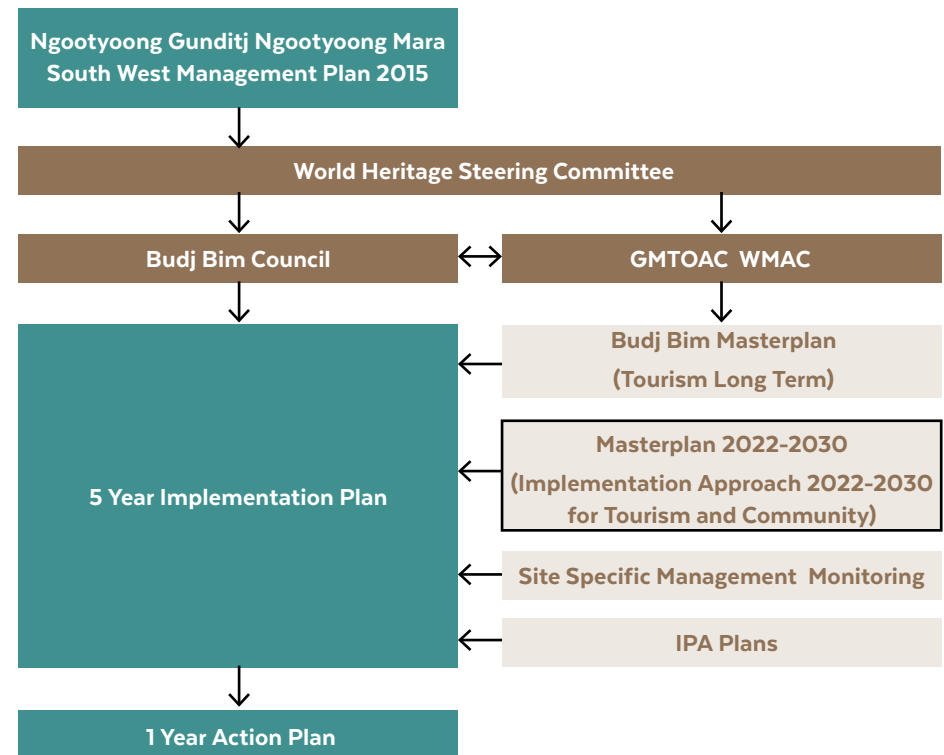
Indigenous Protected Area Plans

IPA plans provide management actions and detailed designs to address specific sites across the Budj Bim Cultural Landscape. Currently there is an IPA plan of management for Budj Bim (GMTOAC) and Tyrendarra (WMAC).

Management Plans

Additional management plans or programs are recommended to:

- Incorporate newly acquired properties acquired since 2015 and future acquisitions.
- To address site specific tourism impacts arising from this Masterplan.



Economic Impact Assessment

Evaluating the current and potential impacts of this Masterplan.

Background

An economic impact assessment (EIA) is an economic technique used to understand the impact of the project on key economic factors such as activity, jobs and revenue. Both direct impacts and indirect impacts are quantified in an EIA. This means, for example, identifying the direct jobs related to the project (such as construction jobs) and indirect jobs that are created through increased wages or spending in the area (such as retail jobs).

EIA assesses the inter-connections and dependencies within an economy; it fundamentally assumes that one industry's input equals another industry's output.

The primary economic measures analysed in an EIA are:

- output (sales or gross revenue)
- value added (the payments to local primary inputs of production)
- household income (wages and salaries, earnings or income)
- employment (number of persons employed)

One of the limitations of an EIA is that not all benefits are able to be quantified or are captured as part of an EIA. This is common for social, cultural and environmental benefits. There are also some economic benefits that are not directly captured by an EIA, such as capturing the economic value of cultural tourism or knowledge capture. Therefore, EIA is supplemented by a qualitative assessment to understand alignment between projects and benefits.

An Input-Output (I/O) Analysis was done to evaluate the current and potential economic impacts from this Masterplan. Economic impacts are categorised into direct and indirect effects.



Direct effects reflect the result of construction expenditure. These are the immediate impacts on the economy due to the build and incorporate the number of jobs created by construction.



Indirect effects (i.e., supply-chain and consumption flow on effects) present business-to-business transactions that are caused because of the initial direct expenditure which include the number of hospitality jobs caused by the increased population due to the construction.

They also include the increase in consumption in the local economy due to the project(s). Indirect effects are broken into supply chain and consumption flow on effects, where:

- Supply chain flow-on effect represent the impact on industries that supply goods to the industries directly effected.
- Consumption flow-on effects are the indirect effects resulting from increased consumption due to the investment

Approach

The I/O tool provided by the REMPLAN Economy software package was used.

This was selected as it has been applied Australia-wide to support strategy, State and Federal funding, marketing, investment attraction, site selection and communications.

REMPPLAN uses either the investment value or employment generation as the primary input. The value of the total upfront investment was adopted to assess the economic impacts.

The investment value is the sum of the capital cost of construction. The ongoing operational costs refer to the ongoing capital and operating cost assumptions for the operations of initiatives. To determine the:

- Capital value of the investment, capex estimate were used (See Appendix F).
- Operating cost assumptions, estimates were prepared by EarthCheck as refined through consultation with Cooee Traveller and GMTOAC. (see Appendix F).

This was applied into the REMPLAN I/O tool to calculate the following impacts:

- Output (sales or gross revenue).
- Value added to Victorian economy (the payments to local primary inputs of production).
- Household income (wages and salaries, earnings or income).
- Employment (number of persons employed).

The REMPLAN outputs are based on the industry-to-industry buying and selling relationships for a specified region (i.e., the economic activity). These relationships are systematically summarised through I/O multipliers which are updated annually by ABS, with the most recent data being used for this evaluation.

Outputs are then calculated with respect to capex, opex and appropriate I/O multipliers. The result is a quantification of how the investment into the Budj Bim Cultural Landscape will impact the local economy.

Limitations of Economic Impact Assessments

Results presented in this section are estimates only that are based on the current state of economic activity in the area. As the I/O modelling relies on a single snapshot of the region's activity, it doesn't account for changing conditions, meaning there is a potential for oversimplification of the actual impacts.

There are also other limitations that need to be considered when reviewing the economic results as they do not guarantee accuracy. These include:

- A lack of supply-side constraints – I/O assumes that additional output won't need to use further resources, overstating the actual impacts.
- An assumption of fixed prices and ratios – I/O doesn't consider that there are relative changes to prices changes and production technology.
- No allowance for behavioural changes or budget constraints – I/O assumes that households and government consumptions are proportional to their initial budget shares.
- Can overestimate impacts for smaller regions – the multipliers used in the I/O modelling are calculated based on national data that may not be appropriate for smaller regions and not reflect the relevant impact.

Despite these limitations, an EIA provides a useful indication of the scale and nature (i.e. positive or negative) of economic impacts on a regional level. It also offers an impression of how significant a project's economic impacts are to different sectors and industries.

Construction Phase Economic Impact

Construction phase estimated to generate significant economic impacts of approximately **\$229 million**.

Summary of Overall Results

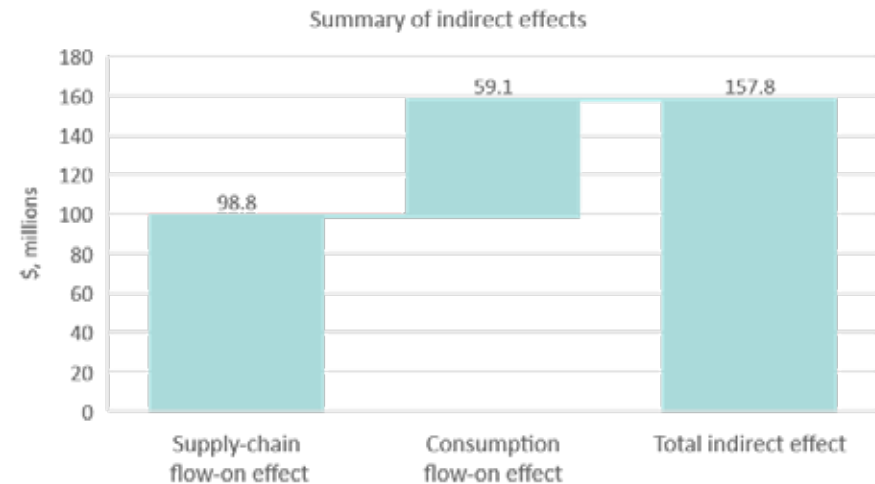
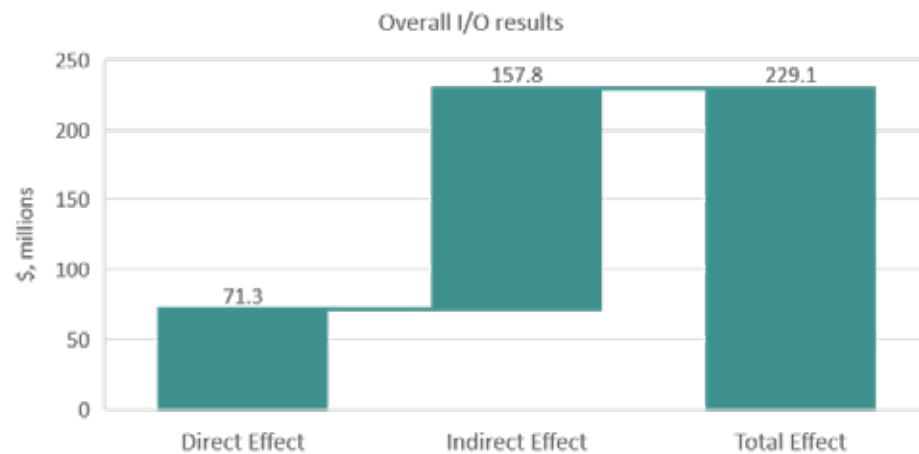
The I/O modelling analysis indicates a total economic impact of \$229M for the region (see chart below) in the construction phase. Indirect economic impacts represent the most significant level of impacts, contributing approximately \$158 million.

This indicates that the business-to-business transactions caused by the initial investment is significant and demonstrates a positive economic outcome due to the investment in this Masterplan.

The indirect effects are separated into the supply chain flow-on and consumption flow-on effects.

For the overall results, the supply chain flow-on effects comprise most of the indirect impacts, representing approximately \$98.8M. This estimate is based on the anticipated purchases of local and goods and services that will be activated by this Masterplan's impact on the local economy.

Flow on consumption is estimated to contribute \$59M, as the increase in employment and household income will translate to an increase in consumption for the local economy.



Approximately **100 direct jobs** and **251 indirect jobs** created through construction phase

Employment Impact

A breakdown of the total (direct and indirect) jobs by sector has been provided below. Most of the jobs will be generated in the construction sector, which accounts for approximately 100 direct jobs and 251 indirect jobs. Indirect jobs are likely to be created in the Retail Trade, Manufacturing, and Professional, Scientific and Technical Services sectors.

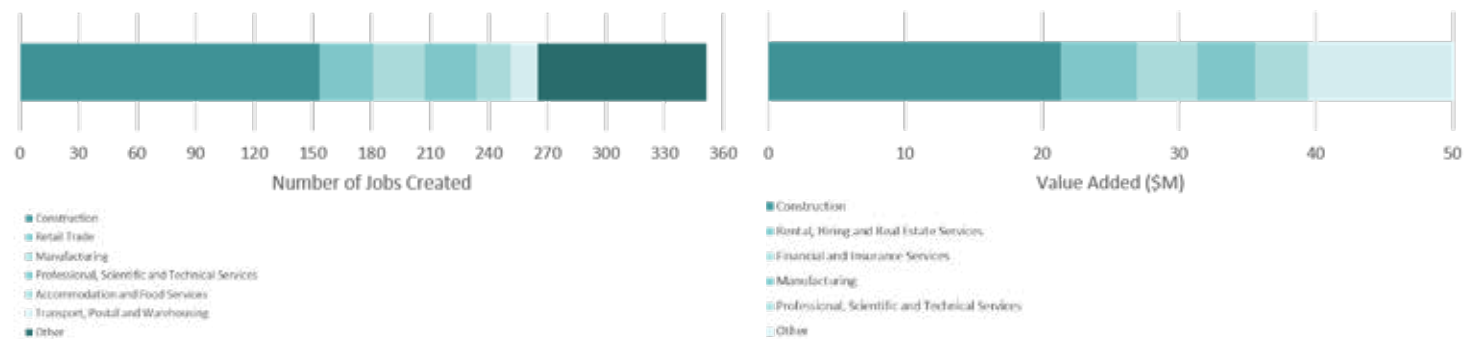
Note that estimating job creation at this strategic phase is challenging given the scale and uncertainty of the capex values. Additionally, uncertainty is driven by the distributed nature of this Masterplan, as it comprises of smaller projects would be heavily dependent on the procurement solution and timeline put forward.

A detailed breakdown of the employment impact and value added can be found in Appendix E.

Value Added

The value added by the Budj Bim Cultural Landscape Masterplan represents the marginal economic value in Victoria that is added by an industry with respect to the input costs.

The construction industry is the leading driver of this, representing 39% of the total value added. Rental, Hiring and Real Estate Services follows, covering 10%. Both industries also presented the largest indirect value added.

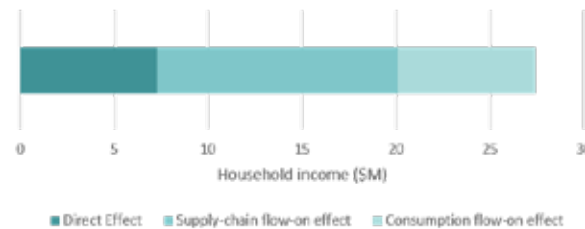


Direct impact of \$7.3 million in household income during construction phase.

Household Income

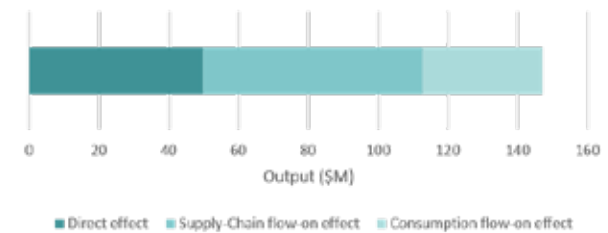
From a direct increase in output of \$49.6M, direct household income is anticipated to increase by \$7.3M. From this direct impact to the economy, flow-on supply-chain effects is projected to boost by \$12.8M as there will be an increase in employment. A further \$7.3M will be injected into the economy as consumption increase.

This increase in household will be mainly prompted by the increased jobs in the Construction, Retail Trade, Manufacturing and Professional, Scientific and Technical Services.



Output

From the direct output increase of \$49.6M, an estimated \$63M output will grow by the demand for intermediate goods and services. The increase in output will generally correlate with a creation / increase of jobs and income – predominantly in the construction sector. A percentage of that income will be spent on consumption and captured in the local economy, This is estimated to be valued at \$34.6M.



Operational Phase Economic Impact

Operations phase estimated to generate approximately **\$18.7 million** in total economic impacts

Summary of Overall Results

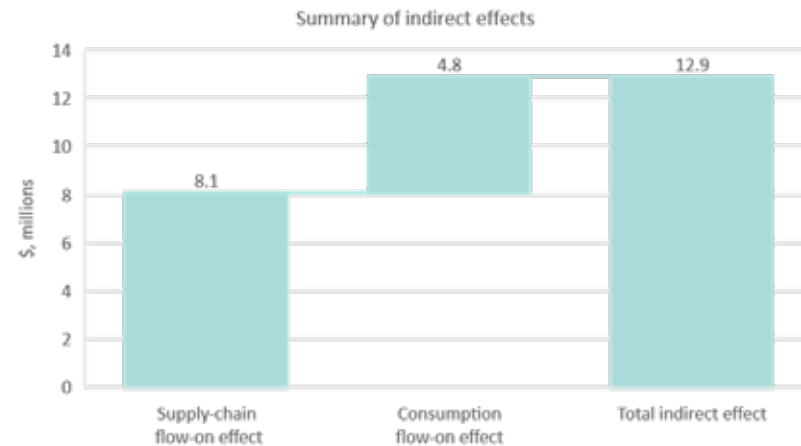
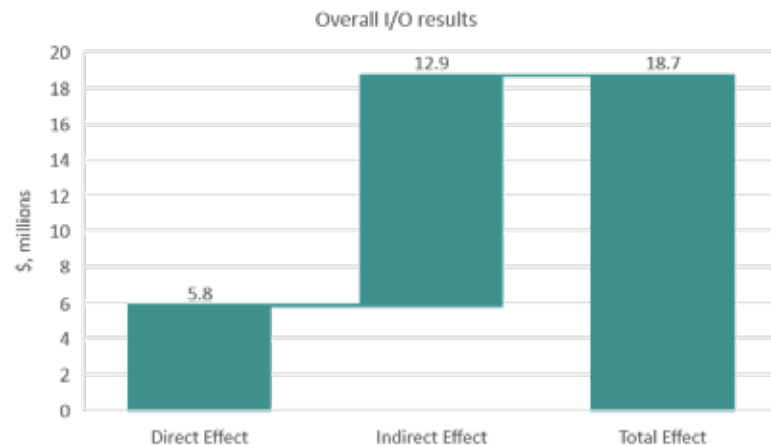
The I/O modelling analysis indicates a total economic impact of \$18.7M for the region in the operational phase.

Of the total impacts, the indirect effects are the key driver, contributing approximately \$13M. This indicates that the business-to-business transactions caused by the initial investment is significant and demonstrates a positive economic outcome due to the investment in this Masterplan.

For the overall results, the supply chain flow-on effects comprise most of the indirect impacts, representing approximately \$8.1M.

This estimate is based on the anticipated purchases of local and goods and services that will be activated by this Masterplan's impact on the local economy.

Flow on consumption is estimated to contribute \$4.8M, as the increase in employment and household income will translate to an increase in consumption for the local economy.



Approximately **eight direct jobs** and **21 indirect jobs** created through operational phase.

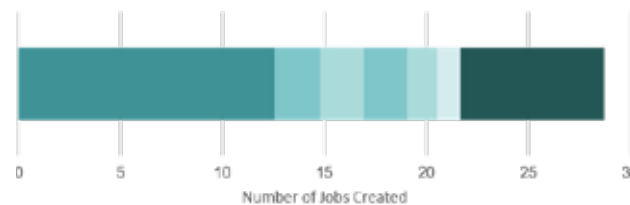
Employment Impact

The Budj Bim Cultural Landscape Masterplan will result in job creation during the operational stages of five key directions. A breakdown of the total (direct and indirect) jobs by sector has been provided to the right.

Construction jobs will be the primary sector directly impacted, creating almost eight direct jobs. 21 indirect jobs will be created through the operational phase. The primary industries where indirect jobs are created are the construction sector, additional sectors such as Retail Trade, Manufacturing, and Professional, Scientific and Technical Services.

Note that estimating job creation at this strategic phase is challenging given the scale and uncertainty of the capex values. Additionally, uncertainty is driven by the distributed nature of this Masterplan, as it comprises of smaller projects would be heavily dependent on the procurement solution and timeline put forward.

A detailed breakdown of the employment impact and value added can be found in Appendix E.

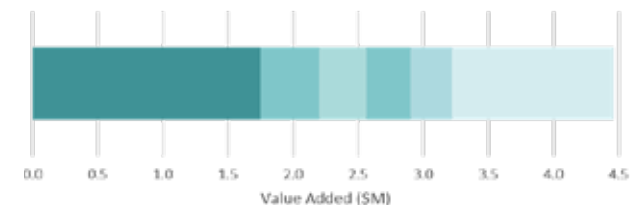


- Construction
- Retail Trade
- Manufacturing
- Professional, Scientific and Technical Services
- Accommodation and Food Services
- Transport, Postal and Warehousing
- Other

Value Added

The value added by the Budj Bim Cultural Landscape Masterplan represents the marginal economic value in Victoria that is added by an industry with respect to the input costs.

The construction industry is the leading driver of this, representing 39% of the total value added. Rental, Hiring and Real Estate Services follows, covering 10%. These industries also presented the largest indirect value added.



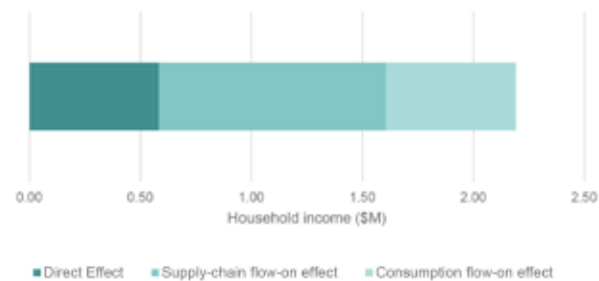
- Construction
- Rental, Hiring and Real Estate Services
- Financial and Insurance Services
- Manufacturing
- Professional, Scientific and Technical Services
- Other

Direct impact of \$4 million in household income during operational phase

Household Income

From a direct increase in output of \$4.1M, direct household income is anticipated to increase by \$0.6M. From this direct impact to the economy, flow-on supply-chain effects is projected to boost by \$1.1M as there will be an increase in employment. Additionally, \$0.6M will further injected into the economy as consumption increase.

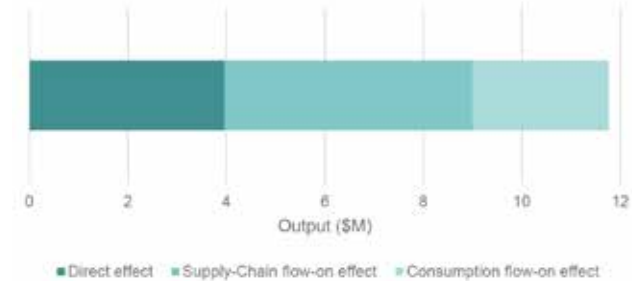
Seen by the employment impact breakdown, this increase in household will be mainly prompted by the increased jobs in the Construction, Retail Trade, Manufacturing and Professional, Scientific and Technical Services.



Output

From the direct output increase of \$4.1M, an estimated \$5.1M output will grow by the demand for intermediate goods and services.

The increase in output will generally correlate with a creation or increase of jobs and income – predominantly in the construction sector. A percentage of that income will be spent on consumption and captured in the local economy. This is estimated to be valued at \$2.8M.



Policy Alignment

The initiatives support Government to deliver on their objectives of self determination, tourism and education.

Policy across Government supports reconciliation and learning outcomes as well as the growth of authentic, community-led Indigenous tourism experiences that enrich the wellbeing and prosperity of Traditional Owners and the wider economy. The Masterplan initiatives demonstrate alignment with themes identified in the following strategies and legislation:



Victoria's 2020 Tourism Strategy, Victoria State Government, 2013.



Great Ocean Road Action Plan - DELWP, Victoria State Government, 2018.



Victoria's Aboriginal Tourism Development Strategy 2013-2023, Victoria State Government, 2013.



Glenelg Tourism Strategy 2019-2026, Glenelg Shire, 2019.



Economic Development Strategy and Action Plan 2019-2029, Moyne Shire Council, 2019.



Victorian Charter of Human Rights and Responsibilities Act 2006, Victorian Government, 2006.



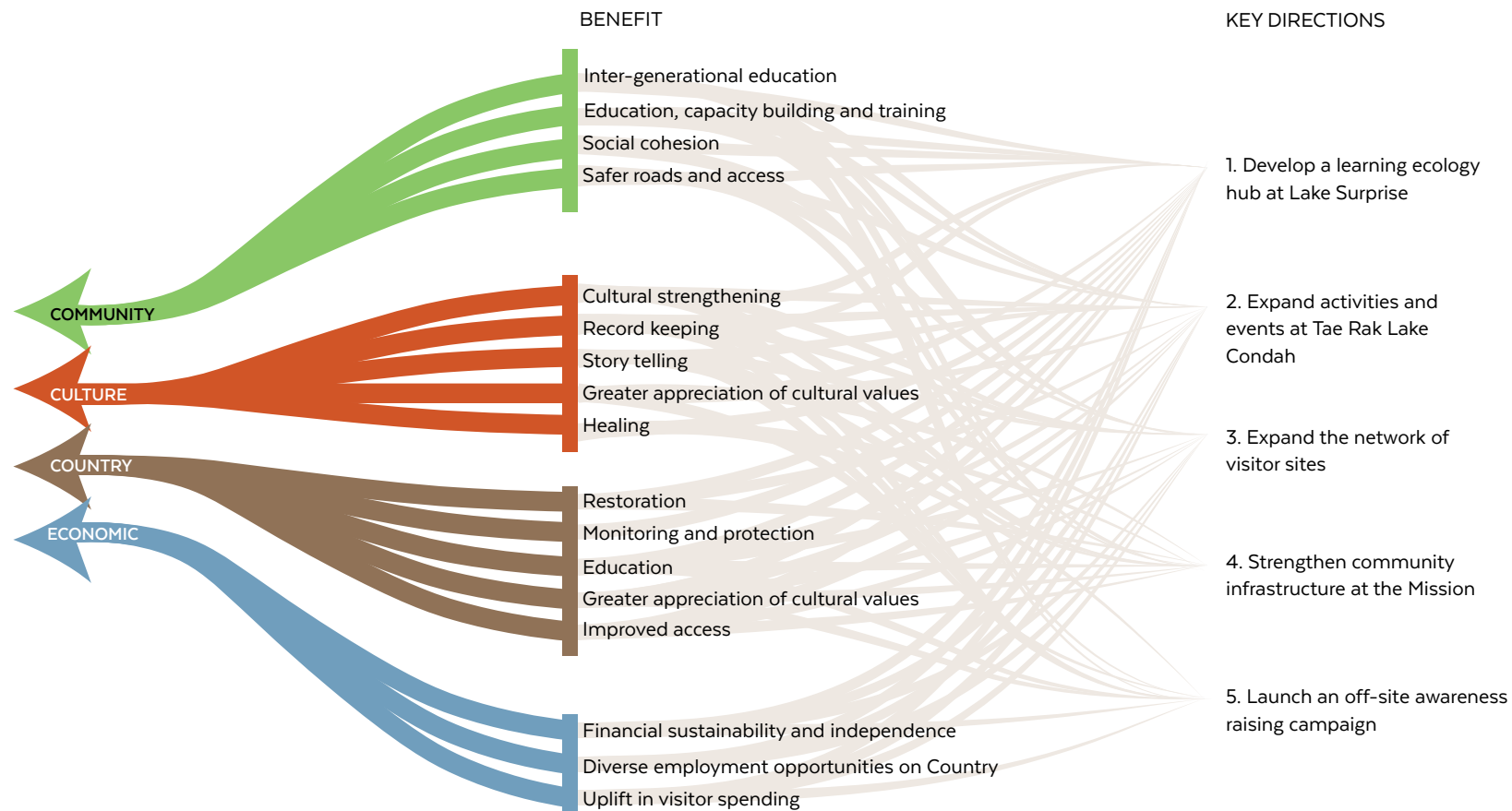
Victorian Aboriginal Affairs Framework 2018-23, Victorian Government 2018.

Policy Themes

Policy Themes	1. Develop a Learning Ecology Hub at Lake Surprise	2. Expand Activities and Events at Tae Rak Lake Condah	3. Expand the Network of Visitor Sites	4. Strengthen Community Infrastructure at the Mission	5. Launch an Off-Site Awareness Raising Campaign
Support empowerment and self determination of Traditional Owners	✓	✓	✓	✓	✓
Support reconciliation	✓	✓	✓	✓	✓
Promote regional Victorian Aboriginal tourism offerings	✓	✓	✓		✓
Develop and grow capabilities of Aboriginal tourism businesses	✓	✓	✓		✓
Develop events industry	✓	✓			✓
Embed Aboriginal and Torres Strait Islander histories and cultures within the Victorian Curriculum	✓	✓	✓		✓
Support tour offerings in Budj Bim and improve visitor experiences	✓	✓	✓		✓
Generate public value through social and economic infrastructure	✓	✓	✓	✓	✓

Broader Benefits

The directions in this Masterplan are designed to deliver multiple interconnected benefits for community, culture, Country and economy.



Social and Cultural Benefits

Recognising that Gunditjmara culture is a living culture that holds distinct cultural rights, their connection to the land, water and resources on Country directly impacts the health, wellbeing and sense of identity for the Gunditjmara people.

The following social and cultural benefits are identified as key areas from the strategic directions.

Education and Training Opportunity

Particularly in the hospitality, event and tour guide sector, the package of projects provides education, long-term training and employment opportunities for Gunditjmara people in an area where employment opportunities are limited.

Acknowledgment

Providing a high quality visitor experience endorsed by the Gunditjmara people increases awareness, acknowledgment and enjoyment of Aboriginal practices, culture, land and history. This is an essential driver of reconciliation and safeguards intercultural connections between the indigenous and non-indigenous people of Victoria.

Celebration

Developing the projects based on the deep connection the Gunditjmara people have with Country supports the protection, preservation and celebration of the Gunditjmara culture. This also fosters how the cultural identity of Aboriginal Victorians need to be upheld and passed onto future generations.

Well-being

The investment into the Budj Bim Cultural Landscape promotes the understanding of caring for Country, self determination and staying connected with one's culture. Caring for Country have shown to be connected to lowering levels of psychological distress and improved mental health. This would strengthen the spiritual and social wellbeing of the Gunditjmara people.

Learning

Developing education experiences at the Budj Bim Cultural Landscape promotes Aboriginal history, culture, practices and justice learning outcomes. This aligns with several prescribed learning disciplines established in the Victorian Curriculum including:

- Arts (dance, drama, media, music and visual)
- Civics and citizenship
- Language
- Geography
- History
- Science

The heatmap on the adjacent page explores how each proposed project may impact upon each of these key areas.

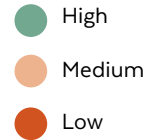


	Education and Training	Acknowledgment	Celebration	Well-being	Learning
Develop a learning ecology site at Lake Surprise	High	High	High	High	High
Expand activities and events at Tae Rak Lake Condah	Medium	High	High	High	High
Expand the network of visitor sites	Low	Medium	Medium	Medium	High
Strengthen community infrastructure at the Mission	Low	Low	High	High	Low
Launch an off-site awareness raising campaign	Low	High	High	High	High

- High
- Medium
- Low



Economic Benefits



Caring for Country intrinsically generates a number of economic benefits that effect not only the Gunditjmara community but also the wider surrounding community.

The following economic benefits are identified as key areas from the strategic directions.

Homegrown Tourism

Despite Covid-19 presenting a major barrier for both international and interstate tourists, the appeal of indigenous tourism has increased as more travellers are seeing the opportunity to learn about Aboriginal culture through tourism. With restrictions easing, the visitor economy is likely to see growth.

Job Creation

The creation of this tourism destination will not only generate a number of jobs during the design and construction phase but will generate a number of jobs across various industries for the Gunditjmara people and surrounding communities.

The projects proposed in this Masterplan also provide a more viable and supportive form of employment for the Gunditjmara people who will be able to work on Country.

Economic Activity

Fostered by the increased job creation, there will be an upsurge in economic activity due to the growth in:

- Economic participation of regional communities.
- Foot traffic in regional Victoria.
- Business revenue and tax.
- Productivity and prosperity.
- Employment and wealth generation.

Economic Value of Aboriginal Knowledge

The traditional practices and customs that the Gunditjmara hold surrounding the Budj Bim Cultural Landscape’s natural resources has future economic benefits as their knowledge pass to younger generations. This in return will result in more engagement with the eco-tourism sector, more market towards Aboriginal tourism and greater opportunity for intercultural communication.

The adjacent heatmap overleaf explores how each proposed project may impact upon each of these key areas.

	Homegrown Tourism	Job Creation	Economic Activity	Economic Value of Aboriginal Knowledge
Develop a learning ecology site at Lake Surprise	Medium	Medium	Medium	High
Expand activities and events at Tae Rak Lake Condah	High	High	High	High
Expand the network of visitor sites	High	Medium	High	High
Strengthen community infrastructure at the Mission	Low	Low	Low	Medium
Launch an off-site awareness raising campaign	Medium	Low	Low	High

Environmental Benefits



Investment into the development of the Budj Bim Cultural Landscape invites an array of environmental benefits that are based on the valuable knowledge the Gunditjmarra people have retained over generations.

The following environmental benefits are identified as key areas from the package of projects and initiatives presented.

Minimal Land Disruption

The overall nature of the projects presented allows for minimal disruption of the land when construction occurs and subsequent operation stages. This is primarily due to the projects being developed in alignment the values of the Gunditjmarra people.

Indigenous Best Practices

Sustainable environmental practices that have been passed down will be further promoted in the Budj Bim Cultural Landscape. Indigenous communities across Australia have proven to provide an array of techniques in areas such as fire management, ecosystem conservation, animal control, revegetation and water monitoring. This presents a major benefit to overall environmental health of the landscape.

Protection and Conservation

With Gunditjmarra working on site and leading the management of the landscape, there is reassurance that the land will continued to be protected and conserved for the future. The site is also protected on the UNESCO World Heritage list and as an Indigenous Protected Area (IPA) with the National Indigenous Australians Agency.

The adjacent heatmap explores how each proposed project may impact upon each of these key areas.

	Minimal Land Disruption	Indigenous Best Practice	Protection and Conservation
Develop a learning ecology site at Lake Surprise	High	High	High
Expand activities and events at Tae Rak Lake Condah	Medium	High	High
Expand the network of visitor sites	Low	Medium	Medium
Strengthen community infrastructure at the Mission	Low	Low	High
Launch an off-site awareness raising campaign	Low	High	High

Project Costs

The indicative capital costs to complete the projects at each location in this Masterplan is estimated at \$47 Million.

High level cost estimates were produced for projects identified within this Masterplan. These costs factor in the remote characteristic of the landscape. An indication of capital costs are set out in the adjacent table.

Further details and relevant assumptions and exclusions are in Appendix F.

These are indicative costs based on the scope of work and anticipated facility size. Each project will require detailed design and costing during implementation.

In addition to these site-specific costs, funding would be required for creative development and implementation of the off-site awareness building opportunity. Indicative investment for this is approximately \$1.5M based on an exhibition covering 200 square metres and including significant audio visual complexity (\$7,500 per square metre).

Location	Indicative Cost
Tae Rak Lake Condah	\$4.9M
Lake Surprise	\$12.9M
Lake Condah Mission	\$12.4M
Allambie	\$8.3M
Lake Gorrie	\$1.1M
Kurtonitj	\$9,000
Tyrendarra	\$26,000
Murphy's Hut	\$0.4M
Tae Rak Traps	\$5.3M
Site works	\$1.8M
Total	\$47M

Business Feasibility

The proposed initiatives require funding for capital costs and thereafter are able to generate sufficient cash flows to cover operating costs.

Operational Viability

The analysis demonstrates that the proposed initiatives when considered in aggregate are expected to be able to cover their operating expenses through revenues generated. This aligns with the community's and government's requirement that all facilities are cashflow positive and self-sustaining, regardless of whether government funding contributions may be required upfront. Refer to Appendix F for financial model and cost assumptions.

Financial Viability

Analysis indicates that the proposed initiatives are not expected to generate sufficient surplus cash flow over the 20-year operating period to recover upfront capex. If capital cost funding is available, then the facilities are expected to generate a sufficient cumulative cash balance to cover proposed mid-lifecycle refurbishment costs for accommodation assets in 2034. In addition, the facilities would accumulate a cash balance of \$12.8 million in 2043, which could partially fund subsequent redevelopment or rebuild of the facilities at the end of their useful lives.

Private Sector Financing

Revenue generating components can realise an equity IRR of around 9% under base case assumptions, which is at the lower end of private investor requirements. Market appetite at this level of return against a risk profile of having to establish a tourism market at the Budj Bim Cultural Landscape would need to be tested.

While analysis has demonstrated that revenue-generating facilities may be able to sustain private sector financing, the entire revenue profile of the facilities would be required to service assumed debt and generate investor returns. Alternative funding would therefore be required to cover operating costs associated with non-revenue generating activities if private financing was employed. On that basis, it is not recommended that GMTOAC seeks to raise private capital for development of the facilities as it would result in an otherwise 'operationally viable' project requiring ongoing government subsidy to sustain operations.

Funding Requirement

In the absence of commercial financing, the proposed initiatives would require upfront financial support of approx. \$52.5m across a six-year horizon, as summarised below:

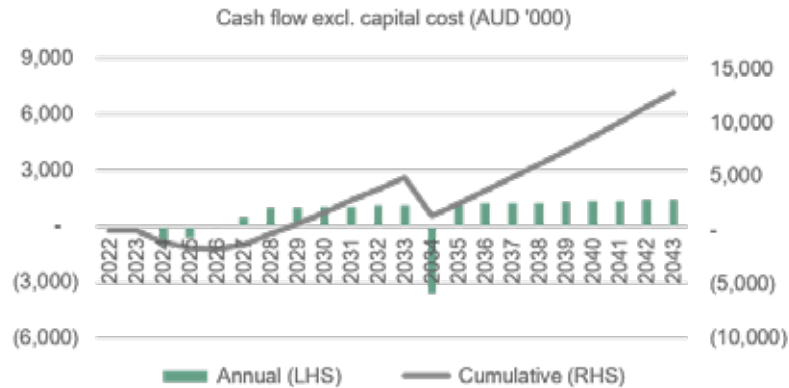
Year	Funding Requirement (\$m)
2022	18.1
2023	18.5
2024	4.5
2025	1.6
2026	5.7
2027	4.1
Total	52.5

Business Model

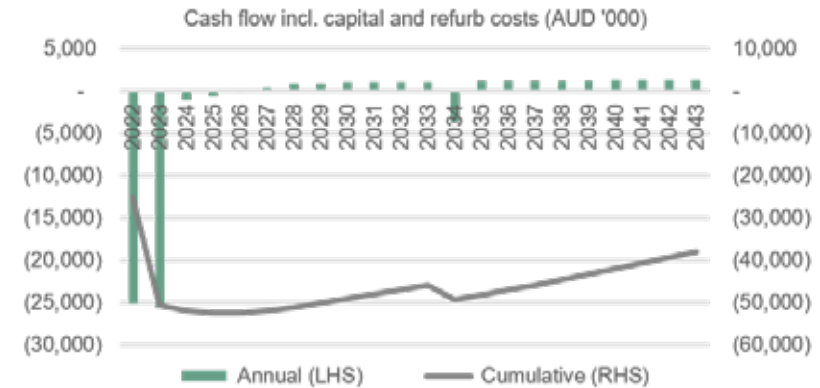
For all revenue generating activities, initial analysis suggests that a commercial model where GMTOAC owns and develops the facilities, and partners with a third party during the early stages of the operating period, is likely to generate good alignment with GMTOAC and government policy objectives, particularly around upskilling local community members and building long term optionality of careers and wealth generation.

For non-revenue generating activity, a model involving GMTOAC building and operating facilities on its own aligns best with Masterplan drivers. This enables maximum control and ownership of community facilities and infrastructure for the benefit of the local community.

The facilities are operationally viable but require funding for capital cost and working capital during visitation ramp-up.



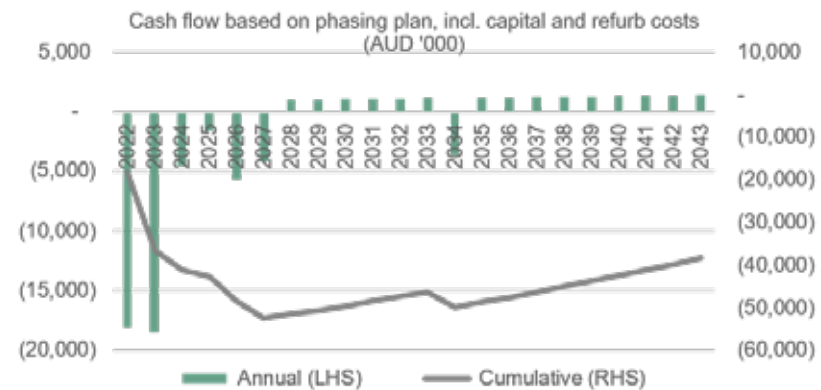
Before considering phasing, operating cash flow (revenue less operating expenses) is positive after a three-year ramp-up period. If working capital funding is available, the proposed initiatives are viable in aggregate.



When including capital and refurbishment costs, the developments are unable to achieve breakeven during a 20-year operating period with a cumulative cash loss of \$37.9m by 2043.



Annual revenues of c. \$2.1m are expected in 2024 (first year of operations), ramping up to \$5.0m by 2028. Group accommodation, mainly focused on schools visitation, is expected to comprise the majority (92%) of revenue.



Overlaying the proposed phasing plan into the financial analysis results in a funding requirement of \$52.5m for both capital costs and working capital needs during visitation ramp-up, spread across a six-year period.

Acknowledgments

We would like thank the individuals, organisations and government stakeholders for their input and contribution to this Masterplan.

Rights Holders

- Gunditjmara Community
- Gunditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC)
- Winda-Mara Aboriginal Corporation
- Dhauwurd-Wurrung Elderly and Community Health Service

Stakeholders

- Department of Environment, Land, Water and Planning – Barwon South West
- Department of Jobs, Precincts and Regions
- Glenelg Shire Council
- Parks Victoria
- Regional Development Victoria Barwon South West
- Visit Victoria
- Cooee Traveller

Project Control Group

The Project Control Group (PCG) played an advisory, consultation and co-ordination role in the development of this masterplan.

- Collen White (DELWP)
- Greg Buroyne (Glenelg Shire Council)
- Bill Millard (Moyne Shire Council)
- Jason Borg (Parks Victoria)
- Kerri Erler(DJPR)
- Ashleigh Bartley (Visit Victoria)
- Jason Kanoa (Winda-Mara Aboriginal Corporation)
- Donna Wright (GMTOAC Board –Chair)
- Tracey Onus-Bamblett (GMTOAC Board)
- Damein Bell (GMTOAC CEO)
- Nick Byrne (DJPR)
- Jane Osbourne (DJPE)

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Photography

All photographs unless otherwise referenced have been provided by Arup and GMTOAC.

