

OBI OBI CREEK ENVIRONMENTAL PARK PROPERTY MANAGEMENT PLAN

EXECUTIVE SUMMARY

This is the Property Management Plan supporting an application to purchase an environmentally significant property on the banks of the Obi Obi Creek, in the heart of the Maleny township. This property is endangered due to the impending development of a supermarket, which extends to the edge of the creek. This Plan details the establishment of an Environmental Park and an Environmental and Cultural Education Centre, and it also describes how both will be managed.

Proposed partnerships (both amongst the Indigenous stakeholders, and between non-Indigenous and Indigenous groups) are also outlined. This includes the Caloundra City Council and several local community groups. In forging this partnership with Indigenous people, the Maleny community acknowledges the implications of Indigenous ownership and management of this particular land, which, without assistance in this form, may well be lost to the community for ever. In their turn, the Indigenous people acknowledge the wealth of social capital within the local community of Maleny, and its importance to the success of the proposed project.

The contributions proposed by the various partners are enumerated within the context of a Financial Plan, and as part of the Action Plan. Approaches to various State agencies to assist with funding for employment of Indigenous trainees within the proposed Centre are also outlined.

Under the guidelines set up by the Indigenous Land Corporation, stress is placed on the importance of Indigenous management of the project. The Mairwarr Indigenous Environmental Group is approaching the Indigenous Land Corporation to purchase the land in full appreciation of its obligations to care for the land. The capacity of the applicants to manage the land in a sustainable and viable way will be greatly enhanced through substantial non-Indigenous contributions, in skills, in funds, and in time. The genuine partnership developing between Indigenous and non-Indigenous people, based on mutual needs, is seen to be a positive feature of the project, and an excellent example of reconciliation in practice.

The Mairwarr Indigenous Environmental Group considers this Property Management Plan to be a creative and innovative approach to managing the property, and the plan also demonstrates how the proposed partnership arrangements can have concrete, whole-of-community benefits.

SITE DESCRIPTION

The Site is located in the heart of the township of Maleny on the hinterland of the Sunshine Coast, Queensland.



Map of Site – Maleny Township

Geographic. The Site is 2-4 Bunya Street (Lot 1), Maleny. It is 0.7 hectares (approximately 2 acres) in area and is bounded on two sides by the Obi Obi Creek. (The creek forms part of the water catchment area for the Caloundra City and Maroochy Shire water supply.)

Environment. The Site was one of environmental significance, containing mature species of native trees such as the bunya pine, silky oak, brown pine and others.

As well, the land and creek was home to a number of native animals and birds. These include a family of platypus, and the endangered Coxen's Fig Parrot.

History. The site is also of great historical interest, both before European settlement and following the early settlement of Maleny. The creek is named after the Aboriginal warrior *Ube Ube*. When European settlement began on the Blackall Range, the first blacksmith's shop was established on the site. From early non-Indigenous settlement until recently, when the site was purchased by a developer seeking to construct a supermarket (intended for tenancy by Woolworths), the site housed the local cattle sale-yards.

PROPERTY MANAGEMENT PLAN

Introduction

Following a sad day for Maleny on 14th April 2004, when the developer attempted to clear-fell the site, and was met with strong resistance from the local community, it is now severely degraded. Only one bunya tree remains.

The absence of Bunya trees is of cultural significance to all of us. This species has been identified as being of particular cultural significance to Indigenous people, whose bunya festivals in the area every three years attracted tribes from hundreds of kilometres away.

Paying cultural respect, via environmental preservation, of the Obi Obi Creek is very important due to it being the home of the Djunjeri spirits. The Djunjeri spirits were very much the protectors of children and in some of the cultural history talks about its strong connection to the Bunya tree also. There is much teaching within aboriginal law/lore around the Platypus and the Bunya trees.

From having been an intact riparian and wildlife corridor, the site now provides no habitat for the species known to have been present. The wildlife corridor has been cut off, and the biodiversity totally compromised. Restoration of this site to its former diversity is a priority for the Maleny community, a large majority of whom do not want a supermarket to be built there.

Mission Statement

To regenerate and maintain 2-4 Bunya Street, Maleny as an Environmental Park, funding the ongoing costs by construction of a best-practice Environmental and Cultural Education Centre which maximises Indigenous and non-Indigenous partnerships and creates educational opportunities for local people and visitors to Maleny.

PROJECT STRENGTHS (Why this project will succeed)

Uniqueness

This project is believed to be unique within Queensland. Not only is the combination of an environmental centre with an Indigenous cultural centre an unusual concept, it is unique in the fact that a group of Indigenous people from several tribal and clan groups is intent on working together to preserve the currently degraded site from further encroachment by large commercial interests. However, it is a natural symbiosis.

There are many Indigenous cultural centres across Queensland, whether within Indigenous communities (such as Yarrabah, Cherbourg, and Doomadgee), or within non-Indigenous communities (Rockhampton and Cairns), and a few Indigenous environmental education centres, but this project offers the first opportunity for a combined Environmental and Cultural Education Centre, owned and operated by Indigenous people. It proposes to bring back a balance between the traditional and current-day Indigenous practices (for example, by growing appropriate plants and educating visitors in the use of traditional bush tucker and bush medicines).

The project accords with the Caloundra City Council *CityPlan* (its IPA planning instrument) as well as the State Office of Urban Management's SEQ Regional Plan.

Location and Visibility

The site bounds the main road through the town of Maleny, thus making it highly visible to passing visitors. It is close to the local State Primary and Secondary Schools, ensuring easy access by classes of students. It is located on the bank of the Obi Obi Creek, and diagonally opposite Tesch Park, a popular picnic spot for local residents and visitors in Maleny, and is easily accessed from that park.

With such visibility, it is an ideal site for the project, and can become a model of environmental and cultural sustainability within the context of the local community and for visitors to the area.

Prior Reputation

Maleny is a town with a long-standing reputation for developing successful community projects, many of these being community enterprises. Twenty-five years of building a culture of cooperation has established Maleny as the "Cooperative Capital of Australia". Community groups, including environmental and cultural groups, have worked together to establish "best-practice" organisations, providing a model to other communities across the nation, and overseas.

In a small area, with a population of a few thousand, the Maleny district boasts the highest percentage of self-employed people in Queensland. Maleny's intellectual and social capital are renown. Hence, a great appreciation of and support and respect for Indigenous culture are present in the community.

Partnerships

The proposed project is based on a partnership between the Indigenous people who have cultural rights and responsibilities to this region and other

Indigenous people in the region. This partnership is called the Mairwarr Indigenous Environmental Group. It is also based on a partnership between Indigenous and non-Indigenous people. The non-Indigenous involvement is itself based on partnerships, these being between the local community, the Local Government, and a State agency, the Queensland University of Technology. The local community has forged a partnership between environmental, cultural, trades and business groups. This combination ensures commitment of great value.

The ongoing involvement of non-Indigenous community organisations is seen to be critical to support the capacity of the Mairwarr Indigenous Environmental Group to manage the land. A table outlining the commitment of the various organisations is in the Personnel section of this document.

MANAGEMENT

One of the first tasks to be undertaken following the purchase of the site is to form a joint Management Committee, comprising:

- Members of the Mairwarr Indigenous Environmental Group
- The Local Government Councillor
- Members from selected local community groups

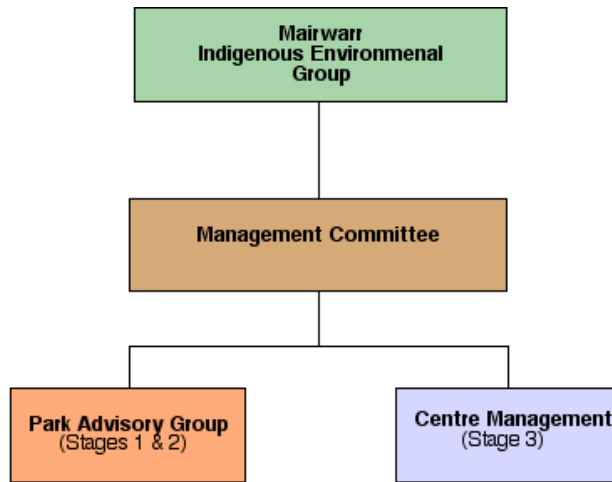
This Management Committee will plan and oversee the project, and ensure competent ongoing management.

The first two stages of the Park development (Regeneration and Facility Construction) are to be managed by the Park Advisory Group (PAG). This group will consist of members of:

- Mairwarr Indigenous Environmental Group
- Barung Landcare
- Maleny and District Green Hills Fund
- Queensland University of Technology

Operations Management will be by the Centre Management Group (CMG). This group will consist of:

- Mairwarr Indigenous Environmental Group
- Caloundra City Councillor
- Barung Landcare
- Maleny and District Greens Hills Fund
- Maleny Arts Council



Park Management Structure

OPERATIONS

Overview

The development, and operation, of the facility will be achieved in three stages:

- Stage 1 - Regeneration
- Stage 2 - Construction of the facility
- Stage 3 - Operation of the facility

Stage 1 – Regeneration

This Stage will begin as soon as the land has been procured, and is planned to take six to eight months to complete depending on weather conditions.

The PAG will consult with Indigenous people, local historians, and environmental experts to develop the site design from the existing concept outline to a detailed park plan. This design will include the footprint for a state-of-the-art Environmental and Cultural Education Centre (including an exterior amphitheatre). It will also include a detailed listing of the species to be planted in the park, all of which will be available locally through Barung Landcare’s extensive nursery.

Once the site design planning has been finalised, local earthmoving contractors will shape the site, especially in the area of the Centre and the adjacent amphitheatre, while community-minded local developers will supply topsoil, in readiness for regenerative planting.

At monthly intervals, until the site has been fully planted, community “Tree-Planting” events will be held. These will be coordinated by Barung Landcare in consultation with Indigenous stakeholders and local environmental experts to

ensure that the layout of the site maximises environmental education opportunities. This community organisation undertakes such events on a regular basis, and, with a membership of over 650 families, has no difficulty in attracting 300 or more people to a “Tree-Planting” event. This ensures that thousands of trees can be planted in minimal time.

Walkways will be designed into the plantings in order for easy access to, and identification of, each of the important species within the park.

Stage 2 – Construction of Facility

This Stage of the project may span one year, or slightly more, as the majority of the work relies on an “in-kind” contribution from the Queensland University of Technology’s (QUT) School of Urban Development, one of whose lecturers is keen to have his students involved in the design and construction of this state-of-the-art facility. This means that construction must fit in with the University’s timetable, which needs to be planned one year in advance.

Information exchange meetings will be held with the above partners, as well as with Indigenous artists and craftspeople living on the Sunshine Coast, the QUT lecturer, the Coordinator of the Indigenous Support Unit at the Sunshine Coast University, the local Indigenous Officer from the Queensland National Parks and Wildlife Service, executive members of the Maleny Information Centre Association, and a range of local tradespeople, in order to brief them on the concept of the facility and amphitheatre, and to seek their input at the design stage, as well as to develop a realistic timeframe for the construction of the facility. This will ensure that tradespeople can manage a portion of their valuable time for this community project. A Project Manager, to liaise with the QUT Lecturer, will need to be appointed.

The building and amphitheatre will then be designed using a local specialist (with every effort being made to engage an Indigenous architect) and the groups and individuals mentioned above will be canvassed for comment. Materials will be sourced locally, and stored on site.

Following the incorporation of any changes to the design from the above stakeholders, and at the appointed time, construction will begin. Construction will be of the ‘straw bale’ method, a technique with which many of the Maleny community members who will work on the building are familiar and have some expertise. Workers will be trained in Occupational Health and Safety (OH&S) issues prior to site entry and “supervised” on site by the QUT team. Site management will be undertaken by the Project Manager, who will have experience in construction and staff management. The amphitheatre will then be completed, using Indigenous and local craftspeople for its finishing mosaic touches.

Following the completion of the facility, a launch will be held, with invitations sent to all stakeholders including funding bodies. An open invitation will be issued to members of the local community.

Stage 3 – Operation of Facility

The final Stage of the project encompasses two distinct aspects:

- The **maintenance** of the Environmental Park; and
- The **operation** of the Environmental and Cultural Education Centre.

Each of these aspects will require different management plans, and will be carried out by different stakeholders. The first requires little cash input, but consistent labour, while the second aspect will require significant cash resources, as well as an ongoing labour commitment. Each will be separately detailed below.

Park Maintenance. This will be especially important in the first few years after the vegetation is established. Because of the easy access to water (being along the creek), and being in an area that generally receives good rainfall, the park should become relatively quickly self-sustaining.

The initial maintenance and enrichment planting will be carried out by the regular supply of Green Corps teams available through Barung Landcare, who have pledged ongoing support for the site once in secure ownership. This local environmental group will also supply the flora to support this maintenance work.

Constant vigilance will be maintained to ensure that weeds do not encroach on the site, with early removal upon detection. Apart from possible enrichment planting, or planting to replace any trees should they not survive the initial shock of planting, maintenance of the Environmental Park will be confined to ensuring weed infestation does not undermine the integrity of the regenerated area.

The ongoing weed prevention will be undertaken by a team of community volunteers, specially recruited for this task. This team will be known as “Friends of the Park”.

Maintenance of the park can also be achieved through the Community Service Order work contribution, available through the auspices of the Caloundra City Council.

Centre Operation. This aspect of the operation is extremely important, as it is the Centre that will provide funds for its own economic sustainability. Some “seed” funding is imperative, especially for the employment of Centre staff, but it is envisaged that, once an income stream is established, the Centre will be self-supporting.

The current perception is that the Centre will consist of several distinct spaces, each with a different purpose. These include:

- A **conference / presentation / training space**, which doubles as a cultural heritage display space for both Indigenous and non-Indigenous local history;
- An **Information Centre** for visitors and locals, which doubles as an environmental display space. This would provide information about local accommodation, events and places of interest, and information about the flora and fauna located in the Environmental Park;
- A **kiosk** which would double as a retail outlet for Indigenous arts and crafts, as well as merchandise relating to the site – for example, a booklet on “The History of 2-4 Bunya Street”; platypus hats, and so on;
- A **meeting room** which could be leased out to community groups when it was not being used by visiting Indigenous people, or by the Centre Management Committee;
- **Office space** for the Centre manager and staff – adjoining the meeting room. These last two could be housed on a mezzanine floor, to enable good oversight of the other spaces; and
- A small outdoor **Amphitheatre**, adjoining the Centre, could be used for a broad range of entertainment purposes.

The Centre’s operating income would come from leasing out the spaces (the conference / training space, the meeting room, and the amphitheatre), as well as from a charge made for guided environmental tours. Funds would also flow from sales of refreshments and merchandise, and commission would be charged on the sale of Indigenous art and craft items (see Financial Plan).

The plan is that the Centre Manager will be employed using funds from the Queensland Department of State Development and Innovation’s Indigenous Business Development Unit, and that a trainee assistant will be recruited from funding received from the Queensland Department of Employment and Training under its Indigenous Employment Strategy. This trainee will be supervised by the Centre manager, as well as by a local art gallery owner and art patron. As seen from the cash flow projections, the Centre can be self-funding in three years.

Another traineeship, in the form of a land manager and interpretative guide will be sought from the Queensland Department of Employment and Training’s Indigenous Employment Strategy, with this person being supervised by the local Landcare Group’s coordinator and the Indigenous Liaison Officer of the local National Parks and Wildlife Service office close to the facility.

The kiosk and sales area will be staffed on a roster basis by the artists and craftspeople exhibiting their products, as well as by a team of “Friends of the Park” community volunteers. If the existing Information Centre within the Maleny Community Centre, which is staffed by volunteers seven days a week, decides to relocate to this new facility, many of the volunteers would be likely to transfer their efforts to this new Centre, making the rostering of volunteers a

relatively easy job.

In order to reduce costs, local tradespeople will be asked to contribute some of their labour to the maintenance of this community facility. Being a new building, major maintenance will not be needed for some time, hence a fund, especially for this purpose, will be set up at the commencement of Year 4 in order to build up sufficient reserves to cover these costs.

MARKETING PLAN

Target Market

The target market for the Centre's facilities and services is set out in tabular form. This will enable the reader to better understand the range of potential users for such a Centre, with its multi-purpose nature, and to enumerate each market segment clearly for the proposed Marketing Plan.

Figures used are conservative, and indicative of the Centre in its start-up phase. It is envisaged that, as the Centre becomes better known, and the Environmental Park more established, these numbers, especially for guided tours, and sales of all kinds, will increase as visitor numbers increase. This is shown in the Income/Expenditure projections for Years 2 and 3 (see Financial Plan).

Facility/Service	Potential market segment/s	Potential size of market – Year 1	Income-earning capacity?
Amphitheatre space	Local musicians	Twice a month for six months	Y
	Local performers	Once a month for six months	Y
	Visiting Indigenous dancers and performers	Four times a year	Y
	Visiting events (through event managers)	Six times a year	Y
Conference room	Consultants (local and visiting)	Once a month	Y
Presentation space	Sales people	Once a month	Y
	Teachers	Twice a month	Y
	Government (for community engagement)	Once a quarter	Y
	Visiting speakers (eg environmental activists)	Once a quarter	Y
Training facility	Classes of students (Primary and Secondary)	Once a fortnight	Y
	Adult Education (private providers)	Once a month	Y

Meeting room	Centre Management Committee	Twice a month	N
	Local community groups	Twice a week	Y
Guided environmental tours	Students (local and visiting)	Once a week	Y
	Visitors to local area	Five tours a week (with six people on each)	Y
Guided cultural tours	Students (local and visiting)	Once a week	Y
	Visitors to local area	Two tours a week (with ten people on each)	Y
Arts and craft sales	Local residents	Five sales per week	Y
	Visitors to local area	Ten sales per week	Y
Refreshments and merchandise sales	Local residents	Thirty per week	Y
	Visitors to local area	One hundred per week	Y
Information Centre	Newcomers to area	Two per week	N
	Visitors to local area	One hundred a week	N

Marketing Methods

The ways in which each of the target markets will be reached is listed in tabular form. As stated in the initial part of this document, Maleny (and in particular, this site, and the story surrounding it) is quite well known already, and visitor numbers using the existing Visitor Information Centre in Maleny vary from 40 a day in mid-week off-season to 150 or more a day in holiday season. At Mary Cairncross Park, a small area of forest seven kilometres from Maleny, visitor numbers are so great as to endanger the park's integrity. This relatively intact rainforest area receives approximately 400,000 visitors per year. With this fact in mind, it is realised that much of the marketing effort needs to be targeted towards current visitors, with new visitations being promoted jointly with other visitor attractions.

Facility/Service	Potential market segment/s	Methods for reaching this market
Amphitheatre space	Local musicians	Word of mouth; articles in local newspaper; posters locally.
	Local performers	Word of mouth; articles in local newspaper; posters locally.

	Visiting Indigenous dancers and performers	Letters of invitation to known Indigenous dance groups; personal invitation (eg at Woodford Folk Festival; through family connections) from Indigenous staff.
	Visiting events (through event managers)	Phone contact through Yellow Page listings, and on-line indexes
Conference room	Consultants (local and visiting)	Articles in local newspapers (for locals); word of mouth; through local Councils, including a brochure (for visiting consultants).
	Corporate clients (including Government departments and agencies)	Trade magazines for corporate clients; Letters to Government Departments and agencies, including brochure.
Training facility	Classes of students (Primary and Secondary)	Personal invitation for local schools; letters (with brochure) for regional schools.
	Local businesses and organisations	Word of mouth; local paper; referral through other businesses and organisations
Meeting room	Centre Management Committee and staff	Not applicable.
	Local community groups	Word of mouth; articles in local newspaper.
	Local businesses.	Word of mouth; articles in local newspaper.
Guided environmental tours	Students (local and visiting)	Letters to schools (in conjunction with another local educational tourism attraction – Maleny Dairies)
	Visitors to local area	Brochures in Regional Tourism Office, regional Information Centres, motels, and coach companies.
Guided cultural tours	Students (local and visiting)	Letters to schools (in conjunction with another local educational tourism attraction – Maleny Dairies)
	Visitors to local area	Brochures in Regional Tourism Office, regional Information Centres, motels, and coach companies.
Arts and craft sales	Local residents	Word of mouth; articles in local newspaper.
	Visitors to local area	Brochures in Regional Gallery, Information Centres, motels, and coach companies.
Refreshments and merchandise sales	Local residents	Word of mouth; articles in local newspaper.
	Visitors to local area	Signage within the facility.

Information Centre	Newcomers to area	Word of mouth; articles in local newspaper; Real Estate agents (including brochure).
	Visitors to local area	Prominent "I" signage at facility entrance.

PERSONNEL

Personnel for this project will be members of many groups. Here is a list of the groups involved and their roles in the project. A “Skills Bank” of involved Indigenous people is Attachment 1.

Name of Organisation	Role/Commitment
Mairwarr Indigenous Environmental Group	<ul style="list-style-type: none"> • Own and manage the property • Management committee • Site design • Advise on planting bush foods and bush medicine plant species • Revegetation of site • Own and manage Environment and Cultural Education Centre • Oversight management of Environmental Park
Caloundra City Councillor (Dick Newman)	<ul style="list-style-type: none"> • Management committee member • Advisor on local government issues • Arrange waiver of ongoing land costs with Caloundra City Council
Caloundra City Council Officer	<ul style="list-style-type: none"> • Reference Officer/ Liaison with Caloundra City Council
Maleny Voice Inc	<ul style="list-style-type: none"> • Management committee • Maintenance of Environmental Park
Barung Landcare	<ul style="list-style-type: none"> • Management committee • Site design • Supply plants and labour for revegetation • Provide training opportunity for Indigenous trainees
Maleny and District Green Hills Fund	<ul style="list-style-type: none"> • Management committee • Site design
Maleny Arts Council	<ul style="list-style-type: none"> • Management committee • Provide expertise in art gallery management
Genesis Foundation	<ul style="list-style-type: none"> • Site design • Maintenance of Environmental Park • Possible long term lease of the Centre
Queensland University of Technology	<ul style="list-style-type: none"> • Design and construction of Environmental and Cultural Education Centre
Qld Department of State Development and Innovation	<ul style="list-style-type: none"> • Funding for construction of Environmental and Cultural Education Centre
Qld Department of Education and Training	<ul style="list-style-type: none"> • Funding for 2 Indigenous trainees
Qld National Parks and Wildlife Service	<ul style="list-style-type: none"> • Training for cultural and interpretive guide at Environmental and Cultural Education Centre
Lake Baroon Catchment Care Group	<ul style="list-style-type: none"> • Maintenance of Environmental Park

Platypus Action Group	<ul style="list-style-type: none"> • Maintenance of Environmental Park
'Friends of the Park' – Maleny community volunteers	<ul style="list-style-type: none"> • Maintenance of the Environmental Park • Other contribution according to skills and abilities

FINANCIAL PLAN

The financial plan is broken into two parts. The first part identifies the major cost items and the source of funding for each stage of development. The second part lists the income and expenditure for each of the first three years of operation.

Stage 1 – Regeneration

ITEM	COST	WHO WILL SUPPLY	DONATED (\$\$ or in-kind)	SECURED?
Develop Master Plan for site	\$20,000	Caloundra City Council	In-kind donation	
Design work	\$8,000 80 hours @ \$100/hr	Chris Rew – local designer; Indigenous architect	In-kind donation	Y
Earthworks	\$4,500 3 days @ \$1,500/day		In-kind donation	
Topsoil	\$5,000 20 truckloads @ \$250/load	Local developer	In-kind donation	
Trees and other flora	\$30,000 10,000 @ \$3 ea	Barung Landcare	In-kind donation	Y
Labour for planting	\$48,000 (4 days x 200 people x \$10/hr)	Barung Landcare members and community members	In-kind donation	Y
Paving for paths		Maleny Landscaping Supplies	In-kind donation	
Signage for flora and cultural icons				

Stage 2 – Construction of facility

ITEM	COST	WHO WILL SUPPLY	DONATED (\$\$ or in-kind)	SECURED?
Design workshop	\$3,000 – facilitator (1 day @ \$1,200 + write-up into design brief \$1,000); venue hire \$250; refreshments \$400; invitations \$50; contingencies \$100.	Local facilitator/s Maleny Community Centre Committee Local cafes	In-kind donation for facilitation, venue hire.	
Construction	Cost estimating \$10,000; Materials \$80,000;	Grant from Queensland Department of State	Approximately \$160,000 worth of materials and donated labour	

	Renewable energy system \$30,000; Site preparation \$20,000; Facility Construction \$220,000.	Development and Innovation (Indigenous Business Development Unit); local builders, tradespeople, and building material suppliers; QUT personnel and students.	towards the construction costs.	Y (QUT)
Fit-out of facility	Fixtures and fittings \$30,000.	Local suppliers	Discounts of up to 10% on fixtures and fittings	

Stage 3 – Operation of facility and maintenance of property

ITEM	COST	WHO WILL SUPPLY	DONATED (\$\$ or in-kind)	SECURED?
Advertising	\$10,000	Local paper; regional newspapers; tourism publications; local web builder.	Half in-kind donation	
Auditor's fees	\$4,000	Local accountant	Nil	
Bank fees	\$3,000	Local financial institution	Nil	
Depreciation	\$20,000	N/A	N/A	
Electricity/ power	Nil	Renewable resources	N/A	
Insurances (public liability / building and contents)	\$5,000	Commercial Insurance Broker	Nil	
Legal Fees (document preparation)	\$1,500	Local solicitor	Donation (in-kind)	
Office expenses (phone/fax/computer)	\$6,000	Commercial providers	Nil	
Printing and stationery	\$2,000	Local suppliers and printers	Discount of up to 10%	
Rates	\$1,800	Caloundra City Council	In-kind (waiver of rates)	
Repairs and maintenance	\$4,000	Local tradespeople	Discounted rates (some donations – in-kind)	
Replacement reserve	\$5,000	Into bank account as reserve		
Security	\$2,500	Local security company	Nil	
Wages (including on-costs)	\$100,000	Qld Dept State Development &	N/A	

		Innovation (Centre Manager); Qld Dept of Employment and Training (2 x trainees)		
Workers' compensation	\$1,000			

Income/Expenditure Statement (First Year)

Income - Item	Amount	Expenditure - Item	Amount
Hire of aspect of facility	\$12,000	Advertising	\$10,000
Kiosk and merchandise sales	\$25,000	Auditor's fees	\$4,000
Arts and crafts sales (commission)	\$20,000	Bank fees	\$3,000
Tours	\$8,750	Contingency	\$3,950
Employment grants	\$100,000	Depreciation	\$16,000
		Electricity/ power	Nil
		Insurances (public liability / building and contents)	\$5,000
		Legal Fees (document preparation)	\$1,500
		Office expenses (phone/fax/computer)	\$6,000
		Printing and stationery	\$2,000
		Rates	\$1,800
		Repairs and maintenance	\$4,000
		Replacement reserve	\$5,000
		Security	\$2,500
		Wages (including on-costs)	\$100,000
		Workers' compensation	\$1,000
TOTAL INCOME	\$165,750	TOTAL COSTS	\$165,750

Income/Expenditure Statement (Second Year)

Income - Item	Amount	Expenditure - Item	Amount
Hire of some aspect of facility	\$18,000	Advertising	\$10,000
Kiosk and merchandise sales	\$40,000	Auditor's fees	\$4,000
Arts and crafts sales (commission)	\$30,000	Bank fees	\$3,000
Tours	\$12,000	Contingency	\$3,500
Employment grants	\$70,000	Depreciation	\$20,000
		Electricity/ power	Nil
		Insurances (public liability / building and contents)	\$5,000
		Legal Fees	Nil
		Office expenses (phone/fax/computer)	\$8,000
		Printing and stationery	\$2,000
		Rates	Nil
		Repairs and maintenance	\$6,000
		Replacement reserve	\$5,000
		Security	\$2,500
		Wages (including on-costs)	\$100,000

		Workers' compensation	\$1,000
TOTAL INCOME	\$170,000	TOTAL COSTS	\$170,000

Income/Expenditure Statement (Third Year)

Income - Item	Amount	Expenditure - Item	Amount
Hire of aspect of facility	\$30,000	Advertising	\$7,000
Kiosk and merchandise sales	\$60,000	Auditor's fees	\$4,000
Arts and crafts sales (commission)	\$50,000	Bank fees	\$3,000
Tours	\$25,000	Contingency	\$3,500
Employment grants	Nil	Depreciation	\$16,000
		Electricity/ power	Nil
		Insurances (public liability / building and contents)	\$5,000
		Legal Fees	Nil
		Office expenses (phone/fax/computer)	\$10,000
		Printing and stationery	\$2,000
		Rates	Nil
		Repairs and maintenance	\$6,000
		Replacement reserve	\$5,000
		Security	\$2,500
		Wages (including on-costs)	\$100,000
		Workers' compensation	\$1,000
TOTAL INCOME	\$165,000	TOTAL COSTS	\$165,000

ACTION PLAN

This is the Action Plan for all three Stages of the Park development and operation.

Stage of Project	Tasks	Who to do?	Timeframe
0.1	Incorporate Mairwarr Indigenous Environmental Group	Mairwarr Indigenous Environmental Group	1 week
0.2	Create the Park Advisory Group (PAG)	Mairwarr Indigenous Environmental Group	2 weeks
0.3	Develop Master Plan for site	Caloundra City Council	-
	Stage 1 - Regeneration		
1.1	Develop the detailed park design.	PAG	2 weeks
1.2	Consult with Mairwarr Indigenous Environmental Group and Community		2 weeks
1.3	Produce the detailed regeneration schedule.	PAG	1 week
1.4	Appoint "team" members for "ownership" of sections and sub-stages of regeneration	PAG	1 week
1.5	Manage Regeneration	PAG	6-8 Months
1.6	Implement Regeneration	Barung Landcare	6-8 Months
	Stage 2 – Facility Construction		
2.1	Design of Environmental Centre	PAG	4 weeks
2.2	Consult with Community	PAG	2 weeks
2.3	Engage various "donors" for supply of goods and services	PAG	26 weeks
2.4	Submit various development applications	PAG	
2.5	Select and Engage Builder	PAG	1 week
2.6	Monitor building progress	PAG	26 weeks
2.7	Monitor construction budget	PAG	26 weeks
	Stage 3 - Operation		
3.1	Establish Centre Management Group (CMG)	Management Committee	1 week
3.2	Set-up facility for operation	CMG	4 weeks
3.3	Collate and mount cultural heritage display in Centre	Indigenous cultural heritage person, with assistance from Caloundra City Council's local history studies officer.	2 weeks
3.4	Plan Opening	Management Committee	1 week
3.5	Open Facility	CMG	1 week

Skills Bank for Indigenous Component Property Management Plan

1. Uncle Nurdon Serico

- Elder [Assistance/Support]
- Cultural Advisor

2. Enid Kina

- Batchelor Visual Arts [Almost complete]
- Traditional Aboriginal Dance Teacher & Performance
- Traditional Arts and Crafts
- Sculpture/Dance Poles [For Education – semi sacred]
- Cultural Adviser/Consultant

3. Lindon Davies

- Cultural Education/Advisor
- Traditional Dance [Performance]
- Aboriginal Artist
- Culture/Heritage/Environment [ex Qld Parks & Wildlife]

4. Beverly Hand

- Cert 2 C.A.L.M.
- Cultural Advisor/Consultant
- Culture/History/Environment [Plant ID- Farming]
- Bush Tucker & Medicine

5. Melinda Serico

- Ochre Painting Teacher

6. Wiruungga Dunggiirr

- Aboriginal Dance [Teacher & Performance]
- Aboriginal Artist
- Traditional Arts & Crafts - Bush Tucker & Medicine
- Indigenous Education Advisor [Ed Dept] - Indigenous Youth Worker

7. Donna Dunggiirr

- Dance [Teacher & Performance]
- Bush Tucker

8. Sue Saunders

- Batchelor of Arts Degree [Sociology, Journalism, Anthropology, Women's Studies]
- Administration and secretariat
- Research & analysis -Policy development -Basic financial management
- Mediation (non-professional)
- Networking skills - Mentoring skills (non-professional)

9. Cary Haining

- Facilitation -Personal Development Officer

9. Terri-Anne Goodreid

- Graduate Diploma Natural & Cultural Heritage Interpretation [IKE Deakin Uni]
- Diploma Indigenous Community Welfare
- Teacher Aboriginal Women's Law/Lore & Culture [including Dance & Ceremony]