



THE VICTORIAN
GOLDFIELDS
WORLD HERITAGE BID

VICTORIAN GOLDFIELDS TOURISM EXECUTIVE AND THE 15
VICTORIAN GOLDFIELDS LOCAL GOVERNMENTS

TRANSFORMING LIVES,
THE VISITOR ECONOMY,
AND GROWING JOBS:
THE VICTORIAN
GOLDFIELDS WORLD
HERITAGE MASTER PLAN



ACKNOWLEDGEMENT

This report takes into account the particular instructions and requirements of our client. It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

August 2024

Job number 293197

Arup Australia Pty Ltd | ABN 76 625 912 665

Arup Australia Pty Ltd

Wurundjeri Woiwurrung Country

Sky Park One Melbourne Quarter

699 Collins Street

Docklands VIC 3008

Australia

arup.com

First Peoples

We acknowledge the Traditional Custodians whose Country includes the Victorian Goldfields: the Barengi Gadjin (the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples), DJAARA (Dja Dja Wurrung Peoples), Eastern Maar, Taungurung, Wadawurrung, Wurundjeri Woi Wurrung, Gunaikurnai and Yorta Yorta peoples and their right to self-determination, to 'freely determine their political status and freely pursue their economic, social and cultural development'*.

We honour their Ancestors and their Elders, past and present, whose connection to their Country, knowledge and wisdom ensure the continuation of culture, law and traditional practices throughout the Victorian Goldfields.

*United Nations Declaration on the Rights of Indigenous Peoples.

The Victorian Goldfields World Heritage Bid logo incorporates the original artwork 'Murnong Kimbarne Yanabil' (Welcome, visitors, to our Yam Daisy Goldfields) by Dr Deanne Gilson – Wadawurrung artist.



PROJECT TEAM

This Master Plan has been funded by Regional Development Victoria, the partnership of 15 Local Government Authorities & Victorian Goldfields Tourism Executive.

Project Sponsor

The Victorian Goldfields Tourism Executive (VGTE) on behalf of its partnership with 15 Local Government Authorities.

Project Control Group (PCG)

- Chris Meddows-Taylor (VGTE) - PCG Chair
- Joanna Lyngcoln and Rebecca O'Brien (Heritage Victoria) - World Heritage Team
- Susan Fayad (City of Ballarat) - Project Manager
- Scott White, Tom Madden and Erin Padbury (RDV Grampians) - Principal Funding Authority
- Trevor Budge AM (City of Greater Bendigo) - Project Manager

Key Contacts

- Chris Meddows-Taylor (cbmt@bigpond.com)
- Susan Fayad (susanfayad@ballarat.vic.au)
- Traditional Owner contribution and review: DJAARA Cultural Heritage Team - Malamiya
- Trevor Budge (t.budge@bendigo.vic.au)

Project Steering Committee

Membership of Victorian Goldfields Program Steering Committee consists of the CEOs of the 15 local governments (Ararat Rural City Council, Baw Baw Shire Council, Campaspe Shire Council, Central Goldfields Shire, City of Ballarat, City of Greater Bendigo, Golden Plains Shire Council, Hepburn Shire Council, Indigo Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mount Alexander Shire Council, Northern Grampians Shire Council and Pyrenees Shire Council) with the Chair of the Victorian Goldfields Tourism Executive.

Consultant Team

This Master Plan has been prepared by Arup with project partners TRC, Extent Heritage and Michael Connell & Associates on behalf of the Victorian Goldfields Tourism Executive (VGTE).

The final report is a collaborative effort between Arup, the bid team and the partnership.



Key Contacts

- Project Director: Kate Hardwick (Kate.Hardwick@arup.com)
- Project Manager: Andrew Reynolds (Andrew.Reynolds@arup.com)

STAKEHOLDERS

Transforming lives, the visitor economy and growing jobs: The Victorian Goldfields World Heritage Master Plan has been prepared with engagement from key stakeholders. The following organisations have been invited to participate through the Master Plan's development:

- Ararat Rural City Council.
- Baw Baw Shire Council.
- Campaspe Shire Council.
- Central Goldfields Shire Council.
- City of Ballarat.
- City of Greater Bendigo.
- Golden Plains Shire Council.
- Hepburn Shire Council.
- Indigo Shire Council.
- Loddon Shire Council.
- Macedon Ranges Shire Council.
- Moorabool Shire Council.
- Mount Alexander Shire Council.
- Northern Grampians Shire Council.
- Pyrenees Shire Council.
- Barengi Gadjin Land Council Aboriginal Corporation.
- Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA).
- Eastern Maar Aboriginal Corporation.
- Gunaikurnai Land and Waters Council.
- Taungurung Land and Waters Council Aboriginal Corporation.
- Wadawurrung Traditional Owners Aboriginal Corporation.
- Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.
- Yorta Yorta Nation Aboriginal Corporation.
- Australian Government.
- Creative Victoria.
- Department of Climate Change, Energy, the Environment and Water.
- Department of Jobs, Skills, Industry and Regions.
- Department of Transport and Planning.
- First Peoples State Relations.
- Heritage Victoria.
- Parks Victoria.
- Regional Development Victoria.
- Visit Victoria.
- Ararat Gallery.
- Sovereign Hill Museum Association.
- Centre for Rare Arts and Forgotten Trades.
- Bendigo Regional Tourism Board.
- Ballarat Heritage Attractions.
- Daylesford Macedon Regional Tourism Board.
- Destination Gippsland.
- Grampians Regional Tourism Board.
- Murray Regional Tourism Board.
- Tourism Mid West Visitor Economy Partnership.
- Tourism North East.
- Great Southern Touring Route.
- Sydney Melbourne Touring Route.

FOREWORD



Images (left to right): Pink Cliffs Heathcote, Foundations of the Garfield Water Wheel, Castlemaine Diggings, Maryborough Post Office.

Victoria's Goldfields were fabulously rich. Victoria had the world's largest nuggets and the deepest mines. The scale of mining and the amount of gold found captured everyone's imagination, while the impacts on Traditional Country were profound. Victoria's Goldfields brought hundreds of thousands of people from around the globe to try their luck, many became wealthy almost overnight and others faced untold hardship.

In the nineteenth century gold was found in many places around the world and it built grand cities and new communities. This period of human history has been described as transformative. *"Nothing set the world in motion like gold.... the global rush.... inspired a dramatic burst of movement and energy, affecting the course of world history.... capital, people and raw materials connected distant areas of the world in a spontaneous, contagious search for gold."*¹

Victoria's historic goldfields now stand in stark contrast to all those other places. As the only ones still largely intact, 'Victoria's goldfields are quite simply the most expansive and extensive representation of a nineteenth century goldrush landscape anywhere.'² Scores of historic cities, towns and settlements with their often grand architecture are scattered across a landscape of gold mining sites and relics; there is nothing else in the world to match it.

The global goldrushes occurred on the Traditional Country of First Peoples. The whole Victorian Goldfields region exists on a living cultural landscape of several Traditional Owner groups who are part of the oldest living civilization on Earth. Their Country exhibits significant tangible and intangible Aboriginal Cultural Heritage, together with the varied impacts and features from a frenetic period of settlement. A period when gold was literally found lying just beneath the surface and dug up in vast quantities, turning the landscape 'upside down'.

1 Mountford, B. and Tuffnell, S., Seeking a Global History of Gold, in Mountford, B. and Tuffnell, S., (eds.) (2018) A Global History of Gold Rushes, University of California Press, p.1

2 Barry Gamble (2023), Draft Statement of Outstanding Universal Value

The whole of the Victorian Goldfields is dotted with mining relics, alluvial fields, open cuts, deep lead mines and its critical water infrastructure. These together with grand dwellings and large, out of scale, public buildings and works, were built on the back of the wealth from gold. This exceptional urban and rural landscape demonstrates the interplay between diverse cultures; from the First Peoples, many of whom were displaced from their ancient lands, to those First Peoples who actively participated in Victoria's gold economy and the new inhabitants who had travelled from around the world in search of their fortune.

All the components of this region play their distinctive part. But it is the sheer size and scale of the Victorian Goldfields, the sum of the parts, the totality of the collection, the diversity of the experience, which establishes our global importance and prominence. It's a living heritage that commands universal interest and attention and will endlessly reward the visitor.

This extraordinary history and landscape are now being documented. A regionally initiated campaign has gained state government backing for the nomination of the Victorian Goldfields for World Heritage listing.



CONTENTS



01

EXECUTIVE SUMMARY.....08

Master Plan at a glance.



02

INTRODUCTION.....26

Background to and purpose of the Master Plan.



03

BASELINE ANALYSIS.....42

The Goldfields today and future opportunities.



04

KEY MOVES AND TRANSFORMATIONAL PROJECTS82

A strategic framework for the Victorian Goldfields and proposed priority initiatives.



05

IMPLEMENTATION.....142

Delivering the Master Plan and a case for investment.



06

APPENDIX

Supporting information and further detail to the Master Plan.

- Proposed Draft Statement of Outstanding Universal Value
- Background Report
- Cost Estimate Report
- Key Move 2: Site Examples

1. EXECUTIVE SUMMARY



VICTORIAN GOLDFIELDS WORLD HERITAGE MASTER PLAN



Images from left to right: Craigs Royal Hotel Ballarat, Welcome Stranger monument Dunolly, Gold Puddler Whroo Historic Area.

“The Victorian Goldfields represent an unrivalled testament to the global gold rush, standing as the epitome of an extensive and resilient landscape.”

This Master Plan aims to elevate the Victorian Goldfields’ transformative power, charting a long-term vision for public and private investment.

What is the Master Plan?

This Master Plan aims to elevate the Victoria Goldfields transformative power, charting a long-term vision and road map for public and private investment.

This Master Plan outlines a collaborative agreed long-term plan for investment to maximise the transformational potential of World Heritage designation. It provides clear recommendations and directions for all three levels of government on priority investment and infrastructure priorities including a staged plan and case for progressive investment. It provides a strong rationale and basis for private sector investment to support and cater for an expected major increase in visitor numbers.

Based on extensive analysis and engagement, it has been developed with key stakeholders including Local, State and Australian Governments, Registered Aboriginal Parties, local community, business and industry and builds on the Victorian and Australian government’s tourism strategies.

The Master Plan will be a major supporting document for a proposed UNESCO World Heritage nomination. It outlines a plan for the conservation, enhancement and sustainable development of the Victorian Goldfields for the visitor economy and local communities. The Master Plan identifies five themes that underpin the heritage assets of the Victorian Goldfields and presents a strategy of five key moves. These key moves have been crafted to realise the strategic objectives of the Master Plan, while managing major risks and threats. It incorporates local and regional aspirations and is accompanied by an advocacy document.

The Master Plan is a living document

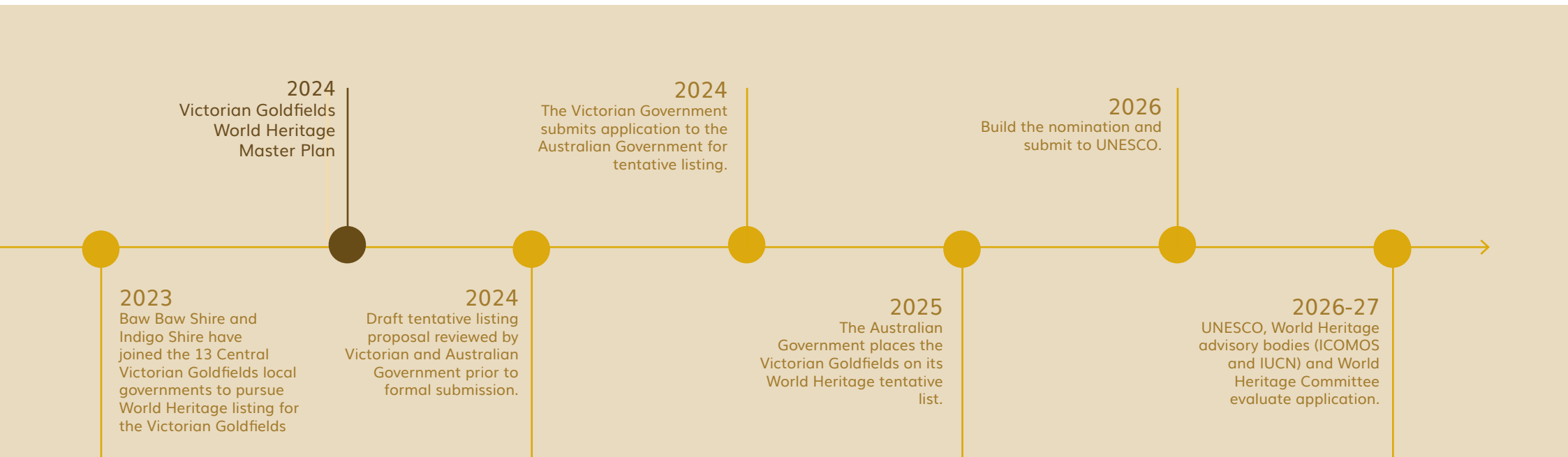
The Master Plan builds on extensive preparatory studies, processes, research (including market research as identified in the Sustainable Tourism Toolkit by TRC)¹, consultation, and the identification of effective ways to work at a whole of region level and advocate to government. The evolving nature of the World Heritage nomination, its continuing refinement as it moves through various stages of development and the assessment processes used by the World Heritage Centre will mean that the Master Plan will be further adjusted and developed over time. It is expected that in or before 2026 the proposed component areas forming the World Heritage nomination will be added to the Master Plan. If the Victorian Goldfields is successfully inscribed on the World Heritage list the Master Plan would be further developed.

The Master Plan also recognises that deeper engagement is required with a wide range of stakeholders at various stages of the Master Plan’s ongoing development and delivery. For example, an important component of the Master Plan is integrating the Victorian Goldfields’ heritage with the region’s existing attractions, amazing natural setting, outstanding food and wine offerings, the work of artisans and the history and heritage of First Peoples – together establishing the whole region as a pre-eminent visitor destination. As such, an important role for the Master Plan is to lift awareness and buy-in to ensure that the region can be as World Heritage ready as possible.

¹ Sustainable Tourism Toolkit 2020 (TRC) and Economic Benefit Assessment 2022, revised 2024 (MCA)

The Master Plan is a vital cornerstone in bolstering the proposed Victorian Goldfields World Heritage nomination, charting a path towards the conservation, enhancement and sustainable development of the Victorian Goldfields for the benefit of the nation, Victoria and the Victorian Goldfields' communities.

Indicative timeframe



MASTER PLAN CONTEXT

What are the Key Challenges Facing the Victorian Goldfields?



Catalysed by World Heritage listing, investment in the Victorian Goldfields can address many of the region's key challenges:



1. The Victorian Goldfields' significant heritage assets are largely unrecognised, under-utilised and under-resourced. This severely limits the full potential of these assets to benefit the entire region.



2. There is pronounced socio-economic disadvantage across some areas of the Victorian Goldfields with pockets of extreme disadvantage and population decline, which embeds vulnerability and impacts resilience, such as making recovery from major disruption difficult.



3. Historically competitive, highly localised and untargeted investment has meant the private sector has not had the level of certainty needed to commit to high impact investment in tourism initiatives.

4. In many parts of the Victorian Goldfields there is a prevalence of poor-quality visitor experiences, products and services that contributes to an unevenness in visitation and severely impacts capacity and attraction.

What are our opportunities?

The objectives of the Master Plan are designed to realise the region's opportunities:

- Build profile and capacity of the Victorian Goldfields to display its extraordinary heritage legacy
- Establish Australia's premier and first series of World Heritage Journeys.
- Elevate under recognised heritage assets
- Provide a global platform for First Peoples to lead the truth telling of their stories and experiences of the global gold rush era and their continuation of caring for Country.
- Attract new and additional international and domestic visitors.
- Drive a major increase in dispersed tourism visitation across the region and throughout the year that 'gives back' to destination communities and supports their heritage, cultural and environmental assets.
- Increase sustainable jobs and new job opportunities, particularly – in areas with lower socio-economic profiles and entrenched disadvantage.
- Provide the rationale and incentive for targeted public and private sector investment which supports tourism, jobs and builds community assets.
- Build social capital, community pride, community confidence and quality of life.

See section 3 - Baseline Analysis

What is UNESCO and how does its work guide the Master Plan?

UNESCO is the United Nations Educational, Scientific and Cultural Organisation. UNESCO's mandate is to contribute to peace and security by promoting international cooperation in education, sciences, culture, communication and information.

UNESCO's initiatives that guide the Master Plan include:

The World Heritage Convention

UNESCO's World Heritage List comprises nearly 1200 places that are important to everyone, no matter where they are located. They are places that have outstanding universal value that transcends the importance they hold for one particular nation. Australia is a signatory to the World Heritage Convention and, as of 2024, had 20 listed World Heritage sites.

World Heritage and Sustainable Tourism Programme

The UNESCO World Heritage and Sustainable Tourism Programme is a new and innovative approach where planning for tourism and heritage management is integrated at a destination level. This ensures that the natural and cultural assets are valued and protected, and that appropriate sustainable tourism is developed.

World Heritage Journeys Programme

World Heritage Journeys (WHJ) is an initiative by UNESCO, in collaboration with National Geographic and local heritage and tourism managers, to showcase World Heritage destinations and help travellers experience them in ways that protect and support their outstanding value and the local communities that sustain them. This Journeys model shapes Key Move 1 in this Master Plan.

Recommendation on the Historic Urban Landscape

UNESCO's Recommendation on the Historic Urban Landscape (HUL) provides a practical framework for managing heritage in dynamic urban environments, for example, where a World Heritage site is formed by an urban landscape. Its objective is to align socio-economic goals (the drivers of change) with the goals of conservation and quality of life outcomes. The application of HUL extends beyond geographic boundaries, such as World Heritage or other heritage listings, aiming to create a strong virtuous cycle where conservation is embraced fully to deliver benefits to local communities. World Heritage requires periodic reporting on the management of sites, including the application of the HUL.

MASTER PLAN AMBITION

The Master Plan positions the Victorian Goldfields as Australia's foremost World Heritage Journeys destination renowned universally, captivating global audiences and honouring the richness of First Peoples experiences. It cultivates social capital, community pride, confidence and enriches the quality of life for all who call this region home.

Unlocking the Victorian Goldfields' Potential: A 20 year Vision for Jobs and Growth

The Master Plan charts an ambitious course towards World Heritage listing of the Victorian Goldfields. By strategically investing and providing targeted support, we have set the groundwork for a remarkable transformation over the following decade and beyond.

Strategic Focus

The Master Plan's overall strategy is to maximise the benefits flowing to the region from a potential World Heritage Inscription.

Simply pursuing increased visitor numbers and expenditure does not maximise the benefits to geographically dispersed communities, their economies and their visitor attractions. Quality visitor experiences dispersed across the Victorian Goldfields don't just happen, they need to be planned for and resourced. Agreements need to be reached to set the priority investments, initiatives, and actions.

The Master Plan is predicated on three core elements.

- **Encourage and support visitors to travel and explore beyond the existing major hubs and routes:** The Victorian Goldfields has many locations which have the capacity to flourish. Our strategy is to invest in geographically dispersed quality facilities and services, to draw visitors to previously overlooked destinations, disperse the benefits and turn them into sustainable community gains, which in turn, addresses the anticipated congestion at major hubs.
- **Provide for incremental and progressive change and growth:** The Victorian Goldfields comprise many communities, stakeholders and interests. An incremental approach ensures that all places, communities and stakeholders evolve into thriving destinations on their terms, providing for positive sustained growth and change.
- **Support and evolve existing visitor hubs:** The major hubs particularly will receive a surge in visitor numbers and as flagship destinations they will thrive. But they will need to increase capacity and investment in infrastructure and be supported by a network and support structure of visitor information hubs and services across the whole region.

Traditional Owners are invited and supported to lead

The Victorian Goldfields World Heritage Bid acts as a catalyst for exploring significant opportunities for restoring and enhancing the protection of Aboriginal Cultural Heritage, recognising custodial ownership, building awareness, truth-telling and healing. It will provide opportunities for tourism-led sustainable developments, that will create businesses and employment opportunities and build capacity to directly benefit First Peoples.

World Heritage has the potential to bring real and long-lasting benefits that will be shared by First Peoples right across the Victorian Goldfields.

World Heritage is a proven, powerful catalyst with the potential to rejuvenate and transform local communities. As the custodians of Country, the Registered Aboriginal Parties (RAPs) are invited to lead and guide their engagement to ensure their priorities and values – as outlined in their respective Country Plans – are captured in the World Heritage nomination process and in the development of this Master Plan.

The bid is a vehicle for tourism-led sustainable development, from business and employment opportunities to capacity building, that will directly benefit First Peoples. A focus on storytelling will promote understanding and respect for Traditional Owners and continuity of connection to Country.

The bid team is working with a number of Registered Aboriginal Parties and Traditional Owners who are engaging at different speeds in order to take up the challenges and opportunities of the proposed World Heritage Listing and Master Plan.

See section 2 - Introduction

PLAN ON A PAGE

The Victorian Goldfields World Heritage Master Plan has been encapsulated into a single page. Guided by the overall Vision, the Master Plan framework is based on eleven principles which encompass the way in which quality visitor experiences are to be presented, how cultural heritage is to be conserved, the social, economic, and environmental outcomes that are being pursued and how sustainability underpins the overall approach.



PLAN ON A PAGE

Vision for the Victorian Goldfields

To share the extraordinary story of the Victorian Goldfields with people across the globe and create social, cultural and economic opportunities for every community and person across the region.



Principles



Elevate First People voices, stories, culture and opportunities



Conserve and celebrate heritage places and the potential OUV



Facilitate layered storytelling



Drive social and community benefit and pride



Promote environmental, social, economic and cultural sustainability



Promote gender equality through elevating the stories of women and children and creating economic and social opportunities for people of all genders.



Elevate Victorian Goldfields' experiences, products and infrastructure to a world-class standard



Maximise economic yield



Disperse visitation, investment and benefits across the region and seasons



Facilitate multimodal movement and mode choice



Adopt an innovative and holistic approach to experience planning



Themes and Stories

Proposed Outstanding Universal Value

The most extensive and best-surviving landscape, anywhere, that illustrates the global goldrush phenomenon of the second half of the nineteenth century

Gold

The Human Story



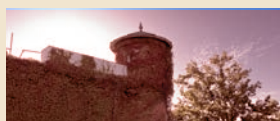
First Peoples

Country and Culture
Truth Telling and Language
Landscape and Cultural Heritage



Gold Miners

Prospecting and Mining
Geology and Landform
Industries and Invention
Men, women and children



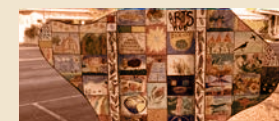
Rebels

Law and Order
Protest and Democracy
Characters and Crime



Migrators

Ancestry
Diversity and Multiculturalism
Settlements and Architecture



Makers

Artisans, Crafts and Lost Trades
Culinary and Cultivation
Creativity and Innovation



Key Moves and Initiatives

Five key moves and associated initiatives are identified to support sustainable tourism across the Victorian Goldfields, managing key risks and celebrating local history, stories and communities.

Key Move 1

Develop a series of World Heritage Journeys



Initiatives

Key Move 2

Support access to and amenity of heritage sites and townships



Initiatives

Key Move 3

Create World Heritage Signature Experiences



Initiatives

Key Move 4

Get World Heritage Ready



Initiatives

Key Move 5

Promote and raise awareness of the Victorian Goldfields



Initiatives

KEY MOVES AND TRANSFORMATIONAL PROJECTS

The Master Plan operates primarily at the levels of vision, policy and strategy. It recognises that to deliver the Plan requires adoption of the key elements, a commitment to work through the detail, then sourcing and allocating funding and lastly delivering on site.

Key Moves

The Master Plan sets out five Key Moves. These are the fundamental steps that need to be taken to ensure that the Victorian Goldfields are best positioned to attract and accommodate a surge in visitors and to realise the benefits that will flow from increased income through visitors to the region. The key moves are not sequential or in priority order; action needs to be taken concurrently on all five.



1 Deliver World Heritage Journeys



2 Support Access to and Amenity of Heritage Sites and Townships



3 Create World Heritage Signature Experiences



4 Get World Heritage Ready



5 Promote and Raise Awareness of the Victorian Goldfields

Delivered together, these five key moves create a rejuvenated region and visitor destination with a higher quality product able to attract more people who will stay longer. The five key moves are designed to:

- lift the capacity of the region to cater for more visitors,
- raise the profile of the region, and
- position the Victorian Goldfields as a world class destination and visitor experience to match an inscription as a World Heritage site
- disperse visitors throughout the Victorian Goldfields so as to benefit all communities.

Transformational Projects

To deliver on these key moves will require a series of projects which implemented together and progressively will be transformational. They can be implemented in partnership with many local initiatives and actions in communities across the region. This transformative approach to tourism is underpinned by the principles of sustainability, cultural appreciation, and regional development. This bold vision of transformation represents a strategic commitment to create an enduring benefit for communities and the economy at large.

The initiatives presented are transformative in that they will:

- help to invigorate regional and local economies,
- create substantial employment opportunities, and
- position the region at the forefront of global sustainability and heritage conservation.

Importantly, transformational projects will bring direct benefits to the more than half million people who live in, and the thousands of businesses that operate, in the region.

See section 4 – Key Moves and Transformational Projects

KEY MOVE 1: Deliver World Heritage Journeys

Underpinning this planned transformation is Key Move 1, a region wide initiative – the progressive development and implementation of World Heritage Journeys. This concept is new for Australia. It places the Victorian Goldfields at the forefront of global tourism developments. Based on an emerging model promoted by UNESCO and National Geographic, it is designed to take visitors to not only the high-profile sites but to destinations and attractions that are less frequented places and on journeys which encourage and support a deeper engagement with local cultures, heritage, and environments. The Journeys concept recognises the needs, expectations, and interests of visitors today and in the future. Moving away from a rigid touring route model that moves people from A-B, this concept enables flexibility for visitors in how they travel and where they travel to. It enables visitors to create and curate a unique journey where the Victorian Goldfields' rich history, culture, landscapes, stories, and communities can be explored and uncovered.

By providing a comprehensive platform and tool for visitors, World Heritage Journeys steers and disperses visitors towards a diverse range of destinations and offers a range of travel options. This key move, detailed in the Master Plan, also supports the progressive, more even, and sustainable distribution of the expected economic benefits from a major growth in tourism.

An Initiative for a More Sustainable Approach to Managing the Growth of Visitor Numbers

World Heritage Journeys prioritises the progressive development of a network of infrastructure projects and service upgrades for road and rail, as well as the further development of the existing extensive network of walking trails and cycling routes, together with visitor facilities. The plan lays the groundwork for a tourism model that supports economic growth while conserving the natural and cultural heritage that will attract visitors.

World Heritage Journeys embrace more sustainable modes of transportation including electric vehicles, bicycles, e-bikes, walking, enhanced public transport network and services, and providing options for people to undertake parts of their visit using sustainable options particularly in local micro-journeys, which is an innovative feature of the Journeys network. These initiatives assist with implementing the commitment of governments to Net Zero and promoting health and wellness through active travel.

This forward-thinking initiative not only enhances the visitor experience but also positions the region as a global leader in sustainable tourism practices.

High Priority Programs:

- Story development and interpretation strategy
- Walking and Cycling Journey Strategy
- Gateways
- Digital experiences and journey app
- Journey development coordination
- Transformative investments – multimodal transport network

Pages 92-107 in Chapter 4: Key Moves and Transformational Projects



Connecting over 25 cities, towns, villages and communities.



A multimodal network of walking, cycling, rail and road journeys.



Significant gateways to create a sense of arrival and identity.



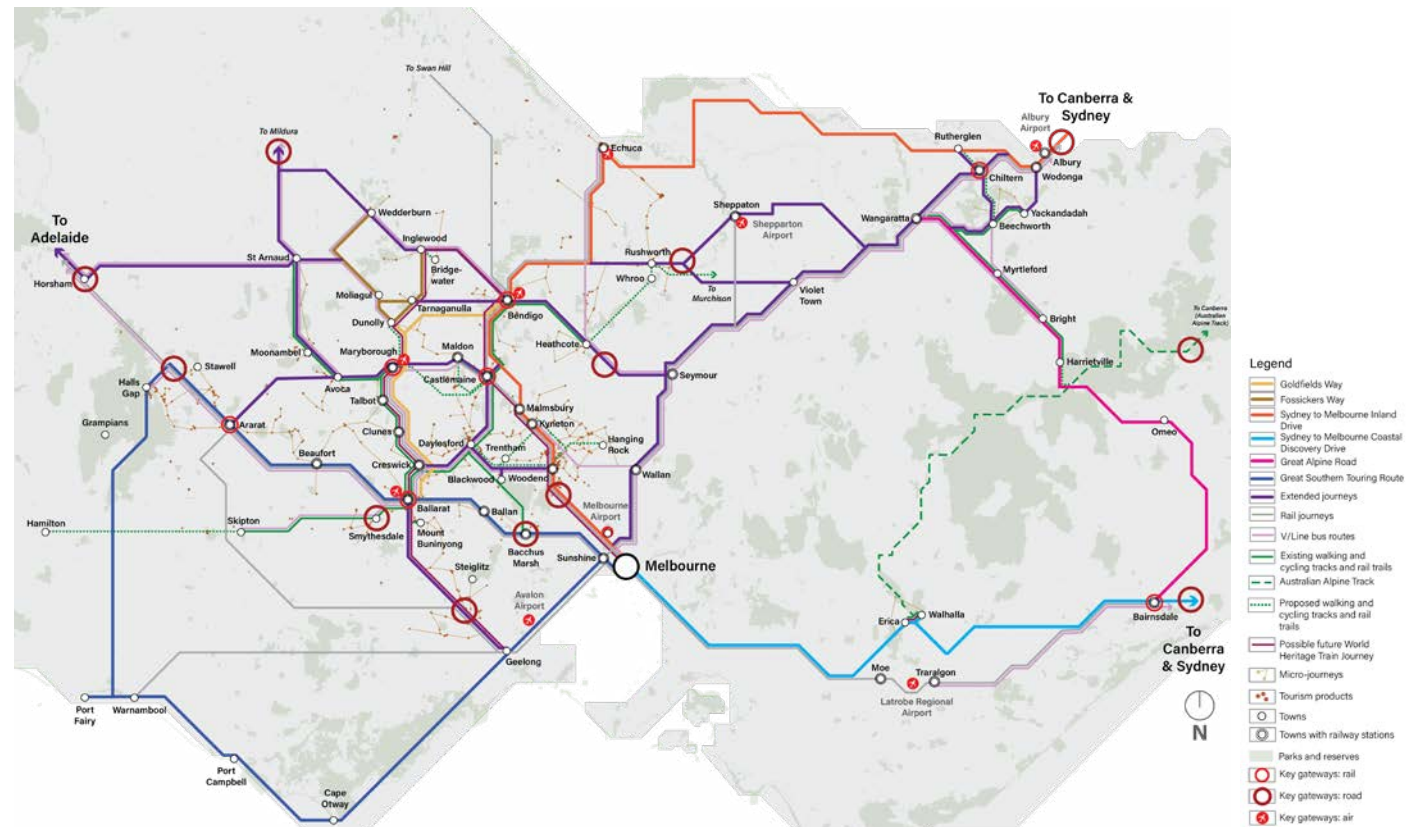
Linking to exceptional experiences across the World Heritage themes.



Encouraging visitors to discover the wider Victorian Goldfields and its attractions.



Connecting clusters of rich experiences (micro journeys).



Victorian Goldfields World Heritage Master Plan



KEY MOVE 2 – Support Access to and Amenity of Heritage Sites and Townships

World class access, placemaking, storytelling and infrastructure improvements and conservation works to ensure vibrant, high quality heritage destinations and townships across the Victorian Goldfields and provide world class visitor infrastructure.

Examples of initiatives include:

- improved active transport infrastructure and connections between key destinations
- improved conservation of key heritage places and areas,
- public realm and streetscape improvements
- enhanced/new accessible and inclusive interpretation
- improved access and safety including roads and parking
- address digital connectivity and blackspots
- upgraded facilities and infrastructure including toilets and potable water.

Pages 108-117 in Chapter 4: Key Move and Transformational Projects



KEY MOVE 3 – Create World Heritage Signature Experiences

Signature experiences will create emotional connection and act as key drivers of visitation along the journeys, creating awareness of the Victorian Goldfields, nationally and internationally and supporting local communities.

Initiatives include:

- Co-designed regional and community experiences
- Partnering with and supporting iconic attractions
- Connecting creative regions and communities
- Showcasing hidden gems at historical reserves
- World Heritage Hubs – elevating the experience of place

Pages 118-127 in Chapter 4: Key Move and Transformational Projects



KEY MOVE 4 – Get World Heritage Ready

Targeted capacity and capability building to help local business and industry elevate the quality, consistency and strength of products and services to create world class experience and maximise economic benefits. This includes opportunities to strengthen cultural, community and environmental stewardship.

Initiatives include:

- First Peoples World Heritage Cultural Tourism Development Program
- Product and service quality program
- Accommodation attraction and quality program
- World Heritage guide program

Pages 128-133 in Chapter 4: Key Move and Transformational Projects



KEY MOVE 5 – Promote and Raise Awareness of the Victorian Goldfields

Branding, marketing and events are required to position Victorian Goldfields as an international product for the strength of experience it offers the entire region and to raise awareness of its stories and experiences.

Initiatives include:

- Events and festivals program and strategy
- Market, brand and promote the Victorian Goldfields, including World Heritage Journeys and proposed World Heritage sites.

Pages 134-137 in Chapter 4: Key Move and Transformational Projects

HIGH-PRIORITY PROJECTS FOR IMMEDIATE ACTION

There is a strong need for a series of strategic projects in the Key Moves to be delivered early and prior to a potential World Heritage nomination as a catalyst to progressively improve the visitor experience and ensure high quality experiences.

1. World Heritage Journeys Story Development and Interpretation Strategy (pages 106, 145.)

Story Development will catalogue and develop engaging stories under the key themes supported by appropriate promotion and marketing strategies. Curated interpretation will be presented at proposed World Heritage component areas and key destinations across the World Heritage Journeys network and be culturally appropriate and accessible, including for international visitors. The Master Plan presents a thematic framework and concept approach to World Heritage Journeys however further development is required to progress the concepts before interpretation can be delivered on-the-ground. As a cornerstone of the Master Plan, World Heritage Journey development is a priority.

Establishment planning \$500,000

Local & State Government (e.g. Parks Vic, Heritage Vic), RAPs

2. World Heritage Journeys Development and Coordination (pages 107, 145.)

Given the extent and diversity of the region, collaboration, coordination and integration of the World Heritage Journeys will be essential. Detailed design is also required to progress World Heritage Journeys concept plans presented in this Master Plan. Early coordination and sufficient lead time is critical for success.

Establishment planning \$500,000

Tourism Bodies, Local, State & Federal Government, RAPs.

3. Master Plan for First Peoples Sites and World Heritage Journeys (pages 116, 145.)

Led by First Peoples, a series of master plans are required to embed First People's stories, culture and assertions and deliver benefits for First Peoples through the proposed Victorian Goldfields World Heritage Listing.

Establishment planning \$350,000

Registered Aboriginal Parties (RAPs)

4. Immediate Infrastructure Improvements and Conservation Works at the proposed World Heritage Sites' component areas (pages 116, 145.)

Prior to a World Heritage nomination, immediate improvements and conservation works should focus on the World Heritage sites, including access and safety. To prepare for this, concept plans should be progressed to detailed design to ensure improvements are shovel ready at the time of inscription.

On-the-ground works \$TBC

Local and State Government (e.g. Parks Vic, Heritage Vic), RAPs

5. Service Quality Capacity Building Program (pages 132, 145.)

A targeted capacity and capability program is needed to help local business and industry elevate the quality, consistency and strength of products and services to create world class experiences and maximise economic benefits. Existing programs are in place and could be rolled out at scale to bring immediate benefit.

On-the-ground works \$500,000

Tourism bodies, local and State Government, Industry, RAPs

6. Marketing and Branding the Victorian Goldfields including World Heritage Journeys and the proposed World Heritage Sites' Component Areas (pages 137, 145.)

A marketing and branding strategy needs to be developed to promote the Victorian Goldfields to domestic and international markets with a focus on new World Heritage Journeys, signature experiences and hero sites. Early targeted advertising and promotion that links to key target domestic and international markets will drive awareness and visitation and is required to position the Victorian Goldfields as an international product.

Establishment planning \$300,000

Tourism Bodies, Local and State Government (e.g. Parks Vic), RAPs, Industry

7. Co-design Signature Experience Activation (pages 127, 145.)

While high level options are highlighted in the Master Plan, collaboratively developing signature experience activation with local communities will foster community pride and build support for World Heritage and visitation. Engaging early will help build

partnerships and support. Anchor attractions are a core concept of the Master Plan and are a priority.

Establishment planning \$600,000

Local and State Government (e.g. Parks Vic), Tourism Bodies, RAPs, Industry.

8. Visitor Information, World Heritage Hub Strategy (pages 127, 145.)

There is both an opportunity and a need to transform existing visitor centres across the region to become a network of World Heritage Hubs acting as touch points for information, interpretation, engagement and partnership opportunities with community and heritage specialists as part of the Victorian Goldfields experience. To realise this transformation, a long-term regional approach is required through the development of a World Heritage Hub Strategy as well as preliminary funding to support minor improvements to Visitor Centres to incorporate World Heritage information and experiences in the short term.

Establishment planning \$200,000

Tourism Bodies, Local Government, RAPs

9. Immediate Safety Improvements at Historic Reserves (pages 127, 145.)

Visitor safety is important at mining sites to ensure a safe and enjoyable experience. Pedestrian safety is important in mining sites to ensure a safe experience while enjoying the sites for visitors. Safety improvements, such as appropriate wayfinding, signage and proper pathways, are critical for to minimising hazard risks and ensure visitors can safely enjoy historic sites. This need to be addressed prior to supporting increased visitation.

Establishment planning \$200,000

State Government (e.g. Parks Vic), Site Managers

10. Deliver World Heritage Gateways (pages 106, 145.)

With a serial listing of component areas and the wide distribution of the Victorian Goldfields there are multiple entry points or gateways to the region., Reinforcing arrival points is central to the identity and experience of the World Heritage Journey concept. Delivering gateway infrastructure as a first step will build awareness of World Heritage Journeys and sense of place early.

Establishment planning \$250,000

State Government, Tourism Bodies.

TRANSFORMATIVE PROJECTS FOR LONGER-TERM ACTION

The Victorian Goldfields World Heritage Master Plan presents a transformative approach to tourism. It is underpinned by the principles of sustainability, cultural appreciation and regional development. This bold vision represents a strategic commitment to create an enduring benefit for communities and the economy at large.

In terms of specific transformational projects, in addition to and linked with establishing and implementing World Heritage Journeys, the Master Plan puts forward and supports a series of projects which exemplify how World Heritage inscription can be a catalyst for new ways of strengthening the visitor economy and how the whole region can be supported.

These specific transformational projects will generally fall into one of two categories, those project that are:

1. A deliberate planned intervention and an opportunity for investment to stimulate positive change and enhanced community benefits.
2. The obvious outcomes of World Heritage inscription. For instance, the expansion in visitor numbers will demand a response by the region to cater for greater numbers.

Transformational infrastructure projects and regional development opportunities

The Master Plan proposes a major transformative project - The progressive development and implementation of Australia's First World Heritage Journeys. A series of long-term infrastructure development projects can support and elevate the World Heritage Journeys network.

Multimodal Transport Network (supporting Key Move 1)

1. Coordinated Public Transport Services.

The Victorian Goldfields region can lead the way as a pilot program for the state through enhanced timetable and services coordination between trains, regional and local buses and linked to local micro journeys, and the use of cycling, walking and e-bikes. (Page 139).

2. World Heritage Journeys Railway Development

The World Heritage Journeys Railway Development project aims to utilise existing rail corridors to progressively increase passenger rail services across the region. This will provide enhanced access to heritage sites across significant parts of the region including potential World Heritage sites. (Page 139).

3. Expanded Active and Sustainable Travel: Multi-modal travel options with supporting facilities and infrastructure.

The Victorian Goldfields offer an extraordinary opportunity to link key nodes with an existing and expanded range of journey options. Implementation of the Master Plan will progressively expand and broaden this network. (Page 139).

4. Electric Vehicle Charging Network.

The Victorian Goldfields can be the regional visitor services pilot for the rollout of public and privately operated fast EV charging facilities. (Page 140).

5. Erica to Walhalla Connection

This project envisions a series of travel options from Erica to Walhalla, emphasizing sustainable modes of transportation to ensure that increased visitor numbers can be catered for while retaining the integrity and functioning of this remote gold mining settlement. (Page 140).

Victorian Goldfields World Heritage Visitor Interpretation Centres (supporting Key Move 3)

Victorian Goldfields World Heritage Visitor Interpretation Centres: A Vision Unearthed

Imagine places where history comes alive, where the echoes of the past resonate through captivating exhibits and immersive experiences. Welcome to the Victorian Goldfields World Heritage Visitor Interpretation Centres. A visionary project both large and small, that celebrates our rich and diverse heritage, educates, and inspires generations to come. Interpretative centres aren't just museums; they are dynamic hubs, large and small, that serves multiple purposes. These centres serve not only as attractions but as educational, research and community engagement hubs, fostering a deeper understanding and appreciation of the region's rich gold era history and the living culture of its First Peoples. (Page 140).

The Master Plan highlights a major regional development opportunity that would support the region to be World Heritage ready

Victorian Goldfields Tourism, Hospitality and Heritage Skills Training Needs (supporting Key Move 4).

The Victorian Goldfields will need a comprehensive examination of its tourism, hospitality and heritage skills training needs in preparation for World Heritage listing. Independent, extensive research has identified that World Heritage listing will produce a sustained surge in visitor numbers. Ten years after World Heritage listing it is estimated that the region is likely to have generated over 4,000 jobs in tourism and hospitality alone, over and above the growth that would have occurred without listing. There are already critical labour shortages in the tourism and hospitality sectors, not only in the Victorian Goldfields, but throughout Australia.

The second workforce shortage which will quickly emerge is tradespeople skilled and experienced in the conservation of heritage building and sites. With World Heritage listing there will be a growth in demand for people trained in relevant heritage crafts and skills. There are shortages already in the region in this employment sector, which is characterised by an aging demographic of practitioners, and which has not attracted young persons to take on apprenticeships in a sustainable way. Traditionally it is not an employment sector that has supported participation by women. That needs to change. (Page 141)

MASTER PLAN OUTCOMES

The expected outcomes from delivering and implementing the Master Plan include:

- revitalisation and dispersal of economic benefits
- social and cultural enhancement for communities
- environmental gains
- improvements in the quality of visitor experiences
- lifting the profile of the whole Victorian Goldfields.

Projects set out in the Master Plan will transform and revitalise the Victorian Goldfields. These projects will assist in catering for an anticipated growth in visitors number which is expected to will see annual visitor numbers to the whole goldfields boosted by around 2.5 million ten years after World Heritage inscription. This will deliver local jobs, boost employment, and strengthen local economies. The economic revitalisation which will flow from this will create around 2,225 new jobs and inject over \$700m into the region over the first ten years following World Heritage inscription.

Substantial social and cultural benefits from celebrating and conserving the richness of the region's multi-layered history – from First Peoples living on Country to the gold rush and subsequent waves immigration from many communities from around the globe who built grand cities and towns on the back of the wealth of gold.

The on-going environmental benefits for the Victorian Goldfields' natural landscapes and ecosystems are that they will be conserved and elevated through investments in sustainable and regenerative activities, tourism and Country-led initiatives.

Sustained growth, greater resilience, and benefits beyond the major Visitor Hubs underpins the Master Plan. While the major tourist hubs will shine brighter, benefits will extend across the whole region and progressively embrace all towns and communities. Visitors and their expenditure will spill into under-visited gems, bringing new life. The Master Plan is positioned so that each community across the region can determine the extent to which they wish to embrace benefits that are offered by World Heritage listing.

In summary, the Master Plan lays the foundations for a holistic, strategic, managed process of change and transformation which enables the region to be elevated to the level of a world class destination offering high quality visitor experiences

Social and Cultural Benefits

The Master Plan celebrates and conserves the richness of the region's multi-layered history – from the First Peoples living on Country to the gold rush and subsequent waves of immigration. Initiatives in the Master Plan will uplift today's communities and seek to align with their aspirations for the future. Delivery of the Master Plan along with a potential World Heritage Listing produces many benefits including significant gains and improvements in:

- Community identity and pride.
- Conservation of heritage.
- Socioeconomic revitalisation.
- Cultural celebration.

Economic Benefits

A potential World Heritage designation will increase attention and visitation to the Victorian Goldfields. If this is adequately supported and leveraged, it will lead to economic benefits for the region's communities, businesses and tourism operators. Benefits include:

- Growth in visitor spend and economic uplift.
- Securing existing jobs, job creation and more sustainable employment.
- Increased economic activity, such as private sector investment in accommodation and visitor services.
- Greater understanding of the benefits of conserving heritage, caring for Country and sharing stories and culture.
- Economic benefits better dispersed across the region that particularly supports disadvantaged communities.

Environmental Benefits

Regardless of whether a place is World Heritage listed or not, natural landscapes and ecosystems are foundational elements of the Victorian Goldfields Their values and can be conserved and celebrated through investments in sustainable, regenerative and Country-led initiatives. Benefits include:

- Caring for Country.
- Protection and conservation.
- Sustainable visitation.
- Healthy places.

Supporting the United Nations (UN) Sustainable Development Goals (SDGs)

The Master Plan aspires to address 10 of the 17 SDGs, the UN's benchmark for sustainable development:

- SDG 1: No Poverty
- SDG 3: Good Health and Wellbeing
- SDG 5: Addressing Gender Issues
- SDG 8: Decent Work and Economic Growth
- SDG 9: Industry, Innovation and Infrastructure
- SDG 10: Reduced inequalities
- SDG 11: Sustainable Cities and Communities
- SDG 13: Climate Action
- SDG 15: Life on Land
- SDG 17: Partnership for the Goals

Supporting the ICOMOS² Sustainable Development Policy Guidelines for Heritage

- SDG 1 - Harness the potential of heritage to eradicate extreme poverty for all.
- SDG 3 – Harness the power of heritage in ensuring healthy lives and the promotion of well-being for all at all ages.
- SDG 5 – Harness the potential of heritage to achieve gender equality, eradicate bias and violence based on sexual orientation, and empower all genders, recognising that heritage is constantly changing and evolving.
- SDG 8 - Harness heritage as a resource for inclusive and sustainable local and regional economic development.
- SDG 9 – Harness heritage for inclusive and sustainable industry and infrastructure, through creativity and innovation.
- SDG 10 – Harness the role of heritage in reducing inequalities and fostering inclusiveness and cultural diversity.
- SDG 11 – Harness the potential of heritage to make cities and human settlements inclusive, safe, resilient, and sustainable for current and future generations.
- SDG 13 - Harness heritage to enhance the adaptive and transformative capacity of communities and build resilience against climate change.
- SDG 15 - Harness the potential of heritage to promote integrated landscape-based, values-based, and human rights–based approaches for the protection, restoration and sustainable use of ecosystems.
- SDG 17 - Harness the potential of strategic partnerships in heritage processes to foster sustainability-oriented heritage and development policies and practices.

² ICOMOS is the International Council on Monuments and Sites, the peak body for heritage and a World Heritage Advisory Body.

Key Outcomes of a proposed World Heritage Listing and Master Plan delivery include:

- **Economic revitalisation** with targeted investments, based on the Master Plan, will generate up to 4,017 new jobs and bring \$526 million more in visitor spending into our region.
- **Transformational projects** will catalyse change for the Victorian Goldfields, deliver local jobs and boost tourism.
- **Social cultural benefits** celebrating and conserving the richness of the region's multi-layered history and heritage – from the First Peoples living on Country to the gold rush and subsequent waves of immigration.
- **Environmental benefits** natural landscapes and ecosystems will be conserved and elevated through investments in sustainable, regenerative, and Country-led initiatives.
- **Beyond Major Hubs**, the Major Hubs will shine brighter, but the regions and smaller towns will rise too. Visitors will spill into under-visited gems, bringing new life.
- **Laying the foundations** for holistic and strategic transformative change, elevating the region to a 'world-class' destination built upon its World Heritage status.

NOTE Economic impacts are based on 10 years after the proposed World Heritage designation and use a base date of 2019 (pre-COVID), Economic Benefit Assessment Goldfields Mater Plan (Base Case), MCa Michael Connell & Associates, December 2023 & February 2024 (revision).



\$44M

Total project costs for infrastructure across World Heritage Journeys and Sites

Operational Phase



2,125

Additional jobs over 10 years



\$182M

Increase in regional income in 10 years



2.5M

Additional visitors over 10 years



5,237

New rooms required over 10 years

Construction Phase



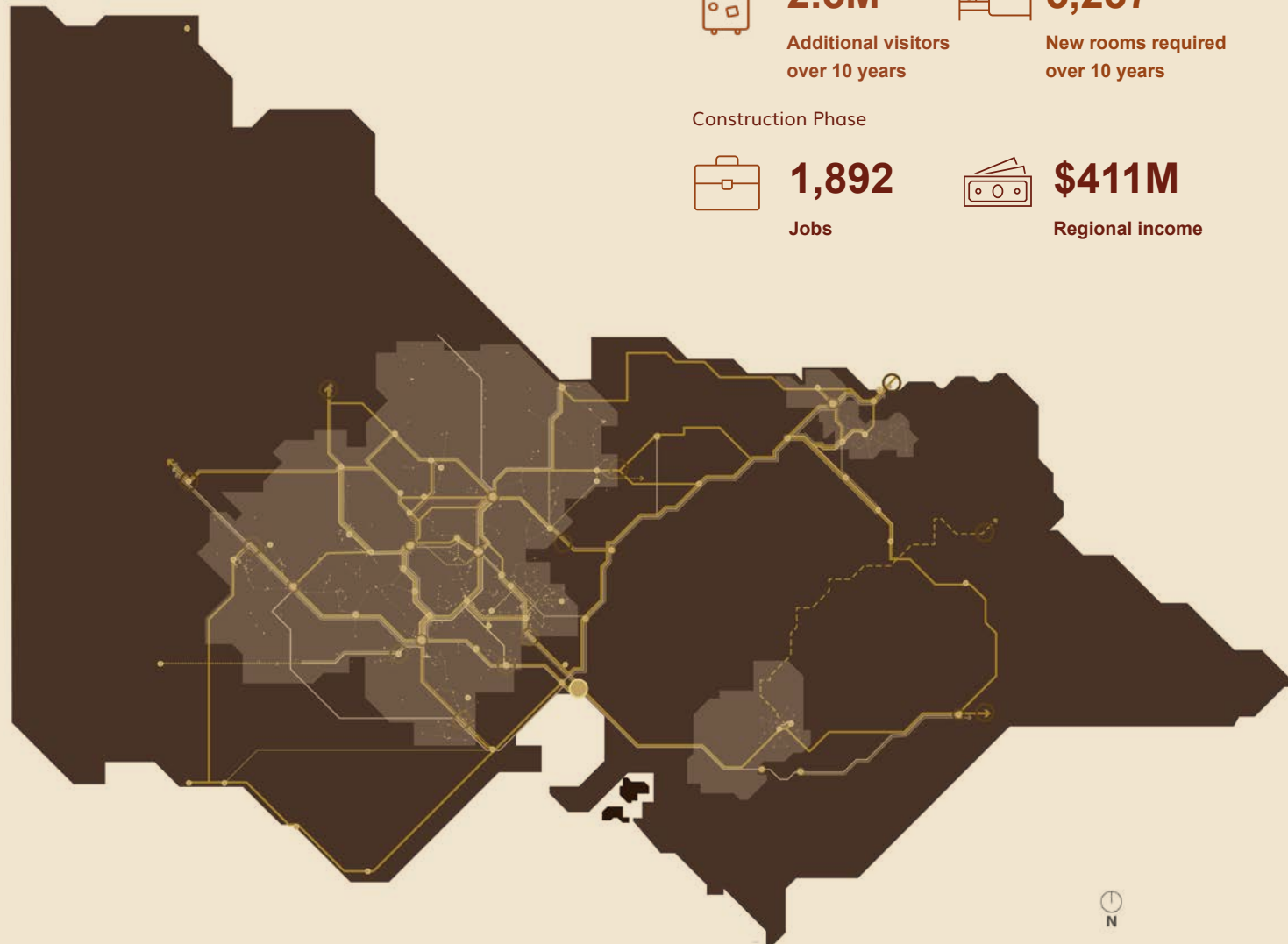
1,892

Jobs



\$411M

Regional income



MASTER PLAN IMPLEMENTATION

The Master Plan's Implementation Strategy sets out the recommended principles for project sequencing, timing and governance to deliver its initiatives and aspirations.

Implementation principles



Mobilise partnership arrangements early

Set up a clear and effective partnership arrangement early to coordinate the delivery of Master Plan initiatives in an integrated, supported and collaborative way. While lessons learned from experiences of World Heritage areas around the world mean that arrangements do not need to be in their ultimate or final form from day one, establishing arrangements, key roles and decision-making processes early will set implementation up for success.



Leverage existing models and structures

Utilise existing Visitor Economy Partnerships and regional tourism boards structures within the region together to plan and develop the World Heritage Travel Journeys and Micro Journeys.



Adopt an incremental growth model

Incremental growth aligns with a sustainable tourism model that will support controlled growth and investment overtime. Acknowledging that World Heritage is forever, growth and investment should be staged to allow space and time to measure, evaluate and adapt initiatives over time.



Prioritise enabling of core initiatives

Lessons learned for World Heritage listings around the world show that visitation can increase significantly immediately following inscription. To proactively get World Heritage ready, enabling infrastructure and core initiatives such as access improvements and experience quality improvements should be prioritised to support safe visitation and to meet quality expectations from day one.



Build off and supplement existing experiences

In the first instance, priority tourism initiatives should focus on supporting industry and local business to elevate their offer and product to a World Class standard. As visitation, awareness and reputation grows, advocate to expand and introduce new experiences.



Prioritise projects that distribute benefits

To realise the objectives of the Master Plan, early investments should aim to distribute benefits across the region such as regional programs and the delivery of World Heritage Journeys rather than large investments in highly localised areas. This approach drives economic and community benefits across the region as a first principle, rather than major investments in specific location



Ongoing management and monitoring

Across implementation of the Master Plan, concerted effort should be given to ongoing management of the proposed World Heritage Site's component areas including visitor management. Monitoring and evaluation of visitor numbers, impacts and benefits and public/ private investment should also be undertaken. This data should inform the ongoing incremental growth and iteration of planning for the Victorian Goldfields.



Prioritise Key Transformative Projects

Develop an agreed short list of transformative projects; public, private and public/private partnerships that will capitalise on the benefits of WH listing of the Victorian Goldfields, support and drive major growth in visitor numbers and disperse benefits across the Victorian Goldfields.

MASTER PLAN IMPLEMENTATION

A Collaborative Partnership Approach

Stakeholder Collaboration

Included within the suite of key moves and transformational projects is a continuing focus on conserving and celebrating the region's cultural heritage, to ensure that economic development does not come at the expense of cultural integrity across the Victorian Goldfields. Central to this vision is the ongoing collaboration between multiple state, regional and local governmental bodies, ensuring that the necessary infrastructure and services are progressively developed to support this sustainable tourism model and regional development.

The state government, along with 15 local governments and respective tourism organisations together with the Registered Aboriginal Parties, will need to continue to actively collaborate and coordinate to bring this vision to life with a whole-of-government approach. For example, departments such as transport and planning, and agencies such as Parks Victoria play a pivotal role, in planning and funding much-needed infrastructure upgrades. Many government departments and agencies will need to be involved as active participants, including those responsible for tourism and events, environment and climate change, jobs, skills, industry, regions, finance, First Peoples, cultural heritage, infrastructure, parks, public transport, regional development, and regional roads.

There is also a need to develop partnerships with a series of initiatives being developed/delivered by private and public stakeholders, for example: First Peoples tourism initiatives, community-driven initiatives and Sovereign Hill's Gold Pavilion.

Coordinated funding and sustained resourcing

As previously highlighted, a coordinated whole-of-government response to delivery and both project funding and recurrent funding will be required. Planning and on-ground work will be needed leading to the nomination as well as the substantial work required post the proposed listing.

See Implementation - Pages 146-147.

Proposed Partnership

A sustainable model for coordinating the delivery of the extensive and complex set of priorities and actions for tourism across a wide area of Victoria over the long-term needs to be developed, nurtured and enabled to deliver the Victorian Goldfields World Heritage Master Plan. Such a model also needs to be aligned with and support the World Heritage Listing and its heritage conservation goals.

While this Master Plan proposes a suite of new projects and priorities, it also recognises the extensive current and proposed projects led by private and public tourism bodies and other stakeholders across the region, highlighting the need for a mutually beneficial and coordinated approach.

Two case studies are provided in the master plan that demonstrate examples of large-scale successful coordinating partnerships. The lessons from these two example bodies are that it is possible to achieve enrolment in a larger vision and to collaborate and coordinate on a large and diverse geographic area while respecting each stakeholder's interests and focus.

A series of next steps are outlined to enrol stakeholders, identify critical milestones and to develop a successful governance and coordinating model that is fully supported.

See Implementation - Pages 146-147.

INITIATIVE STAGING

Stage 1: 0-3 Years

Activate the World Heritage Journeys



- World Heritage Journey Planning including travel mode options.
- Interpretation Including Branding, Marketing, Story Development, Placemaking and Wayfinding.
- Visitor Information and Experience including integrated digital connectivity.
- First People's Master Plans.
- Capacity building and attract investment.

Stage 2: 4-7 Years

Enhancing the Visitor Experience



- Develop Signature Gateways and strengthen tourism infrastructure, product and experiences in key locations.
- Conservation, revitalisation and visitor safety.
- Develop commercial partnerships in key areas including accommodation.
- Review Travel Journey implementation progress in line with global leading edge developments.

Stage 3: 8+ years

Review and Reset Investment Priorities



- Major hub development.
- Visitor and interpretation centres upgrades to incorporate emerging technologies and engaging experiences.
- Transport and tourism infrastructure investments and new engaging products.

PRIORITISATION FRAMEWORK

What First and Why now?

While this Master Plan sets a long term, staged strategic framework for investment across the Victorian Goldfields, amongst the long list of proposed initiatives there are a several immediate projects recommended as a first step.

In the immediate term, there are two categories of initiatives that emerge as a priority:

- Establishment planning: this includes development and coordination activities that will progress key high-level concepts or proposals presented in this Master Plan.
- On the ground works: this includes critical infrastructure or on the ground works that will deliver immediate benefits or impact.

For the priority projects, there are next step actions that cascade out of the Master Plan which are recommended for investment. Indicative costs for each next step action are high-level indicative estimates only.

Prioritising Projects

A framework was developed to prioritise the long list of proposed initiatives. The framework takes a filter approach, with initiatives flagged across three out of the four filters emerging as priority projects.

Framework Filters



Is it critical or would it contribute to the proposed World Heritage nomination?

These would be projects that support the potential World Heritage nomination process including presentation and promotion of heritage values, enhancements to the suitability and capacity of visitor facilities and visitor management planning.



Is it an essential first step for Stage 1 of the Master Plan?

These would be projects that are critical first steps to unlocking broader benefits or to delivering other initiatives within Stage 1 phasing of the Master Plan. These initiatives are also considered enablers, without which, other projects could not progress.



Is it a state wide package of work?

These would be projects that apply across the entire Victorian Goldfields region on the basis that priority projects should drive impact and benefit region-wide in the first instance.



Does it drive an increase in yield or visitation?

These would be projects that are likely to bring an increase in visitation numbers and visitor yield, which is a core objective of this Master Plan to support economic growth, job opportunities and social benefits of the region.

Top Ten Priority Projects (see page 145)

- 1B WHJ Interpretation Strategy and Story Development
- 1P World Heritage Journey Development and Coordination
- 2A Master Plan for First Peoples Sites and World Heritage Journeys
- 2B Immediate Infrastructure Improvements and Conservation Work at World Heritage Sites
- 4D Service Quality Capacity Building Program
- 5A Marketing and Branding the Victorian Goldfields including WHJ and Sites
- 3F Co-design Signature Experience Activation
- 3G Visitor Information, World Heritage Hub Strategy
- 3H Immediate Safety Improvements at Historic Reserves
- 1A Deliver World Heritage Gateways