

Council

MOORTABIIN AT NARPANUP

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“Moortabiin™ at Narpanup”

About Gorenang Moortabiin™ Aboriginal Corporation

Building Strong Communities Through Leadership, Innovation and Partnership

Gorenang Moortabiin™ Aboriginal Engagement & Community Development Aboriginal Corporation (GMAC) is an Aboriginal Community Controlled Organisation (ACCO) established to create meaningful opportunities for Aboriginal people and strengthen communities across the Great Southern of Western Australia.

Established in 2020 by Chief Executive Officer Paula Foenander and respected Goreng and Menang Elder Ezzard Flowers OAM, GMAC has rapidly grown into one of the region's most innovative and respected Aboriginal organisations. Guided by strong governance and community leadership, the organisation delivers practical, evidence-based initiatives that respond to local needs while creating long-term social, cultural, environmental and economic outcomes.

The organisation's name reflects its purpose. "Gorenang" combines the Goreng and Menang Noongar language groups, while "Moortabiin™" means *bringing families and communities together*. This philosophy underpins every aspect of the organisation's work.

Today, GMAC delivers a diverse portfolio of programs and services across the Great Southern, including youth diversion, community development, cultural engagement, visual arts, education and training, research, environmental stewardship and Aboriginal economic participation.

Unlike many organisations that focus on a single service area, GMAC adopts an integrated model in which programs support one another to deliver broader community outcomes. This collaborative approach has enabled the organisation to establish trusted partnerships with State and Commonwealth Government agencies, local governments, universities, research institutions, Aboriginal organisations, schools and industry.

As an Aboriginal Community Controlled Organisation, GMAC is uniquely positioned to deliver initiatives that combine cultural authority, professional governance and innovative thinking. Every program is informed by community voices, local knowledge and a commitment to creating opportunities that benefit the wider community.

Our Purpose

GMAC exists to create stronger, healthier and more connected communities by empowering people through culture, education, innovation and opportunity.

Our work is driven by the belief that sustainable community development occurs when people are connected to culture, supported to participate and given opportunities to contribute to their community.

This philosophy is reflected in our organisational values, our governance model and the partnerships we have built throughout the Great Southern.

At the heart of everything we do is a commitment to creating places where people feel welcomed, respected and inspired.

The proposed Moortabiin™ at Narpanup represents a natural extension of this vision.

Our Values

GMAC operates under its SPIRIT values, which guide decision-making across the organisation.

SPIRIT Values	
Social Justice	We work to reduce disadvantage by creating equitable opportunities and improving access to services, education and employment.
People's Voice	Communities are strongest when local people shape local solutions. Community consultation and co-design are central to every initiative we undertake.
Innovation	We embrace creative thinking, new technologies and strategic partnerships to develop solutions that respond to changing community needs.
Respect	Respect for people, culture, Country and community relationships underpins every aspect of our work.

Inclusiveness	While proudly Aboriginal-led, our programs are designed to strengthen the entire community through participation, collaboration and shared learning.
Trust	Strong governance, transparency and accountability are fundamental to maintaining the confidence of our partners, funding agencies and community.

Organisational Capability

In a relatively short period, GMAC has demonstrated a proven capacity to design, deliver and manage complex community initiatives across regional Western Australia.

The organisation has successfully secured and managed funding from multiple State and Commonwealth Government agencies while consistently meeting contractual obligations, governance requirements and reporting standards.

Programs currently delivered include:

GMAC Programs & Services	
Youth diversion and early intervention services	Visual arts and creative industries
Community development initiatives	Workforce development
Family support programs	Research partnerships
Social and emotional wellbeing programs	Community events
Cultural education	Professional cultural consultancy

On-Country learning experiences	Non-accredited industry training
	Development of the Gorenang Moortabiin On-Country Training Hub (GMOTH)

Each program has been developed to create measurable outcomes while building local capability and strengthening community resilience.

This breadth of experience provides a strong foundation for managing a multi-purpose regional project such as Moortabiin™ at Narpanup.

Governance Excellence

The successful management of a significant community asset requires more than enthusiasm. It requires robust governance, sound financial management and demonstrated organisational capability.

GMAC has established governance systems that reflect best practice for Aboriginal Community Controlled Organisations.

The organisation is governed by an experienced Board of Directors with expertise spanning:

Board Expertise & Leadership	
Community development	Indigenous governance
Anthropology and sociology	Indigenous knowledge, history and heritage
Business development	Environmental management
Organisational leadership	Financial oversight

Strategic planning	Training and education
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This diverse expertise enables the organisation to make informed strategic decisions while maintaining strong accountability to members, funding bodies and the broader community.

Governance is further strengthened through comprehensive organisational policies, financial controls, risk management systems and regular reporting to funding agencies and regulators.

These systems provide confidence that Moortabiin™ at Narpanup will be managed professionally, responsibly and transparently.

A Proven Track Record of Delivery

GMAC's credibility is founded on demonstrated outcomes rather than aspiration alone.

Across the Great Southern, the organisation has consistently delivered innovative programs that have achieved strong participation, measurable outcomes and positive community feedback.

These include:

Community Development

Supporting families, young people and communities through culturally responsive programs that strengthen wellbeing and social inclusion.

Youth Engagement

Delivering highly regarded youth diversion, leadership and engagement initiatives that improve school participation, life skills and community connection.

Arts and Culture

Developing the Baranga Maditjil visual arts initiative, creating pathways for Aboriginal artists while increasing cultural participation and strengthening the regional creative economy.

Research

Leading collaborative research projects with nationally recognised institutions that contribute to evidence-based approaches to Aboriginal health, wellbeing and community development.

Education

Developing innovative education and training initiatives that connect learning with culture, employment and practical skills development.

These achievements demonstrate an organisational culture focused on delivery, innovation and continuous improvement.

Why Gorenang Moortabiin™?

The Shire of Plantagenet requires a leasee capable of delivering more than routine property management.

The successful stewardship of Moortabiin™ at Narpanup demands vision, collaboration, sound governance and the ability to attract investment.

GMAC offers a unique combination of strengths:

GMAC's Unique Strengths

An established Aboriginal Community Controlled Organisation with demonstrated regional impact

Strong governance supported by experienced directors and executive leadership

Proven success managing government-funded projects and community assets

Extensive partnerships with government, universities, cultural institutions and industry

Experience delivering programs across community services, arts, conservation and education

A commitment to environmental stewardship and responsible land management

Capacity to attract external grant funding and philanthropic investment

An inclusive approach that benefits the entire Plantagenet community

Importantly, GMAC is not proposing to simply occupy the Narpanup site.

We are proposing to invest in it.

Our intention is to work collaboratively with the Shire, local businesses, community organisations, volunteers, educational institutions and Traditional Owners to ensure that Moortabiin™ at Narpanup becomes a thriving regional asset that delivers lasting benefits for generations to come.

Why Narpanup?

Unlocking the Potential of a Unique Community Asset

Narpanup is one of the Shire of Plantagenet's most significant community assets.

Located within a landscape of exceptional natural beauty, the site combines open space, established infrastructure, remnant bushland and a central location that makes it uniquely positioned to serve both the local community and the broader Great Southern.

While the former golf course has historically provided recreational value, it now presents an opportunity to be reimagined as a vibrant, multi-purpose area that delivers broader and more sustainable economic, environmental, cultural and community outcomes.

Gorenang Moortabiin™ believes that the future of Narpanup lies not in replacing its history, but in building upon it.

Our proposal retains the site's identity as a community place while expanding its role to meet the evolving needs of the region.

Rather than serving a single purpose, Moortabiin™ at Narpanup will become a place where education, conservation, recreation, creativity, enterprise and community life intersect.

It will be a destination that welcomes local residents, attracts visitors, supports businesses, creates employment and strengthens the social fabric of the Shire.

Importantly, this transformation can occur while preserving the natural values of the site and ensuring that future development remains sensitive to its environmental and cultural significance.

A Place for Everyone

The proposed Moortabiin™ at Narpanup is intentionally inclusive.

Although Aboriginal-led, it is not Aboriginal-only.

The vision is to create a welcoming place where people of every age, background and culture can participate, learn and connect.

The precinct will provide opportunities for:

Who Benefits from the Precinct	
Families seeking safe recreational spaces	Community groups hosting meetings and events
Young people accessing education and leadership programs	Local businesses participating in markets and festivals
Local schools undertaking environmental learning	Volunteers contributing to conservation projects
Artists creating and exhibiting their work	Universities conducting research
Visitors exploring Aboriginal culture	Government agencies delivering regional initiatives

By creating multiple reasons for people to visit the precinct throughout the year, Moortabiin™ at Narpanup will become an active and valued community destination rather than a site used only for occasional activities.

Strategic Alignment with the Shire of Plantagenet

Delivering the Shire's Vision

The Shire of Plantagenet has articulated a clear vision for a prosperous, connected and sustainable community.

GMAC's proposal directly supports this vision by delivering practical initiatives that contribute to the Shire's long-term strategic objectives.

Rather than operating independently of local government priorities, Moortabiin™ at Narpanup has been designed to complement and strengthen the Shire's strategic direction.

The proposal aligns with key themes commonly reflected in local government planning, including economic development, tourism, community wellbeing,

environmental sustainability, partnerships, cultural inclusion and responsible asset management.

The following table demonstrates this alignment.

Strategic Alignment Matrix

Shire Priority	GMAC Response
Economic Development	Attract new investment, grants, visitors, businesses and employment opportunities.
Tourism	Develop a unique regional destination centred on culture, nature, arts and learning.
Community Wellbeing	Deliver inclusive programs supporting families, youth, Elders and the broader community.
Youth Development	Expand education, leadership and employment pathways for young people.
Arts and Culture	Establish a regional arts precinct supporting local artists and cultural tourism.
Environment	Restore bushland, protect biodiversity, improve waterways and promote sustainable land management.
Partnerships	Collaborate with government, community organisations, education providers and industry.

Governance	Professionally manage a significant community asset through robust governance and transparent reporting.
Asset Activation	Transform an under-utilised public asset into a vibrant regional precinct with year-round activity.

Economic Development

Investing in the Future of Plantagenet

One of the strongest outcomes arising from this proposal is its capacity to stimulate regional economic development.

Unlike many community facilities that rely solely on public funding, Moortabiin™ at Narpanup will operate as an active economic contributor that attracts external investment while generating opportunities for local businesses.

Moortabiin™ at Narpanup will become a catalyst for economic activity through four interconnected pathways:

Attracting External Investment

GMAC has an established track record of securing funding from State and Commonwealth Government agencies, philanthropic organisations and research institutions.

A long-term lease provides the certainty required to pursue significant capital and program funding that would otherwise be unavailable.

Attracting External Investment

State Government infrastructure grants.

Regional development programs.

Aboriginal economic development initiatives.

Tourism infrastructure funding.

Environmental restoration grants.

Arts and cultural investment.

Research funding.
Corporate sponsorship.
Philanthropic foundations.

This represents new investment flowing directly into the Shire without placing additional pressure on local ratepayers.

Every successful grant represents additional investment in the Shire.

Supporting Local Business

Development of Moortabiin™ at Narpanup will generate ongoing demand for local goods and services.

This includes opportunities for:

Supporting Local Business

Building contractors.
Electricians.
Plumbers.
Landscapers.
Equipment suppliers.
Caterers.
Accommodation providers.
Tourism operators.
Retail businesses.
Hospitality venues.
Event suppliers.
Local producers.

Wherever possible, procurement will prioritise local businesses, ensuring that investment circulates within the regional economy.

Employment Creation

As Moortabiin™ at Narpanup develops, employment opportunities will continue to expand.

Potential positions include:

Employment Creation

Property management.

Conservation officers.

Environmental trainees.

Aboriginal cultural educators.

Visitor services.

Hospitality.

Event coordination.

Arts administration.

Gallery management.

Trainers and assessors.

Youth workers.

Community support staff.

Project officers.

Maintenance personnel.

Importantly, these opportunities extend beyond direct employment with GMAC.

The increased economic activity generated by visitors and events will also support employment within existing local businesses.

Increasing the Visitor Economy

The Great Southern continues to experience growth in regional tourism.

Moortabiin™ at Narpanup provides the opportunity to establish a destination unlike any other in the region.

Visitors increasingly seek authentic experiences that combine nature, culture, learning and wellbeing.

Moortabiin™ at Narpanup will offer:

Increasing the Visitor Economy

Aboriginal cultural experiences.

Guided walks.

Environmental tourism.

Regional art exhibitions.

Artist residencies.

Cultural festivals.

Food and artisan markets.

Conferences.

Educational workshops.

School excursions.

Wellness retreats.

Community celebrations.

Each of these activities contributes to increased overnight stays, visitor expenditure and regional recognition.

Community Outcomes

The success of Moortabiin™ at Narpanup will ultimately be measured by the benefits it delivers to the people of Plantagenet.

Our vision extends beyond infrastructure.

It is about creating opportunities.

Creating belonging.

Creating pride.

Creating stronger connections between people and place.

Community outcomes will include:

Increased Participation

More opportunities for residents to participate in cultural, recreational and educational activities.

Improved Community Wellbeing

Safe, welcoming spaces that reduce social isolation and encourage healthy lifestyles.

Lifelong Learning

Accessible education for children, young people and adults through workshops, training and community programs.

Intergenerational Knowledge Sharing

Creating opportunities for Elders, young people and families to learn together through culture, environmental stewardship and local history.

Volunteer Opportunities

Developing meaningful volunteering pathways that strengthen community ownership of Moortabiin™ at Narpanup.

Stronger Social Connections

Providing places where people meet, collaborate and build relationships across generations and cultures.

These outcomes contribute to stronger, more resilient communities and reinforce the Shire's long-term vision of a connected and inclusive municipality.

Aboriginal Cultural Leadership and Shared Community Benefit

Honouring the Past. Building the Future.

The proposed Moortabiin™ at Narpanup will be founded on a simple principle: places are strongest when they reflect the stories, knowledge and aspirations of the people connected to them.

For tens of thousands of years, the Menang and Goreng Noongar people have cared for this Country through sophisticated systems of environmental management, cultural governance and community responsibility. These enduring relationships with land, water and biodiversity represent one of the oldest continuous knowledge systems in the world.

Moortabiin™ at Narpanup presents an opportunity to respectfully acknowledge this history while creating new opportunities for cultural exchange, learning and collaboration that benefit the entire community.

This proposal is not about creating a place exclusively for Aboriginal people.

It is about creating a place where Aboriginal knowledge, leadership and culture enrich the experiences of everyone who visits.

Through genuine collaborations with the Shire of Plantagenet, local residents, schools, community organisations and businesses, Moortabiin™ at Narpanup will become a place where cultural understanding strengthens community cohesion and contributes to a more inclusive future.

Aboriginal leadership provides the foundation.

Community participation provides its strength.

Reconciliation Through Action

Across Australia there is growing recognition that meaningful reconciliation is achieved through practical action rather than symbolic gestures.

Moortabiin™ at Narpanup provides an opportunity to demonstrate reconciliation through tangible community outcomes.

Visitors will experience Aboriginal culture not as a museum exhibit but as a living, evolving part of contemporary community life.

This will include:

- Noongar language and interpretation throughout Moortabiin™ at Narpanup.
- Cultural walks and guided experiences.
- Traditional ecological knowledge integrated into environmental management.
- Public art celebrating local stories and identity.
- Cultural education programs for schools.
- Community workshops led by Aboriginal artists and knowledge holders.
- Opportunities for Elders to share stories and mentor younger generations.
- Annual cultural celebrations that welcome the wider community.

These initiatives contribute to stronger cultural understanding while enhancing the visitor experience and strengthening the identity of the Shire of Plantagenet.

A Place of Belonging

One of the defining characteristics of successful community places is their ability to make people feel welcome.

Our vision for Moortabiin™ at Narpanup is centred on creating a place where everyone belongs.

Whether visiting for a community market, environmental workshop, youth program, conference, cultural experience or family picnic, visitors will encounter a precinct designed to encourage participation, learning and connection.

Moortabiin™ at Narpanup will celebrate diversity while reinforcing the values that unite communities:

- Respect.
- Inclusion.
- Collaboration.
- Learning.
- Stewardship.
- Community pride.

By bringing people together through shared experiences, Moortabiin™ at Narpanup will strengthen social cohesion and create opportunities for lasting relationships across generations and cultures.

Caring for Country

Environmental Stewardship as a Regional Legacy

The natural environment is one of the Shire of Plantagenet's greatest assets.

The remnant bushland, waterways and open landscapes surrounding Narpanup provide habitat for native flora and fauna while contributing significantly to the character and liveability of the region.

GMAC views environmental stewardship as a core responsibility of any long-term land manager.

Our approach combines contemporary environmental science with Aboriginal ecological knowledge to create practical, sustainable land management outcomes.

This integrated approach recognises that healthy ecosystems support healthy communities.

Management priorities will include:

Environmental Management Priorities	
Bushland conservation.	Weed management.
Habitat restoration.	Waterway protection.

Native revegetation.	Fire management.
Biodiversity enhancement.	Sustainable visitor access.
Climate resilience.	Environmental education.

Rather than treating conservation as a separate activity, environmental stewardship will be integrated into every aspect of precinct planning and operations.

Aboriginal Ecological Knowledge

For thousands of generations, Noongar people managed Country through careful observation, seasonal knowledge and an understanding of ecological relationships.

This knowledge remains highly relevant to contemporary land management.

Where appropriate and in partnership with Traditional Owners and relevant agencies, opportunities will be explored to incorporate Aboriginal ecological knowledge into:

Aboriginal Ecological Knowledge Applications	
Revegetation planning.	Cultural interpretation.
Seasonal management.	Bush food education.
Native seed collection.	Habitat restoration.
Fire awareness.	Biodiversity monitoring.

This approach strengthens environmental outcomes while providing visitors with a deeper understanding of the unique relationship between Aboriginal people and Country.

A Living Environmental Classroom

Moortabiin™ at Narpanup has the potential to become one of the Great Southern's leading outdoor learning environments.

Rather than simply preserving bushland, the landscape itself will become an educational resource.

Potential educational activities include:

Environmental Education Activities	
School environmental excursions	Bird surveys
University field studies	Water quality monitoring
Citizen science programs	Bush regeneration workshops
Biodiversity monitoring	Sustainable land management demonstrations
Native plant identification	Climate adaptation projects

Through these activities, visitors become active participants in caring for the landscape rather than passive observers.

Regional Conservation and Biodiversity Hub

Moortabiin™ at Narpanup provides a unique opportunity to establish a regional centre for conservation education and environmental collaboration.

Working alongside government agencies, conservation organisations, educational institutions and community volunteers, GMAC proposes the gradual development of a Conservation and Biodiversity Hub.

This hub could support:

- Regional revegetation projects.
- Community planting days.
- Native seed banking.

- Environmental volunteering.
- Wildlife habitat enhancement.
- Ecological monitoring.
- Ranger and land management training.
- Community awareness campaigns.
- Research partnerships.

Importantly, these initiatives complement existing environmental programs rather than duplicate them.

The objective is to strengthen regional collaboration and create additional capacity across the Great Southern.

Sustainable Land Management

Responsible stewardship requires long-term planning.

GMAC proposes preparing a comprehensive Environmental and Land Management Plan in consultation with the Shire, Traditional Owners, environmental specialists and relevant government agencies.

This plan would guide:

- Vegetation management.
- Visitor access.
- Fire preparedness.
- Infrastructure development.
- Habitat protection.
- Water management.
- Weed control.
- Asset maintenance.
- Environmental monitoring.
- Climate resilience initiatives.

The plan will ensure that future development enhances rather than diminishes the natural values of the site.

Partnerships for Environmental Excellence

One of GMAC's greatest strengths is its ability to bring organisations together around shared objectives.

The development of Moortabiin™ at Narpanup will create opportunities to collaborate with:

- Universities.
- Schools.

- Local environmental groups.
- Conservation organisations.
- State Government agencies.
- Aboriginal corporations.
- Research institutions.
- Volunteer groups.
- Industry partners.
- Philanthropic organisations.

These partnerships will expand the capacity of Moortabiin™ at Narpanup while attracting additional expertise, resources and investment into the Shire of Plantagenet.

By leveraging these relationships, the precinct can become recognised as a regional leader in community-led conservation, environmental education and sustainable land management.

A Lasting Environmental Legacy

The true success of Moortabiin™ at Narpanup will not be measured solely by the number of programs delivered or visitors attracted.

It will also be measured by the condition of the landscape entrusted to its care.

Our commitment is to leave Narpanup healthier, more biodiverse and more resilient than we found it.

To create a place where future generations inherit stronger ecosystems, richer knowledge and a deeper appreciation for the natural and cultural values that define the Shire of Plantagenet.

That is the legacy we seek to build together.

A Regional Centre for Education, Innovation and Workforce Development

Building Skills for the Future

One of the greatest opportunities presented by Moortabiin™ at Narpanup is the creation of a regional learning environment that responds directly to the workforce, education and economic needs of the Great Southern.

Across regional Western Australia, employers continue to identify skills shortages, workforce attraction and youth retention as significant challenges. At the same time, many community members seek flexible, locally delivered education that is relevant, practical and connected to employment.

Moortabiin™ at Narpanup provides an opportunity to address these challenges through a unique model of place-based learning that combines practical training, cultural knowledge, environmental stewardship and industry partnerships.

Learning will not be confined to classrooms.

The landscape itself will become a place of learning.

Participants will develop practical skills while engaging with conservation projects, cultural experiences, creative industries and community initiatives.

This approach reflects modern educational practice, where experiential learning produces stronger engagement, better retention and more meaningful pathways into employment.

The Gorenang Moortabiin On-Country Training Hub (GMOTH)

A cornerstone of the precinct will be the future establishment of the Gorenang Moortabiin On-Country Training Hub (GMOTH).

GMOTH has been developed to provide high-quality education and workforce development that reflects the needs of regional communities while embracing Aboriginal knowledge systems and contemporary industry practice.

Moortabiin™ at Narpanup offers an ideal location for this vision.

Purpose-built learning spaces, outdoor training environments and access to bushland will enable participants to undertake practical, hands-on learning in a setting that reflects real workplace environments.

Over time, Moortabiin™ at Narpanup has the potential to deliver accredited and non-accredited training across priority industries including:

- Community Services
- Conservation and Ecosystem Management
- Visual Arts
- Aboriginal Cultural Capability
- Leadership and Governance
- Land Management
- Environmental Restoration
- Community Development
- Business and Enterprise
- Creative Industries

Training delivery will complement, not compete with existing education providers by focusing on regional skills gaps, industry partnerships and specialised cultural learning opportunities.

Industry Partnerships

GMAC recognises that successful workforce development is achieved through collaboration.

Moortabiin™ at Narpanup will actively pursue partnerships with:

Industry Partnership Network	
Regional employers	Aboriginal organisations
Local government	Environmental agencies
State Government agencies	Community service providers
Universities	Tourism operators
TAFE colleges	Creative industries

These partnerships will ensure training remains responsive to emerging workforce needs while creating employment pathways for participants.

Industry engagement will also encourage local businesses to participate in mentoring, work experience, guest presentations and collaborative projects.

Research and Knowledge Exchange

Moortabiin™ at Narpanup presents an outstanding opportunity to strengthen research partnerships that benefit both the Plantagenet community and the broader Great Southern.

GMAC has already demonstrated its capacity to collaborate with universities and research institutions on projects focused on Aboriginal wellbeing, governance and community development.

The Narpanup precinct provides an opportunity to expand these partnerships into new areas including:

Research Focus Areas	
Environmental science	Public health
Aboriginal ecological knowledge	Social and emotional wellbeing
Community development	Cultural heritage
Regional innovation	Sustainable land management
Creative industries	

Research undertaken at Narpanup will be grounded in ethical practice, community benefit and genuine collaboration with Traditional Owners and local stakeholders.

Importantly, research outcomes will be translated into practical initiatives that directly benefit the region.

A Living Campus

Rather than functioning as a conventional education facility, Moortabiin™ at Narpanup will become a living campus where learning occurs across the entire precinct.

Participants may attend a governance workshop in the morning, assist with revegetation activities during the afternoon and conclude the day with a cultural discussion led by local Elders.

Artists may mentor emerging creatives while conservation specialists demonstrate ecological restoration techniques.

Students may work alongside community organisations on projects that produce tangible benefits for the region.

This integrated model encourages collaboration across disciplines while fostering innovation and lifelong learning.

Baranga Maditjil Regional Arts and Cultural Precinct

Strengthening the Creative Economy

The arts play a vital role in regional development.

They contribute not only to cultural identity but also to tourism, local business activity, education and community wellbeing.

Building on the success of the Baranga Maditjil program, GMAC proposes establishing a Regional Arts and Cultural Centre at Narpanup that supports artists, attracts visitors and creates new economic opportunities.

Moortabiin™ at Narpanup will provide:

Arts Features	
Professional artist studios	Outdoor performance areas
Exhibition spaces	Cultural interpretation spaces
Community workshop facilities	Creative workshops
Artist-in-residence programs	School engagement programs
Sculpture gardens	Public art initiatives

By supporting local artists and creative enterprises, Moortabiin™ at Narpanup will contribute to a stronger regional creative economy while enhancing Plantagenet's reputation as a destination for arts and culture.

Artist Development

Regional artists often face barriers accessing professional development opportunities, exhibition spaces and commercial markets.

Moortabiin™ at Narpanup will support artists through:

Artist Development Support	
Professional mentoring	Collaborative projects
Exhibition opportunities	Residency programs
Business development	Cultural exchanges
Marketing support	Partnerships with galleries and museums

This investment in local talent will strengthen cultural participation while generating economic opportunities through the sale and promotion of regional artworks.

Cultural Tourism

Aboriginal culture represents one of Australia's most distinctive tourism experiences.

Visitors increasingly seek authentic opportunities to engage with local stories, landscapes and creative practice.

Moortabiin™ at Narpanup will offer culturally respectful experiences that celebrate the heritage and contemporary creativity of the Great Southern.

Potential experiences include:

Cultural Tourism Experiences	
Guided cultural walks	Noongar language experiences
Artist demonstrations	Bush food education
Traditional and contemporary art exhibitions	Cultural workshops

Storytelling events	Seasonal festivals
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These activities will complement the broader tourism offerings of the region while encouraging longer visitor stays and increased expenditure within local businesses.

Conferences, Retreats and Regional Events

One of the unique strengths of Narpanup is its capacity to host events in a peaceful natural environment.

Moortabiin™ at Narpanup will provide opportunities for:

- Professional conferences
- Leadership retreats
- Community forums
- Environmental symposiums
- Cultural gatherings
- Corporate training
- School camps
- Wellness retreats
- Regional festivals
- Creative residencies

These events will attract visitors from across Western Australia while supporting accommodation providers, hospitality businesses and tourism operators throughout the Shire.

Developing the Visitor Economy

Regional tourism is increasingly driven by authentic experiences rather than individual attractions.

Moortabiin™ at Narpanup will encourage visitors to spend more time in the Plantagenet region by offering a diverse range of experiences throughout the year.

Visitors may:

- Attend an art exhibition.
- Participate in a cultural workshop.
- Walk through restored bushland.
- Join a guided environmental tour.
- Purchase locally produced artwork.
- Attend a community market.
- Participate in a conference.

- Experience seasonal festivals.
- Explore nearby attractions throughout the Shire.

This diversity creates year-round visitation rather than relying on seasonal tourism alone.

Importantly, Moortabiin™ at Narpanup complements, not competes, with existing attractions by encouraging visitors to explore the wider Plantagenet region.

Supporting Local Enterprise

The economic benefits of Moortabiin™ at Narpanup extend well beyond its boundaries.

Opportunities will emerge for:

Local Business Opportunities	
Accommodation providers	Tradespeople
Cafés and restaurants	Event suppliers
Retail businesses	Transport providers
Local food producers	Creative businesses
Tourism operators	Environmental consultants

GMAC is committed to prioritising local procurement wherever possible, ensuring that investment generated through Moortabiin™ at Narpanup flows back into the regional economy.

A Regional Investment Rather Than a Regional Expense

Moortabiin™ at Narpanup should be viewed as a strategic investment in the future of the Shire of Plantagenet.

By activating an existing public asset through partnerships, innovation and community leadership, Moortabiin™ at Narpanup has the capacity to generate outcomes that extend far beyond the boundaries of the site itself.

It will strengthen the local economy, increase visitation, support education, celebrate culture, protect the environment and create opportunities for people of all ages.

In doing so, it will become an enduring legacy for the Plantagenet community and a model of community-led regional development.

Governance, Asset Management and Financial Sustainability

A Trusted Long-Term Steward for Narpanup

The successful management of a significant community asset requires far more than enthusiasm or good intentions. It demands sound governance, strong financial management, transparent decision-making and a demonstrated capacity to deliver long-term outcomes.

Gorenang Moortabiin Aboriginal Engagement & Community Development Aboriginal Corporation (GMAC) recognises that leasing the Narpanup precinct would carry significant responsibility. Should the Shire of Plantagenet choose GMAC as its long-term partner, we are committed to managing the site to the highest professional standard, ensuring it remains a valued community asset for current and future generations.

Our philosophy is simple:

We do not inherit assets—we invest in them.

Every decision regarding Moortabiin™ at Narpanup will be guided by long-term sustainability rather than short-term gain.

Strong Governance

GMAC is governed by an experienced Board of Directors comprising individuals with expertise across:

- Community development
- Aboriginal governance
- Business management
- Strategic planning
- Environmental management
- Anthropology and sociology
- Indigenous knowledge and heritage
- Financial management

- Education and training

The Board provides strategic oversight while ensuring compliance with legislative, financial and governance obligations.

Operational management is undertaken by experienced executive leadership supported by organisational policies, financial controls, risk management systems and accountability frameworks that meet contemporary standards expected of Aboriginal Community Controlled Organisations.

Regular reporting to funding bodies, regulators and members has established GMAC as a trusted delivery partner across Western Australia.

Stewardship Rather Than Occupancy

Our proposal is founded upon stewardship.

Stewardship means accepting responsibility for improving an asset rather than merely maintaining it.

It means planning for future generations.

It means balancing environmental sustainability, financial responsibility and community benefit.

If entrusted with Moortabiin™ at Narpanup, GMAC will prepare comprehensive management plans covering:

- Property maintenance
- Infrastructure renewal
- Environmental management
- Fire preparedness
- Visitor management
- Volunteer coordination
- Security
- Asset replacement
- Capital improvements
- Financial sustainability

These plans will be developed collaboratively with the Shire and reviewed regularly throughout the term of the lease.

Asset Management Philosophy

GMAC understands that public assets require proactive rather than reactive management.

Accordingly, we propose implementing a structured Asset Management Framework incorporating:

Preventative Maintenance

Routine inspections and planned maintenance to minimise deterioration and reduce long-term costs.

Lifecycle Planning

Forward planning for building upgrades, infrastructure renewal and replacement of ageing assets.

Environmental Sustainability

Integration of environmentally sustainable practices into all maintenance activities including water conservation, waste reduction and energy efficiency.

Continuous Improvement

Annual reviews identifying opportunities to improve accessibility, visitor experience, operational efficiency and community use.

Property Improvements

Rather than maintaining the site at its current standard, GMAC intends to progressively enhance Moortabiin™ at Narpanup through staged improvements.

Potential future investments include:

- Refurbishment of existing buildings
- Improved accessibility
- Landscaping and native gardens
- Outdoor gathering spaces
- Community meeting rooms
- Artist studios
- Education facilities
- Environmental interpretation
- Walking trail infrastructure
- Visitor amenities
- Sustainable water management
- Renewable energy initiatives

These improvements will be undertaken progressively as funding becomes available and in consultation with the Shire.

Importantly, GMAC intends to actively pursue external grant funding to minimise financial pressure on the Shire while increasing the value of the community asset.

Financial Sustainability

A core objective of this proposal is to establish a financially sustainable Moortabiin™ at Narpanup capable of supporting ongoing community benefit.

The proposed operating model is intentionally diversified.

Rather than relying upon a single funding source, revenue opportunities may include:

- Government grants
- Philanthropic funding
- Corporate sponsorship
- Education and training delivery
- Venue hire
- Conferences
- Community events
- Artist workshops
- Tourism experiences
- Cultural consultancy
- Donations
- Memberships
- Environmental projects
- Research partnerships

This diversified model strengthens organisational resilience while reducing dependence on any single funding stream.

Reinvestment into the Community

As a not-for-profit Aboriginal Community Controlled Organisation, all financial surpluses generated through Moortabiin™ at Narpanup activities will be reinvested into community outcomes.

This includes:

- Property improvements
- Environmental restoration
- Community programs
- Youth initiatives
- Cultural activities
- Education
- Employment opportunities
- Visitor experiences

Every dollar generated will contribute directly to strengthening the precinct and the wider community.

Affiliation with the Shire

GMAC views the proposed lease as a genuine collaboration rather than just a landlord–tenant relationship.

We are committed to maintaining open communication with the Shire through:

- Regular progress reports
- Annual operational reviews
- Strategic planning meetings
- Financial reporting where required
- Collaborative planning for future improvements
- Joint promotion of regional initiatives

This collaborative approach ensures both organisations remain aligned in delivering positive outcomes for the Plantagenet community.

Risk Management

Managing Risk Through Planning and Collaboration

Effective governance includes recognising and managing risk before issues arise.

GMAC has extensive experience managing community programs, public events and leased facilities across regional Western Australia.

This experience has informed a comprehensive approach to operational risk management.

Risk Management Framework

Moortabiin™ at Narpanup will operate under a structured Risk Management Framework addressing:

Governance Risk

- Board oversight
- Delegations of authority
- Compliance monitoring
- Policy review

Financial Risk

- Budget monitoring
- Independent auditing
- Internal financial controls
- Funding diversification

Operational Risk

- Safe operating procedures
- Staff training
- Contractor management
- Emergency response planning

Environmental Risk

- Bushfire preparedness
- Weed management
- Biodiversity protection
- Water management
- Climate adaptation

Community Risk

- Child safeguarding
- Cultural safety
- Inclusive participation
- Public liability management

Asset Risk

- Scheduled inspections
- Preventative maintenance
- Security systems
- Building compliance

Safety

Safety will remain a fundamental priority across all activities.

Policies will support:

- Workplace Health and Safety
- Child Safe Standards
- Volunteer management
- Visitor safety
- Emergency procedures
- Cultural safety
- Environmental protection

Regular audits and reviews will ensure continuous improvement.

Insurance

GMAC maintains comprehensive organisational insurance appropriate to the scale of its operations and will ensure appropriate cover remains in place throughout the lease period, including:

- Public Liability
- Professional Indemnity
- Workers Compensation
- Volunteer cover
- Property insurance (where applicable)

Measuring Success

Moortabiin™ at Narpanup will be outcomes focused.

Success will be measured not simply through activity levels but through meaningful community impact.

Indicative Key Performance Indicators include:

Economic	External funding secured
	Visitor expenditure
	Local procurement
	Employment created
	New partnerships established
Community	Community participation
	Volunteer numbers
	Youth engagement
	Community satisfaction
	School involvement
Environmental	Hectares restored
	Native species planted

Cultural	Weed reduction
	Biodiversity improvements
	Waterway enhancement
	Cultural programs delivered
	Artist participation
	Public exhibitions
	Cultural education sessions
	Visitor engagement
	Compliance maintained
	Asset condition
Governance	Financial sustainability
	Risk management reviews
	Annual reporting completed

Annual reports will document progress against these indicators, providing transparency and accountability to the Shire and the community.

Five-Year Development Roadmap

Stage One: Years 1–2	Stage Two: Years 2–3	Stage Three: Years 4–5
Establishing the Foundation Execute the lease agreement. Complete site assessments and detailed master planning. Undertake priority building maintenance and safety works. Open the Community Hub. Begin community consultation and volunteer engagement. Launch pilot cultural, arts and environmental programs. Commence grant applications for capital improvements.	Growing Activity and Partnerships Expand Baranga Maditjil arts programming. Establish environmental restoration projects. Develop walking trails and interpretation. Deliver education and workforce programs. Formalise partnerships with schools, universities and agencies. Increase community events and visitor experiences.	A Recognised Regional Destination Expand conferences, retreats and tourism products. Deliver regular exhibitions and festivals. Increase interstate and international partnerships. Grow employment and enterprise opportunities. Complete capital improvements funded through external investment. Position Moortabiin™ at Narpanup as one of the Great Southern's premier community and cultural destinations.

Conclusion

A Shared Vision for the Future

The opportunity before the Shire of Plantagenet extends beyond the leasing of a property.

It is an opportunity to activate an important community asset in a way that creates enduring economic, environmental, cultural and social value.

Through strong governance, Aboriginal leadership, innovation and genuine collaboration, Gorenang Moortabiin Aboriginal Corporation proposes to transform Moortabiin™ at Narpanup into a place where people connect, learn, create, heal and contribute.

Our proposal has been developed with a long-term perspective.

It recognises the importance of responsible asset management, environmental stewardship and financial sustainability.

It reflects the aspirations of a growing regional organisation committed to investing in communities rather than simply delivering programs.

Most importantly, it reflects our belief that the greatest outcomes are achieved through partnership.

We invite the Shire of Plantagenet to work with us in shaping Moortabiin™ at Narpanup, celebrating the unique strengths of the region while creating opportunities for future generations.

Together, we can create a place that inspires community pride, strengthens the regional economy, protects the natural environment and becomes a lasting legacy for the people of Plantagenet.

**Gorenang Moortabiin™ Aboriginal Engagement &
Community Development Aboriginal Corporation**

Bringing Families and Communities Together