



Master Plan 2019-2029



MORNINGTON
PENINSULA
Shire

CONTENTS

Mornington Peninsula Shire acknowledges and pays respect to the elders, families and ancestors of the Bunurong/Boon Wurrung people, who have been the custodians of this land for many thousands of years. We acknowledge that the land on which we meet is the place of age-old ceremonies, celebrations, initiation and renewal; and that the Bunurong/Boon Wurrung peoples' living culture continues to have a unique role in the life of this region.

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Vision:

The Briars is a place of innovation and inspiration. We foster social change to create a future in which our people and place thrive.



Welcome
to The Briars
Master Plan
2019-2029

WELCOME TO THE BRIARS MASTER PLAN 2019-2029

I'm delighted to be presenting this The Briars Master Plan, which reflects your vision for our much-loved community space. The Plan focusses on protecting, enhancing and celebrating the natural, cultural and heritage beauty of The Briars and is an exciting step towards realising the community's vision for the site.

One of our main aims during the development of the Plan was to keep what is already loved and bring in some new, carefully considered experiences that allow more people to enjoy The Briars. We placed a draft Plan on public exhibition in May last year and received a big response. Much of the feedback from the community was very positive and built excitement for the project.

The proposal to extend the Sanctuary was certainly popular. We're looking at replanting some of the broad acres with indigenous plants, extending the walking trails and reintroducing animals that once lived here. This will become a perfect place for telling stories from the Traditional Owners.

We're also proposing two children's gardens to connect children to nature through exploration and play. One, the Tichin-Gorourke Children's Garden, will celebrate the site's original name (Tichin-Gorourke is the Boon Wurrung word for voice of many frogs) and focus on wetlands and frogs.

The restoration of the heritage precinct will bring the Homestead back to life, including the return of the Napoleon collection. The Homestead is one of the oldest European homes on the peninsula, with the first section built in 1846. Visitors will be transported back to when the Balcombe family lived here and discover their link to Napoleon.

I would like to thank all those who provided their thoughts during the consultation process. These conversations will continue throughout the next stages of the process, as we continue to work together to ensure that The Briars is a place of retreat and rejuvenation that lifts the spirits and delights the hearts of our community for many generations to come!

Cr Sam Hearn

Mayor, Mornington Peninsula Shire

WELCOME TO THE BRIARS MASTER PLAN 2019-2029 STRATEGIC CONTEXT



Mornington Peninsula Shire

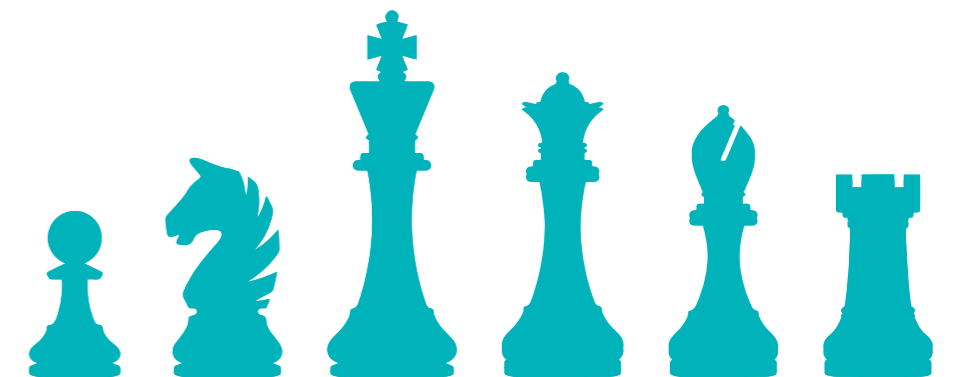
Under the Local Government Act 1989, every incoming Council is required to prepare a four-year Council Plan. The Mornington Peninsula Shire Council Plan 2017-2021 was prepared with extensive community consultation and resulted in the identification of four strategic themes (left and below). These themes encompass the objectives, strategies and indicators which support the realisation of the Council vision.

Vision

To value, protect and improve the unique characteristics and way of life on our peninsula.

We will achieve this by:

- providing effective leadership and representation by democratically elected councillors
- listening and reflecting our collective aspirations in our plans
- helping you create a resilient, inclusive community that can respond to challenges
- bringing new ideas to discussions that create new opportunities
- encouraging you to get involved in your community
- working hard to provide the best possible service and value
- keeping you up to date with what is happening across the Shire in an open and direct way



WELCOME TO THE BRIARS MASTER PLAN 2019-2029 STRATEGIC CONTEXT

OUR PLACE

The Mornington Peninsula is one of Melbourne's greatest assets, characterised by unique townships, highly valued green wedge land, areas of national and international conservation significance and featuring around 10% of Victoria's total coastline. The Mornington Peninsula is critical to the future liveability, sustainability and prosperity of the wider metropolitan region. As an area near to, but with a role distinct from, the growing metropolitan area, there are ever increasing pressures and demands placed on the Mornington Peninsula. Combined with the challenges of climate change, managing 'place' requires the careful balancing of the community's key values.

Our Place

OUR WELLBEING

Positive health and wellbeing is fundamentally important for the community and is a key success factor for the Shire. Good physical and mental health, feeling safe, feeling and being empowered and connected to other people in our community, strengthening diversity, respecting the peace and dignity of all and supporting individuals so they can realise their potential and their aspirations are fundamental elements to making the Mornington Peninsula a great place to live.

Our Wellbeing

OUR PROSPERITY

Promoting, supporting and enhancing balanced and appropriate economic development within the Mornington Peninsula Shire is a key objective for the community. The visitor economy is a key strength of our Shire, with our agricultural sector having a strong connection to the Mornington Peninsula. Our natural and recreational attractions, food and wine, outstanding educational facilities and health services, and the community culture helps us to be an exceptional place to live and work. By providing leadership, fostering jobs and proactive conditions for investment, our businesses can be supported to develop and grow for the benefit of the entire community.

Our Prosperity

OUR CONNECTIVITY

The Mornington Peninsula Shire is approximately 720 square kilometres in size. Given this factor, many residents choose – or must use – a car as their first choice of travel, and to access major employment, education, health and social support services. Our road network is critical to the safe and effective travel of our community, whilst improving 'connectivity' and promoting increased public transport and other sustainable active transport options within, across and out of the Shire, also significantly improves the liveability of our Shire.

Our Connectivity

National Trust of Australia (Victoria)

The National Trust of Australia (Victoria) are co-owners of the eight hectare heritage precinct, with the Mornington Peninsula Shire (MPS). The heritage precinct was gifted to both the MPS and National Trust by the A'Beckett family – descendants of the original family, the Balcombes. The team from the National Trust have worked with The Briars team to develop this Master Plan including aligning the initiatives in the Heritage Precinct with the National Trust of Australia's (Victoria) vision and strategic objectives as presented in the National Trust Strategic Plan 2018-2022.



Vision

Our diverse heritage is protected and respected, contributing to strong, vibrant and prosperous communities.

Mission

To inspire the community to appreciate, conserve and celebrate its diverse natural, cultural, social and indigenous heritage.

Strategic Objectives

- 1. Bold advocate and activist**
We will be recognised as the State's leading voice for heritage, empowering the Government, property owners, corporates and the community to protect, use and celebrate our heritage.
- 2. Bringing our stories to life**
We will bring our heritage to life through engaging storytelling and providing memorable visitor experiences.
- 3. Building strong and enduring relationships**
We will work collaboratively with key stakeholders and partners to build a shared understanding of the value of our heritage and increase our capacity to protect and celebrate Victoria's heritage.
- 4. Innovative custodian of heritage**
We will be trusted leaders in the conservation, protection and activation of heritage properties, places and collections.
- 5. Investing in our people**
We will invest in our people to grow our culture of positivity, engagement, passion, expertise and accountability, providing a great place to work and volunteer.
- 6. Building financial strength**
We will diversify and grow revenue through activities and engagement with, and secure funding from, philanthropic partners, Government, corporates and other sources.



DEVELOPMENT OF THE MASTER PLAN



Why a Master Plan?

The Briars is the largest property owned and run by the Mornington Peninsula Shire Council, with the eight hectare heritage precinct co-owned with the National Trust of Australia (Victoria). The Briars comprises of a wildlife sanctuary, heritage buildings, significant Aboriginal sites, nursery, school camp, a children's workshop space and a restaurant. The Master Plan articulates the vision of Council and the community for the future of The Briars and demonstrates how The Briars can contribute to the continued success of the Mornington Peninsula through its contribution to the Council Plan 2017-21.

Thank you to the following for their contributions to the Master Plan:

- National Trust of Australia (Victoria)
- Mornington Peninsula residents
- Mornington Peninsula Shire staff
- Bunurong Land Aboriginal Council
- *Briars* Volunteers
 - Heritage Guides
 - Vineyard
 - Outdoors
 - Homestead Garden
 - Nursery
 - Farm
 - Heritage Seed Garden
- Bunurong Land Aboriginal Council
 - BERG
 - Mornington Peninsula Astronomical Society
 - The Briars' Heritage Croquet Club
 - Josephine's Restaurant
 - SPIFFA
 - Angus & Rose Coffee and Creativity
- Mornington Peninsula Shire Viticulturists
- Representatives from the Victoria Farmers Federation
- Mornington Peninsula Regional Tourism Board
- MPS All Abilities Consultative Committee
- One Fine Day (Consultant – Reconciliation Action Plan)
- Urban Enterprises (Urban Planning, Economists, Tourism Planning)
- Hansen Partnerships (Urban Design, Landscape Architecture, Urban Planning)

Other committees and consultation processes referenced

- MPS Reconciliation Action Plan
- MPS Disability Inclusion Plan
- MPS Positive Aging Strategy
- MPS Biodiversity Action Plan
- *MPS Climate Emergency Policy*
- *MPS Event Policy*



“I’m very excited to see it invigorated and resources allocated to engage the community.”

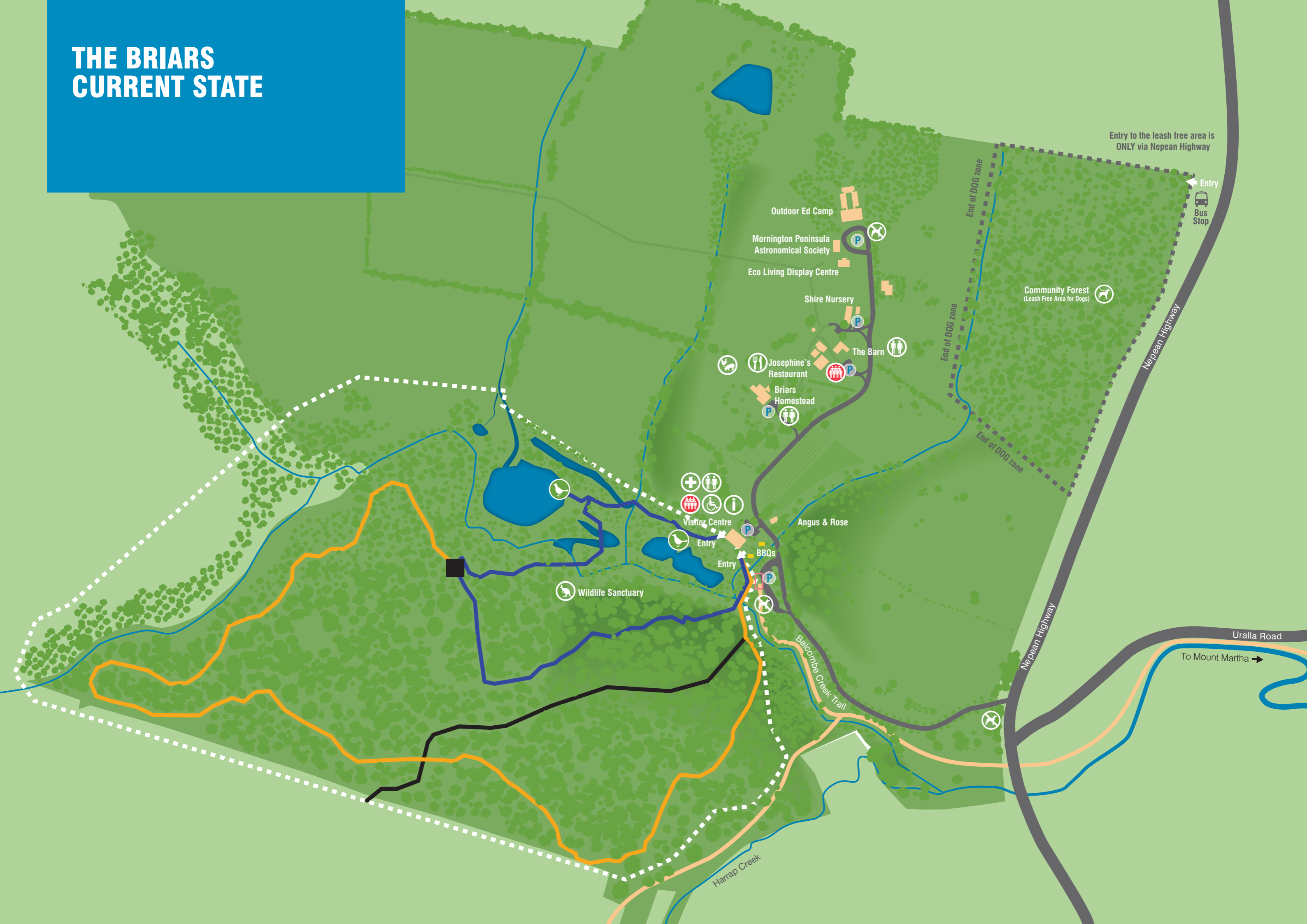
Community feedback 2018

A photograph of a rustic wooden house on stilts, situated in a wetland area. The house has a corrugated metal roof and is surrounded by tall reeds and grasses. A pond is visible in the foreground, reflecting the sky and the surrounding vegetation. The background is filled with dense trees.

The Briars Current State



THE BRIARS CURRENT STATE



Entry to the leash free area is ONLY via Nepean Highway

Entry
Bus Stop

Community Forest
(Leash Free Area for Dogs)

Outdoor Ed Camp

Morrington Peninsula
Astronomical Society

Eco Living Display Centre

Shire Nursery

The Barn

Josephine's
Restaurant

Briars
Homestead

Visitor Centre

Wildlife Sanctuary

Angus & Rose

BBQs

Balcornbe Creek Trail

Harrap Creek

Nepean Highway

Uralla Road

To Mount Martha →

THE BRIARS CURRENT STATE A BRIEF HISTORY

1840

Captain James Reid settled on the run named 'Tichin-Gorourke', the Aboriginal word for 'voice of many frogs'. The original Tichin-Gorourke run stretched from Mt Eliza to Mornington.



1877

Alexander Balcombe's death.



1891

The Briars became the holiday home of the Emmerton family (Alexander's youngest daughter).



1846

Alexander and Emma Balcombe settled at Tichin-Gorourke and renamed it 'Briars House'. Later simply 'The Briars' after Alexander's family home on the island St Helena.

The Balcombe's history continues to fascinate today, as Alexander's family lived on the island of St Helena at the time Napoleon was exiled there. Initially Napoleon resided at their home, then William Balcombe, a trader, became the official supplier for the French household. Gifts from Napoleon to the Balcombe family were brought to Australia when they immigrated here.



1957

The 1100-acre property was divided between the daughters, Mary Moore and Elizabeth A'Beckett on the death of A.B. Murphey's widow. Elizabeth inherited the homestead and the northern half of the property.

Dame Mabel Brookes inherited many items given to the family by Napoleon. Later, she acquired further pieces to complete what is now known as the Dame Mabel Brookes Napoleonic Collection.



1924

The property was passed to the oldest daughter, Jane Murphey, upon the death of Emma Balcombe.



The property was occupied by A.B. Murphey, son of Jane.



1977

The Briars' first public open day.



1976

The three A'Beckett sons (descendants of the Balcombes) gifted The Briars Homestead and surrounding 8ha of land and gardens to the Shire and the National Trust of Australia (Victoria) and sold the 220ha broadacres to the Shire of Mornington.



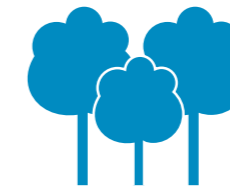
1985

Creation of the Ken McArthur wetlands.



1983

With the help of Rotary, the Community Forest is established.



1988

Completion of the Visitor Centre.



1997

Opening of The Briars Outdoor Education Camp.



Opening of the Shire Nursery.



2007-09

Opening of the Eco-Living Display Centre.



The Bunurong/Boon Wurrung Aboriginal people are the traditional custodians of this land, having lived in this region for thousands of years. Sites of Aboriginal significance have been uncovered here.

THE BRIARS CURRENT STATE CONTEXT – CULTURAL, HERITAGE, PLANNING, ACTS

For full details of the context under which The Briars operates, please view appendix 1.

- The Bunurong / Boon Wurrung people are the traditional custodians of these lands. Across the site, areas of cultural sensitivity and significant sites have been recorded.
- The Briars, excluding the Wildlife Sanctuary, is within a Green Wedge Zone with its western border abutting the edge of the Urban Growth Boundary.

- The Wildlife Sanctuary (90ha) is zoned as Public Conservation and Resource Zone (PCRZ).
- The Briars is included in the Victorian Heritage Register and as such is subject to the requirements of the *Heritage Act 2017*. The Briars heritage buildings are co-owned with the National Trust of Australia (Victoria).

- A Regional Heritage Overlay encompasses the heritage homestead and grounds.
- A Conservation Management Plan was put in place to assist in the preservation and improvement of the heritage buildings and surrounding landscapes. This plan was originally created in 2001 with an update amendment planned to be completed in 2021 (following the Homestead restoration works – scheduled for completion in late 2020).

THE BRIARS CURRENT STATE DEVELOPMENT OF THE BRIARS MASTER PLAN

Opportunities

Many in the community love The Briars, however for others the site doesn't provide what they need to have a great day out. So, Council reached out to the community and asked what their vision for The Briars is. Conversations with the community continued throughout the drafting of the master plan and they will continue through its delivery to ensure this asset is designed by and for the community.

In consultation with Mornington Peninsula Shire Councillors, The Briars' future contribution to the strategic objectives of the Council Plan 2017-2021 was identified. Councillors identified the strategic objectives in Our Wellbeing, Our Place and Our Prosperity as the most relevant. Although less relevant, there are developments included in the plan which will address the objectives in Our Connectivity.

In addition to the Council Plan 2017-21, the Master Plan has relevance to several other Shire and external strategies. For details regarding the plans which were consulted, the objectives of the plan and the tactics employed, please see appendix 2.

“Love The Briars, any advancement is good.”

Community feedback 2018



Future State 2019-2029



FUTURE STATE 2019-2029

Vision

The Briars is a place of inspiration and innovation. We foster social change to create a future where our people and place thrives.

Mission

We will achieve this by bringing community and Council together to live our ethos and deliver The Briars' contribution to the Council Plan 2017-21:

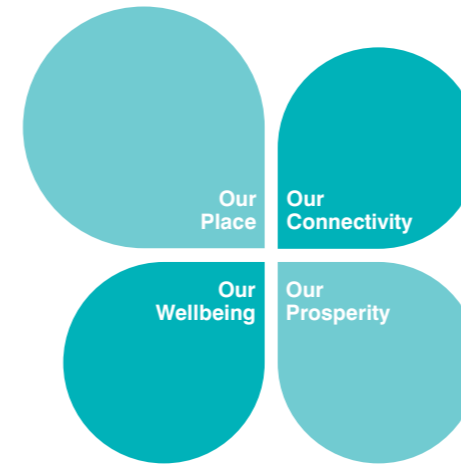
- Grow our community's capacity and nurture the natural values of our place by using and sharing next generation conservation, agriculture and climate change - mitigation practices
- Grow our wellbeing by connecting visitors with our culture, community and green places
- Nurture our prosperity by supporting key peninsula industries, creating a resilient environment for businesses to succeed and building a self-sustaining experience
- Nurture our community by improving our connectivity with linages and pathways which encourage active and accessible transport.

The Briars leaves you restored and rejuvenated.

It is an asset to the Mornington Peninsula community and is precious to those who visit. Without compromising the values which our community holds dear, there are opportunities to strengthen the role of The Briars in realising the Council's vision and to connect the community to the natural, cultural and heritage beauty of the site.



FUTURE STATE 2019-2029 GUIDING PRINCIPLES



OUR PLACE

Creating a place for today's and tomorrow's community

The Briars is a precious place, for existing guests who frequent the walking trails and picnic areas, as a refuge for indigenous flora and fauna, as one of the first farms established on the peninsula and for the memories which many have made here.

Throughout the development of the master plan, the importance of the site to many has not been forgotten. Preserving those experiences which many have told us they love has been and will be a priority as the plan progresses from ideas to detailed design to delivery.

It is also important to recognise that many in the community tell us that The Briars does not provide what they need to inspire them to visit, to have a great day once they are here nor to return. The feedback from these future audiences has also been integrated into the plan's development.

To protect the natural, heritage and cultural beauty of the site for future generations to enjoy, The Briars needs to become financially sustainable. To achieve this, tweaks have been made to some experiences and experiences have been added which aim to protect and enhance what already exists.

AREA	TWEAKED	ADDED
Visitor Centre	VC building upgraded	Dedicated education space and café
Paddock adjoining VC	Accessible picnic spaces All abilities access	Tichin-Gorourke Children's Garden Barbecue areas
Vineyard	A small number of rows may be relocated to the vineyard extension.	An additional 1.3 ha is available for vines to the South of the current vineyard, in the location of the original vineyard
Wildlife Sanctuary	Approximately 20ha will become Wildlife Encounters (limited change to the environment). We will continue work towards being an all abilities accessible site through the upgrade of trails.	Approximately 40-50ha of the broadacres will be revegetated to extend the Sanctuary, including additional walking track. An additional accessible trail around the wetlands will be created. Sanctuary Dreaming will be established in this extension. A tree-top boardwalk (Sky Walk) will be added.
Angus & Rose Coffee & Creativity	No change	To be explored with Council post 2020
Heritage Homestead	Restoration works to prevent further decay of the heritage buildings. Formal and vegetable gardens improved and extended.	Artefacts, furniture and other interpretive elements will be added to improve the experience
Josephine's Restaurant	Restoration works to prevent further decay of the heritage buildings	An expansion of the restaurant, designed to be sympathetic to the heritage buildings, to improve the guest experience
Briars Nursery	Improved retail and growing space	Mature tree growing area (wholesale, retail) Peninsula Play Space
Broadacres	The broadacres will be rejuvenated into the extended Sanctuary and regenerative agricultural areas.	Class A+ recycled water
Community Forest	Ongoing maintenance	Possible extension – to be further explored post 2030.

FUTURE STATE 2019-2029 GUIDING PRINCIPLES



OUR PLACE Bringing them back from the brink

Improving the ecological health of The Briars' is a key outcome for any developments across the site and particularly in the Sanctuary. We recognise the critical role our natural environment plays in retaining our community's health and wellbeing and will inspire our visitors to connect to and better understand the link between their health and that of the natural world.

Ecological systems are complex and delicate. Once the balance is lost the health and resilience of our natural world, and ourselves, is compromised. As is occurring globally, species of flora and fauna have been lost from across the peninsula, but not for long.

The Briars has a unique opportunity to be an ark for many species, both flora and fauna, which once blanketed the peninsula. We will work to return species, which may include Eastern Bettongs (left), Long-nosed Potoroos and New Holland Mice to The Briars where they once lived. These species will contribute to the ecological health of the site and enable visitors to connect to animals and plants they may never have seen. Guests will develop a deep understanding of their importance to the natural world and to our own health.

Sustainability commitments
"Our stewardship and advocacy protects and enhances the Mornington Peninsula's biodiversity and coastal experience."

*Mornington Peninsula Council Plan
2017-2021*

A clean and green peninsula

The Briars will deliver a range of initiatives to support Council's declaration of a Climate Emergency in August 2019. The Briars team will work closely with the MPS Climate Change, Energy and Water team during development of the Climate Emergency Action Plan to identify the actions to be delivered at The Briars.

"Council has a long and proud history of approaching climate and environment issues based on the very real impacts they are having and will have on our local people and places."

Cr Hearn, 2019

Water for life

Access to water of a quality which can be used on native and indigenous plants and food crops will be critical to the development of The Briars and to the success of agri-businesses on the peninsula.

The Briars will work with the Shire's Climate Change, Energy and Water team, South East Water and other stakeholders to investigate opportunities to bring treated, class A recycled water to the site.

Reducing waste

The Briars is working towards becoming a zero-waste site. Composting, recycling and minimising or eradicating the use of plastics including straws and balloons is already occurring onsite. We are working with our event providers to ensure they are waste-free and use only compostable materials. As with all our operations, additional technologies will be investigated to eliminate problem waste streams.

OUR PEOPLE The Briars' community

Building the community's capacity, bringing people together and contributing to a more sustainable Mornington Peninsula are key objectives of this plan.

The Master Plan demonstrates that many more opportunities will be available for the community to join us as staff, volunteers, trainees and work experience students.

During the delivery of the master plan, the community, tenants and current volunteers will again be invited to contribute to the design and creation of spaces at The Briars. This will truly be a community space with many being able to visit and find trees they planted, fences they helped install, animals they helped release here and spaces which tenants helped us design.



Protecting the rights of Aboriginal and Torres Strait Islander people

"This looks and sounds fantastic. It's so great to see that Aboriginal culture and history has been incorporated in such a thoughtful way into the draft plan. The draft master plan is a great example of promoting cultural rights."

*Emma Coestsee, One Fine Day,
Shire's consultant for RAP development.*

The Charter of Human Rights and Responsibilities promotes cultural rights which includes the right to enjoy identity and culture, maintain and use language, maintain kinship ties and maintain the relationship with land and waters.

There are significant opportunities to embed Aboriginal Culture into the story of The Briars. In collaboration with Aboriginal Elder groups, experiences will be delivered which connect our visitors to the culture and stories of the land's Traditional Custodians.

Dignified access for all

Varied abilities only become disabilities when structures are in place which exclude that person from participating in a meaningful, dignified way.

The Mornington Peninsula Shire is committed to ensuring people with varied abilities feel valued and supported. As a significant community asset, it is critical that The Briars provides dignified access for all.

Integrating the expertise from the following groups in this early stage of the project sets the foundation for the delivery of an inclusive community asset:

- All Abilities Consultative Committee
- Community team
- Disability Inclusion Officer
- Universal Design principle training

The Shire's Disability Inclusion Plan 2018-2022 details a range of initiatives which aim to improve disability access for the communities that live in and visit the Mornington Peninsula Shire. During the development of this plan, The Briars team participated in several community consultation events and have integrated the feedback given by the community into The Briars Master Plan.

The Briars will continue to work closely with the community, the Shire's Community team and the All Abilities Consultative Committee to audit and continuously improve the accessibility of the site.

FUTURE STATE 2019-2029 GUIDING PRINCIPLES



Remembering loved ones

The Briars is a beautiful place to honour friends and family members who are no longer with us. Memorial planting areas have been created at The Briars for visitors to remember loved ones they have lost. These plantings contribute to areas being re-vegetated, creating beautiful memorials which contribute to improvement of our natural environment.

“We are so deeply grateful for all your support and the team there to make it a meaningful event. Thank you so much for your generosity and support. On Sunday we had 180 people attend and plant 55 trees. The feedback they have offered has really highlighted the need for healing ritual in grief. So many families have shared about their deep connection to The Briars as a place they find healing and comforting to return to.”

Peninsula Home Hospice, 2019

Experiences for all

We have worked hard to find a balance between ensuring The Briars is accessible to our community while also generating revenue which will go towards the protection and improvement of the Sanctuary, Balcombe Homestead and other much-loved areas. The existing experiences do not disappear – rather we add experiences, many of which were suggested by our community. Guests will continue to be able to have a jam-packed day of free fun at The Briars or choose to take up a paid offer, just for fun or as a gift or special event.

The revenue generated at The Briars will...

- Bring The Briars to financial sustainability to ensure future generations can enjoy this precious space.
- Maintain and improve the Heritage Homestead and outbuildings
- Improve the health of the Sanctuary
- Reintroduce locally endangered or extinct species to the Sanctuary
- Extend the Sanctuary by 40-ha and extend the walking trails.
- Provide subsidised experiences for groups in need including the Helping Hands garden plots
- Attract revenue from outside the Shire, supporting the delivery of services and infrastructure for the community.

OUR PROSPERITY

What can you do for FREE at The Briars today...

- Enjoy a picnic, BBQ and Games on the Green
- Take a walk in the Sanctuary or Homestead Gardens
- Bring the dog for a walk in the Community Forest
- Enjoy a free family event such as Sunday Sessions
- Enjoy the Visitor Centre Wildlife Displays, colouring / games area and discovery tables

...and what is added in the future?

- Explore and play in the Tichin-Gorourke Children's Garden and the Peninsula Play Garden
- Enjoy The Briars' additional school, wellness and other programs
- More BBQ and picnic facilities will be on offer, with increased accessibility
- An extra 40-50ha of Sanctuary and links between the Balcombe / Harrap / Community Forest walks will be available to explore
- More family-friendly music, theatre and other events
- Produce grown at The Briars and on the peninsula will be on offer all week
- Spaces for community and other groups to hire for parties, workshops and other events

Experiences which have a fee between \$5-\$40 per person today...

- Optional - retail purchases in the Visitor Centre, Nursery, Angus & Rose, Josephine's Restaurant
- Enjoy the Homestead with a tour from an experienced guide
- Explore the extended farm animal and play trail
- Join a program at the Eco-Living Display Centre, Wildlife Sanctuary, Homestead or Astronomy Centre
- Hire a space for a celebration or event, or come along to a music, theatre, market or other event
- Enjoy a workshop or book your next party at Angus & Rose Coffee and Creativity

...and what is added in the future?

- Wander through Nature's wonders and be awed by a presentation by a conservation ranger
- Pick up some memorabilia to remember your visit from the Heritage Homestead or Gathering Space
- More programs will be available for schools and other groups including wildlife close encounters; school programs; programs in Nursery, Ag Lab, Green Dreaming
- Grab some yummy, locally grown and made food from the Our Place Café, restaurant or treat yourself and your pooch at the Puppy Café in the Community Forest.
- Improved facilities and spaces for hire and use
- Optional – local produce purchases at markets and village

Special experiences have a fee over \$40 per person today...

- Entry to events including Blues Festival, Vinehop Festival
- Site hire (including Josephine's Restaurant) – functions and events
- ...and what is added in the future?*
- Immerse yourself in the beauty of Aboriginal Cultural and Australian Flora and Fauna during a say at Sanctuary Dreaming
- Get up close and personal to beautiful, rare wildlife during a Wildlife Wonders premium experience
- You'll no longer have to travel too far to enjoy well-known musical acts, pantomime, theatre and other arts.
- More beautiful, unique spaces will be on offer for events, celebrations and community groups.
- Improved farm-chic restaurant experience

“... the project is likely to be financially viable and sustainable.”

Briars Business Case; Urban Initiatives, 2019

FUTURE STATE 2019-2029 GUIDING PRINCIPLES

OUR CONNECTIVITY

Facilitating active lives

Connecting accessible paths inside and outside The Briars will encourage non-car transport to and from the site and create a destination active transport area.

The Balcombe and Harrop Creek walking paths link at The Briars. There are opportunities to strengthen this experience by improving: the accessibility of the tracks both on and offsite; wayfinding to and from The Briars; promoting the experience as a destination walking/cycling track; and creating a walking track to the nearby Craigie Road reserve. Users including weekend walkers, school groups, bike riders and all-abilities groups will have access to a beautiful and extensive stretch of pathways.

Within The Briars, a network of shared, multi-use pathways will encourage runners to include The Briars in their exercise routes while bike paths will create more active transport opportunities for families.

Improving connections to public transport

In the short-term, opportunities to improve pathways between the nearby bus stop on Nepean Highway and The Briars will be explored. Longer-term, we will advocate for a bus stop to be introduced into The Briars. This will be explored with the relevant transport authorities.

Internal road infrastructure

Improving entry/egress points to The Briars will support long-term visitation growth and entry / egress for emergency services on the rare event they are required. Working with the local community and businesses while advocating to the relevant authorities for assistance with additional entries will be part of our 10-year operations plan.



FUTURE STATE 2019-2029 THE BRIARS' STORY

Exploring The Briars will be like turning the pages of a book – a story will run like a thread through the site, bringing all the experiences together, creating a profound journey.

For thousands of years people, plants and animals have sheltered, sought nourishment and cared for their families on this land.

Much has changed yet the custodians of today continue to nurture the land, its inhabitants and the visitors who come here.

Take a remarkable journey through The Briars from the past to the future. You'll discover how lessons from our past custodians, current specialists and future innovators come together to demonstrate a world in which our people and place thrives.

Guests will develop enduring connections to the natural beauty of the Mornington Peninsula, to its rich cultural history and to the bravery, resilience and innovativeness of the custodians, past, present and future.

Guests will walk away with a better understanding of how, for thousands of years, communities have come to this place called The Briars including the Bunurong / Boon Wurrung people, early European settlers and communities today. These key messages will be revealed across the site:

- The traditional custodians of the land flourished for thousands of years by caring for the land, working together as communities, sharing their knowledge.
- The bravery and resilience of the European settlers and how they worked together to thrive
- Innovative excellence shown in next-generation ideas
- All come together at The Briars to demonstrate how our people and our place can thrive.

Upon leaving the site, the experience continues. Visitors will be inspired from their visit to act – to take a lesson home from the past, present and future to try, whether it be a unique approach to life or a way to farm that nurtures the land.

The Briars is divided into precincts, each of which tells a chapter of the overall site story. The following details each precinct's story and guest experience. We hope you enjoy your journey through The Briars.

Arts and Wellbeing Precinct
The Briars Arts and Wellness Precinct is food for the soul and a treat for all the senses. A place to come together in a beautiful environment and be rejuvenated.

Arts Amphitheatre

Extended Vineyard

Community Forest

Community Forest Extension

Shire Nursery and Camp

Green Dreaming: Innovation Precinct
Green Dreaming is the peninsula's hub of sustainable innovation and inspiration. Next generation techniques are tested and shared for guests to take away and use at home, creating a future where our people and place thrive.

Balcombe and Harrop Creek

Bush Classroom

Gathering Space
The Gathering Space brings people together. It is welcoming and nurturing, connecting the community to the unique beauty of the peninsula's environment

Tichin-Gorourke Children's Garden

Heritage Homestead

Community Garden

Regenerative Agriculture

Shared path (bikes, jogging)

Heritage Precinct
Imagine yourself far from home in a foreign land where nothing is familiar. Step back in time to a period when bravery, resilience and friendships enabled the first European settlers of the peninsula to create a new home.

Heritage Farm Trail

Sanctuary

The Sanctuary
The Sanctuary is an ark – a place where indigenous flora and fauna and stories from the land's traditional custodians still survive and thrive. Immerse yourself in the natural and cultural beauty of the peninsula and discover how lessons from the past can create a healthier future.

Sanctuary

Regenerative Agriculture

Shared path (bikes, jogging)

FUTURE STATE 2019-2029

THE GATHERING SPACE

OUR PLACE CAFÉ
TICHIN-GOROURKE CHILDREN'S GARDEN
WILD EDUCATION
THE GREEN

Existing experience

The Briars' Visitor Centre was built in the 1980s as a central information and gathering place for guests. A terrarium, fireplace and kids play area are great places for our guests to relax. A small retail space provides basic items including locally made souvenirs and drinks. What the community love about this space will be retained, with additions made based on the community's feedback.

Future experience

People are drawn to The Gathering Space: a place which brings people together and connects them to place and the natural environment. It is comfortable, safe and fun for families, with spectacular views across the wetlands, Tichin-Gorourke Children's Garden and vineyard.

Eye-catching Aboriginal sculptures depicting significant local animals including a frog (to celebrate the site's original name – Tichin-Gorourke (voice of many frogs)) will attract guests to the entry of the Gathering Space.

Gathering areas and seating provide a place for groups to meet while orienting themselves to the site.

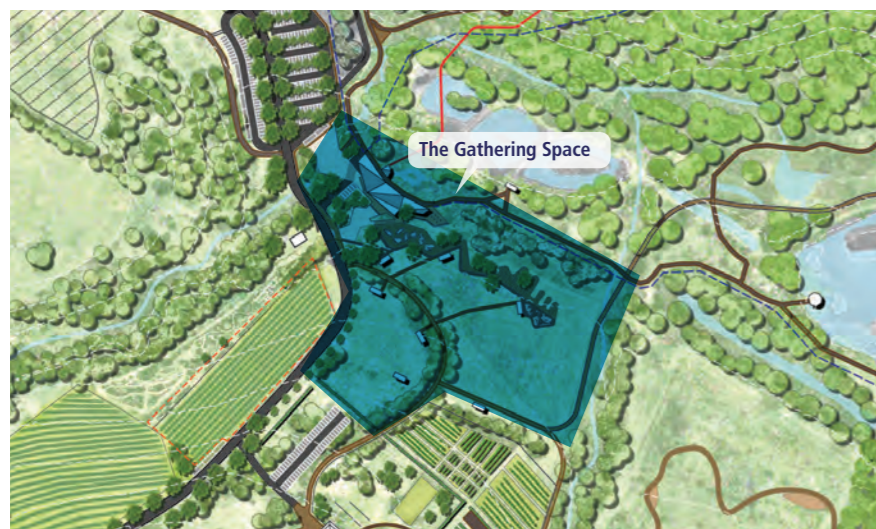
The Gathering Space Visitor Centre, designed to be sympathetic to the environment, entices guests to enter, with three spaces marked (Wild Education, Visitor Centre, Our Place Café) to ensure an easy and accessible beginning to guests' remarkable journey.

Our Place, the family-friendly café, feels like a beautiful community lounge room with views across the wetlands and outdoor eating areas seamlessly blending into the Tichin-Gorourke Children's Garden.

Created using the principles of placemaking, the integrated play area, café and relaxing dwell areas create a space which nurtures sociability and relaxation. Comfortable furniture and activities for children allow guests to relax with good coffee and food. Activities including storytelling and crafts ensure there is always something new to experience. On the deck is a space for live music groups while the retail space inspires guests to buy locally made products which are ethical, organic and sustainable.

In the centre of the building is the Visitor Centre. A functional and inspirational hub that sets the scene for the rest of The Briars' experience, it also functions as retail outlet, provides ticket sales and serves as the gateway entrance to the Sanctuary.

Adjoining the Visitor Centre to the west is Wild Education – a space for school and other groups to gather and meet their hosts who will accompany them into the Sanctuary for their education program. It is also a space ready for use if the weather is too wild for our little guests.



The Gathering Space brings people together. It is welcoming and nurturing, connecting the community to the unique beauty of the peninsula's green spaces. Our guests' connection to the land and each other will **grow**. Our tables are **shared**, bringing community together.

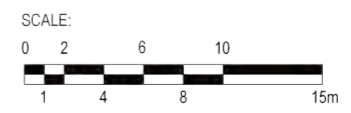
FUTURE STATE 2019-2029 THE GATHERING SPACE



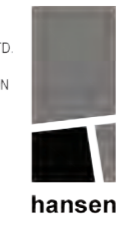
We **nurture** ourselves and each other through connection to nature, play and by supporting ethical, organic, community-based ventures.

FUTURE STATE 2019-2029 THE GATHERING SPACE

NOTE:
ABORIGINAL STORIES WILL BE ADDED
IN CONSULTATION WITH ABORIGINAL
ELDER GROUPS.

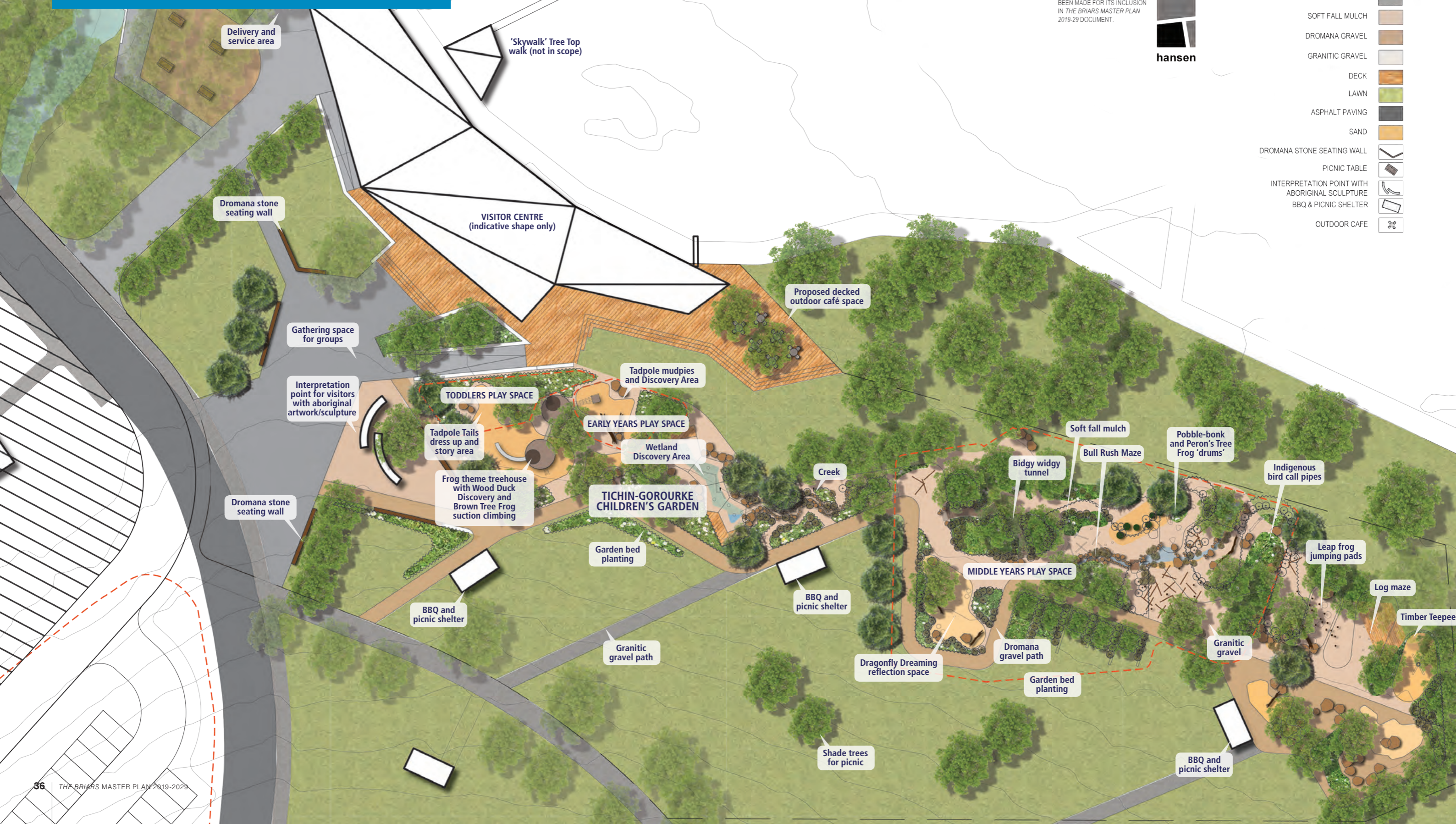


PLEASE NOTE: THIS CONCEPT
PLAN WAS DEVELOPED BY
HANSEN PARTNERSHIP PTY LTD.
MINOR MODIFICATIONS HAVE
BEEN MADE FOR ITS INCLUSION
IN THE BRIARS MASTER PLAN
2019-29 DOCUMENT.



LEGEND

- EXTENT OF WORKS
- PROPOSED EVERGREEN TREES
- PROPOSED DECIDUOUS TREES
- EXISTING TREES
- PROPOSED SHRUBS
- PROPOSED GARDEN BED PLANTING
- EXPOSED AGGREGATE CONCRETE
- SOFT FALL MULCH
- DROMANA GRAVEL
- GRANITIC GRAVEL
- DECK
- LAWN
- ASPHALT PAVING
- SAND
- DROMANA STONE SEATING WALL
- PICNIC TABLE
- INTERPRETATION POINT WITH
ABORIGINAL SCULPTURE
- BBQ & PICNIC SHELTER
- OUTDOOR CAFE



FUTURE STATE 2019-2029

THE GATHERING SPACE: TICHIN-GOROURKE CHILDREN'S GARDEN

The Experience

The Tichin-Gorourke Children's Garden will connect children and families to the beauty of the peninsula's indigenous flora and fauna through exploration and play.

Guests will feel like they have entered a natural wetlands area, reminiscent of the nearby Sanctuary. Best-practice nature play principles will be used in the design of sculpture, natural landscape and sound elements to encourage tactile exploration and ensure families with varying abilities and learning styles can all enjoy this experience.

In celebration of the site's original name, Tichin-Gorourke (the Boon Wurrung name for Balcombe Creek meaning 'voice of many frogs'), indigenous frogs will be the inspiration for many elements, including Brown Tree Frog climbing trees, frog jumping

pads and marsh frog paddling areas. A Bull Rush maze will encourage children to discover what's hidden in the wetlands including the sounds and smells they'll find. Wood Duck and Owl discovery nests can be found in the tree climbing space. A tadpole discovery space will provide a safe area for our littlest visitors while a Dragon-Fly Dreaming reflection area will provide a quiet spot for families and children to relax on their own or join in for story and craft activities.

Stories including the lifecycle of frogs and the adaptations of wetland species may be incorporated into this space to create an educational offer for schools, kinder and other groups. In consultation with Aboriginal Elder Groups, Aboriginal stories will be woven into the design to create a truly unique and memorable nature play space.



FUTURE STATE 2019-2029

THE GATHERING SPACE: THE GREEN



Surrounding the Tichin-Gorourke Children's Garden, barbecue areas will be available for visitors who want to bring in their own picnics and games and enjoy the open grassy areas. Larger barbecue shelters will be available for walk-in use or they can be booked for family gatherings, birthdays and other events.

In the evening, the Gathering Space can transform to accommodate family-friendly events. Guests can bring in their own BBQ dinner or book a VIP seat in the café while enjoying live music, plays, harvest festivals and other seasonal experiences. This space is perfect for more intimate experiences in the off-peak and shoulder seasons, complimenting the larger event amphitheatre which takes off in the high season.

Further detail can be found in the Arts and Wellbeing Precinct section of this plan.

Justification

STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Our Place	The play space connects visitors to the flora and fauna of the nearby wetlands and wildlife sanctuary, with educational elements built into its design.
	In consultation with Aboriginal Elder Groups, Aboriginal stories will be integrated throughout the Sanctuary and the Play Space.
	Pathways, the play space and infrastructure will focus on design which allows dignified access for all, increasing the offer available to groups of varying abilities.
	Using the design principles behind placemaking, this space will create an area which inspires community to gather here and facilitates a connection to place.
Our Wellbeing	Time spent in the natural environment builds a sense of wellbeing. The Children's Garden aims to connect those not yet comfortable with natural play with the natural environment in a safe and inspiring space.
Our Prosperity	The precinct, especially the water play, will be an attractive offer for those holidaying on the coast, bringing visitors to the hinterland.
	The play space is a significant hook to attract visitors, particularly families (local and tourists).
	Provision of eating and picnic facilities encourages repeat visitation.
	Indoor and sheltered areas support all-weather visitation.
	Programs and events will be scheduled to increase off-peak and shoulder season visitation.
	The significance of this precinct will attract partnerships and funding
Other strategies	This space will be attractive to family-friendly event providers. Relevant to: <ul style="list-style-type: none"> • MPRTB Destination Management Plan • MPS Our Health and Wellbeing 2017-21 • MPS Reconciliation Action Plan • MPS Disability Inclusion Plan 2018-22

Dependencies

- Planning Scheme Amendment
- Cultural Heritage Management Plan

Key steps

Invite community members to be involved in the design of the space including Bush Kinder, School and other groups.

Engage with Aboriginal Elder groups to develop the Aboriginal stories for this space.

MEASURE OF SUCCESS	METHOD OF MEASUREMENT
Increase in year-round visitation	Quantitative – tracking site visitation trends and numbers
Act as a hook to increase visitation to paid experiences	Quantitative – on-sell to paid experiences
Increase in off-peak and shoulder visitation	Addition of programs and events in the off-peak Analysis of visitation trends
Increased dwell time	Quantitative – visitor surveying to measure dwell time
Increased connection to local wildlife	Quantitative – visitor surveying to measure key indicators
Increased revenue	Monitor increased onsite spend in line with the delivery of the play space. Quantitative – measurement of barbecue hire revenue.
Visitor feedback: 85% good – excellent of 4-5-star ratings	Quantitative – measurement of feedback platforms including surveys, TripAdvisor and Facebook



The Sanctuary is an ark – a place which nurtures, protects and celebrates the unique beauty of the peninsula, now rare but not lost. Guests will connect to the indigenous flora and fauna which once blanketed this area while stories from the Traditional Custodians of the land will create deep and enduring connections which will create a healthier future.

Current experience

The Wildlife Sanctuary is a favourite walking place for many residents and new guests. Its peaceful mood, beautiful scenery and serendipitous encounters with wildlife make this a special place.

Future experience

In response to community feedback, The Briars Wildlife Sanctuary will be extended by an additional 40 hectares, creating more spaces for walks, quiet reflection and animal observation. Aboriginal Culture will be strongly represented here through art, story-telling and other media.

Experiences which strongly connect guests to our natural environment and beautiful culture will be added to this space with care taken to preserve and enhance what is already precious to many.

To step into the Sanctuary is to step into the past, when the indigenous flora and fauna found here once blanketed the entire peninsula. It provides a sense of peace and place as visitors connect with and better understand the beautiful flora and fauna indigenous to the peninsula.

The Sanctuary encompasses three experiences: Nature Reserve, Wildlife Wonders and Sanctuary Dreaming. The Nature Reserve encompasses most of the current Wildlife Sanctuary with 40 additional hectares added to the south-east re-vegetated to create additional walking tracks and places for quiet reflection.

Wildlife Wonders' will enable guests to develop enduring connections to wildlife by facilitating more personal but respectful experiences. An area adjoining the Nature Reserve will be re-vegetated and a new wetland created, with eco-pods placed in this space to create Sanctuary Dreaming, an overnight experience which enables guests to be truly immersed in nature and Aboriginal culture.

The peaceful, beautiful atmosphere in the Sanctuary will be maintained by carefully choreographing the experience to provide opportunities for varied use including quiet reflection; education and overnight glamping, without one experience compromising another.



“The range of psychological benefits for people who visit green, open spaces is vast and includes improved mood, lower levels of anxiety, lower stress levels, lower levels of depression and increased physical activity.”

Townsend, M et al. 2010. Beyond Blue to Green: The Health benefits of contact with nature in a park context – literature review.

FUTURE STATE 2019-2029

THE SANCTUARY: NATURE RESERVE

The Nature Reserve is a place where the indigenous flora and fauna which once blanketed the peninsula is preserved and celebrated. Listen for the voices of the land's Traditional Custodians as their stories, art and music tell how they nurtured the land and each other.

Guests grow their understanding of the importance of our natural systems to our daily lives. People from all cultures and backgrounds share their connection to the land and teach us how to nurture our natural spaces. Our wellbeing is nurtured through connection to natural spaces.

The experience

Guests will take a deep breath and relax as they immerse themselves in the natural beauty of the Nature Reserve. Accessible tracks meander through wetlands, woodlands and open grasslands, where serendipitous encounters with Australian wildlife will surprise and delight.

Nooks tucked off the main path provide seating for guests to pause and enjoy the peace and quiet. Positioned away from these peaceful nooks, outdoor education spaces are created for school and community groups to hold workshops and education sessions.



Spaces created in varying habitats, including wetlands, bushland and grassland, provide opportunities for a range of curriculum-based experiences.

As guests wander through the reserve, they may encounter flora and fauna once common on the peninsula, but which are now rare or locally extinct, such as Koalas, Eastern Bettongs, Southern Brown Bandicoots and the Mt Martha Bundy (*Eucalyptus carolanae*).

Creating a haven for these species will inspire a sense of pride in the community, with schools and other community groups invited to be involved in the re-introduction of these animals. Special events will be held to help create habitat in the Nature Reserve while a range of programs and experiences will be on offer to connect our guests to these precious animals.

Throughout the Nature Reserve, best-practice interpretation techniques

will be used to create an engaging and exciting space. Guests will be connected to the wildlife and immersed in the lives of the Traditional Custodians and how they nurtured each other and the land through: art works; artefacts; signage; guided tours; and technologies such as augmented reality. The importance of wetlands, wildlife and the indigenous fauna to the Aboriginal Custodians and communities today will be highlighted through signage, guided walks and specialist experiences including night walks.

The walking tracks through the Sanctuary are accessible enabling visitors of all abilities the chance to enjoy this space and benefit from time spent in nature. A track ringing the Sanctuary provides opportunities for joggers to enhance their wellbeing in a beautiful space in a safe and enjoyable way.

PROGRAM OVERLAY

- Daily tours
- After-dark wildlife walks
- School holiday programs
- Curriculum-based school programs
- Specialty tours, e.g. morning breakfast with the birds, Aboriginal tours
- Seasonal artwork trails

CRITICAL FIRST STEPS

- Cultural Heritage Management Plan



FUTURE STATE 2019-2029

THE SANCTUARY: WILDLIFE WONDERS

From under the ground to up in the trees, visitors will be surprised and delighted as they get up close and personal with the beautiful flora and fauna of the Mornington Peninsula. Guests' understanding of the flora and fauna which once covered the peninsula and why it is so important to our current and future wellbeing will **grow**. Our flora and fauna is **nurtured** and treated with respect. Our love of our natural world will be **shared** with our guests.



PROGRAM OVERLAY

- Close encounters – 10-minute feeding with a Ranger
- Premium products – multiple close encounters with a Ranger
- Hire of spaces (lookout, pull-out spaces) for special functions
- Function experiences, e.g. wedding photos with wildlife
- Education programs
- Specialty tours and seasonal programs



The Experience

Wildlife Wonders will be well-known as one of the best places to connect to Australian Wildlife. This experience focuses on the key principle of respect – for our wildlife, our natural spaces and each other. There are no exhibits in this area, rather animals move freely, displaying their natural behaviours with the choice to move closer to guests if they wish.

From the Visitor Centre, a tree-top Sky Walk climbs into the canopy of the eucalypts and creates a magical immersive entry to Wildlife Wonders. Up in the trees, guests will have the unique experience of sharing the trees

with some of Australia's beautiful wildlife including kookaburras, rosellas, cockatoos, koalas and butterflies. At the top of the Sky Walk guests will encounter a spectacular viewing platform. Located at the highest point within The Briars, this platform affords views across the property and to the bay, making this a fantastic dwelling and function space as well as a unique area for ranger talks and education programs.

From the trees, guests will meander back to the ground where kangaroos, wallabies, emus and echidnas can be found. Hidey holes and pop-up bubbles will allow guests to get eye to eye with the minute but

magnificent including ants, bugs, beetles, lizards and tiny mammals.

This experience truly takes visitors up into the trees to under the ground, connecting guests to the peninsula's beautiful wildlife.

Guests may choose to enjoy the experience at their own pace or follow a trail of scheduled talks and encounters. Larger gathering spaces can be found on the walkways, where rangers will encourage wildlife to come close to guests, creating opportunities for guests to create powerful connections to wildlife.

Imagine watching kangaroos appear from the bushland or kookaburras swoop down from the trees.

Imagine joining Aboriginal guides as they tell stories from their culture while encouraging wildlife to join the story. To make an experience extra special, guests can choose a close encounter and join the ranger to help feed the wildlife during their talk or take up a premium product and spend a few hours with a small group, feeding and interacting with a range of animals in an intimate setting.

As the sun goes down, a new experience awakens. The diurnal animals start to go to sleep while sugar-gliders, night birds, micro-bats and other amazing Aussie wildlife wakes up. Take a walk along the lit boardwalk by moonlight or join a guided experience.

These will be truly unique and spectacular experiences which connect guests to wildlife and to the stories from the land's Traditional Custodians.

FUTURE STATE 2019-2029

THE SANCTUARY: SANCTUARY DREAMING

This land was, is and will be walked by the Traditional Custodians. They have a deep and enduring connection to these lands and waters. Into the future, we will walk this land together with courage, learning how we can develop these deep connections and weave Aboriginal culture into the fabric of all communities. As you see the land through the eyes of the Traditional Custodians, your connection to the land will grow. Nurture yourselves and each other by discovering a more connected way to live. Stories and wisdom from the land's Traditional Owners will be shared.



The Experience

Set deep in the Sanctuary and hosted by an Aboriginal Guide, Sanctuary Dreaming will immerse guests in the beauty of the peninsula's flora, fauna and Aboriginal culture. Busy roads will be replaced with bush and bird songs, campfires, Aboriginal stories and stargazing, night walks and delicious bush food.

The Sanctuary Dreaming accommodation is designed with inspiration from Victorian Aboriginal Willums. Inside each room, comfortable facilities are combined with artworks and furnishings made by local Aboriginal artists to celebrate the Traditional Custodians of this land.

As guests settle in their rooms in the peace and beauty of twilight, Australian wildlife will emerge from the bushland to feed by the waterhole. Guests may choose to stay in for the evening, pre-booking a bush-food barbecue pack from the restaurant which they prepare in the Sanctuary Dreaming bush kitchen. Alternatively, the many restaurants in nearby Mornington or Mt Martha are easily accessible. Throughout the afternoon and evening, a host is available to take guests on a range of Sanctuary Dreaming experiences including a night walk, bush food cooking class, Aboriginal star gazing or a didgeridoo meditation.

PROGRAM OVERLAY

- Bushfood cooking
- Night walk
- Aboriginal star gazing
- Astronomy viewing night (when scheduled)
- Didgeridoo meditation

After a lovely night's sleep, a bushfood brekky cooked by the host is on offer.

Alternatively, the onsite restaurants and walks along into Mt Martha or Mornington are attractive options. As The Briars wakes up and comes to life, guests can join a range of activities to extend their stay.

Sanctuary Dreaming guests will take with them an enduring connecting to the land and to the culture of the Traditional Custodians.

The Sanctuary Dreaming pods will be off-the-grid' including (but not exclusive to) the use of: solar panels; cassette waste systems; water tanks; gas heating/ cooking; solar panels; waste-free.



FUTURE STATE 2019-2029

THE SANCTUARY

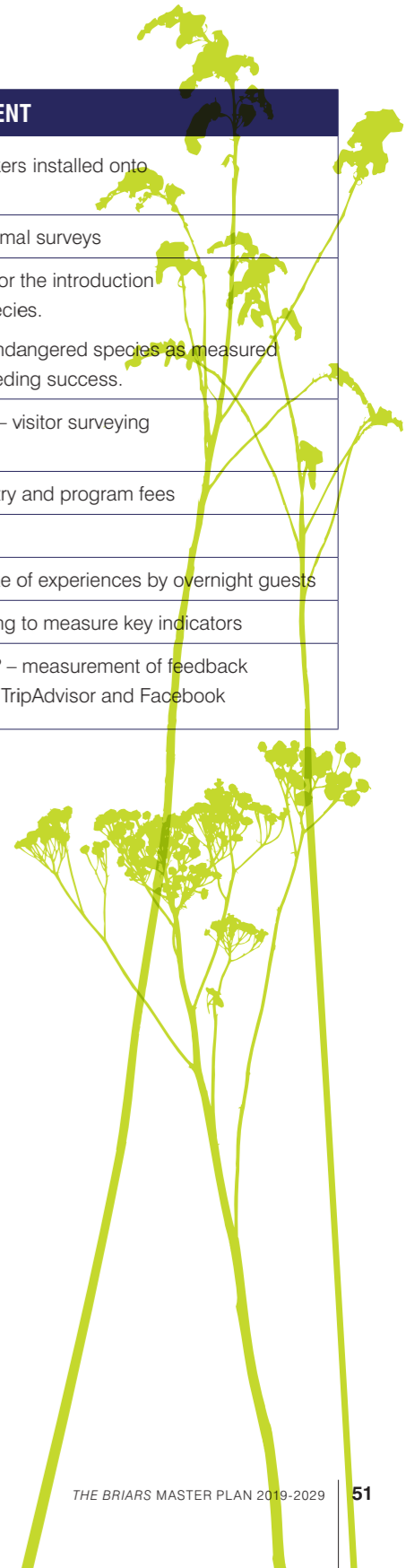


Justification

STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Our Place	<p>Expansion of the Sanctuary and introduction of locally-extinct species increases the ecological value of the site.</p> <p>In consultation with the Bunurong Land Council and Boon Wurrung Foundation, Aboriginal stories and artwork will be embedded throughout the Sanctuary.</p> <p>Programs and experiences connect visitors to the conservation values of the peninsula.</p>
Our Wellbeing	<p>Accessible pathways and improved access to infrastructure will increase the offer available to groups of varying abilities.</p> <p>This space will inspire guests of all ages to spend time in nature and connect them to the beautiful flora and fauna of the peninsula. Guests will increase their understanding of the importance of a healthy environment to our wellbeing.</p> <p>Interpretation and education programs will highlight that this space reflects the peninsula's indigenous flora and fauna.</p>
Our Prosperity	<p>Aboriginal and wildlife-focused experiences have been identified as key attractors to national and international tourism audiences.</p> <p>This attraction will encourage visitation to come from the coast to the hinterland.</p> <p>The addition of this experience and subsequent increased visitation will support the success of all onsite partners.</p> <p>In collaboration with Aboriginal Elder Groups, opportunities to support the growth of our Aboriginal workforce will be identified.</p> <p>Identifying and working with partners to introduce endangered or locally extinct species may attract partnerships and funding opportunities.</p> <p>Multi-use paths will encourage active and accessible transport to and around the site</p> <p>Integrating accessible design principles into the precinct will improve the precinct's accessibility.</p>
Other strategies	<p>Relevant to</p> <ul style="list-style-type: none"> • Protecting Victoria's Environment – Biodiversity 2037 • MPS Disability Inclusion Plan 2018-22 • MPRTB Destination Management Plan • MPS Reconciliation Action Plan

Measures of Success

MEASURE OF SUCCESS	METHOD OF MEASUREMENT
Increased visitation	Quantitative – visitation trackers installed onto Wildlife Sanctuary gates
Increased range of audiences	Qualitative – scheduled informal surveys
Introduction of endangered species	Support from key agencies for the introduction of identified endangered species. Successful introduction of endangered species as measured by attrition and ongoing breeding success.
Increased connection to local wildlife	Quantitative and Qualitative – visitor surveying to measure key indicators
Increased revenue	Quantitative – tracking of entry and program fees
Uptake of specialty experiences	Quantitative
Uptake of additional onsite experiences	Quantitative – tracking uptake of experiences by overnight guests
Increased connection to the region's Aboriginal heritage	Quantitative – visitor surveying to measure key indicators
Visitor feedback - 85% good – excellent of 4-5-star ratings	Quantitative and Qualitative? – measurement of feedback platforms including surveys, TripAdvisor and Facebook





Imagine yourself far from home in a foreign land where nothing is familiar. Step back in time to a period when bravery, resilience and friendships enabled the first European settlers of the peninsula to create a new home. Guests' understanding of the bravery, resilience and friendships which enabled European settlers to build a home here will grow. Discover how families nurtured themselves by growing their own food. Stories of the friendships which made the unknown feel like home will be shared.

Current Experience

The Briars Historic Homestead was established from the 1850's, with additions made to the original home up until the 1970's when it was gifted to the Mornington Shire and National Trust of Australia (Victoria) by the A'Beckett family. Since then, it has been maintained as a home museum. A range of artefacts, loaned by the National Trust, from various time periods are on display, as was the collection of items gifted to the family from Napoleon Bonaparte. Following a break in, these items were stored safely in the Mornington Peninsula Regional Gallery.

Future Experience

Into the future, The Briars Homestead will be restored and preserved in its (as close to) original condition to ensure future generations can connect to this remarkable historic asset. Images, diaries and other materials in addition to expertise provided by the National Trust of Australia (Victoria) and Heritage Victoria will be used to ensure any works undertaken preserve its historic value.

From the moment guests drive up to the Balcombe Homestead, they will step back in time and discover the lives of the peninsula's earliest European settlers. Beautiful heritage gardens, reminiscent of their original state, surround the Homestead and serve as a gateway, telling of the love and care put into their creation.

Guests can wander through the grounds, stopping for a picnic or simply to admire the artistry used to create this space. Function guests will find spectacular and unique locations for their memorable events. The nearby heritage orchard is beautiful all year but spectacular in spring, becoming a sought-after wedding and function venue.

Inside the Homestead, original artefacts blend seamlessly with cutting edge technologies to immerse guests in the life of the original family. Guests will time-travel and discover how the Homestead grew, and changed from the 1850's when the family first settled the site through to the 1970's. An experienced guide will provide in-depth tours or guests may take up a theatre-based experience where characters from the past invite guests into their world.

Audio and augmented reality tours are available – guests can pick a different story with each visit. Visual projections and soundscapes bring the space to life with daily life in the Homestead on display – an experience guests won't forget.

From the Homestead, guests can wander through the heritage vegetable and seed gardens. Volunteer gardeners are on-hand to show guests the beautiful and delicious array of heritage-breed fruits and vegetables, once grown at the Homestead and which can be bought onsite and grown at home.

Beyond the orchard, the heritage farm trail begins. Heritage breeds include Wiltshire Sheep, Dorking chickens and Berkshire pigs share their space with visitors in the (safe) visitor farm trail.



The Heritage Precinct is co-owned by the Mornington Peninsula Shire and the National Trust of Australia (Victoria). The vision for the Heritage Precinct has been developed in conjunction with the National Trust (NT) and with the objective of meeting the visions of the Mornington Peninsula Shire and the National Trust of Australia (Victoria).



PROGRAM OVERLAY

A broader range of tours for various audiences including:

- Family-friendly tours which engage a range of ages in the sites' heritage
- Curriculum-based school experiences – history, farming
- Junior Farmer programs for a range of ages
- Therapy experiences for audiences of varying abilities including animal therapy
- Group tours – probus, history-buffs, tourism groups

Use of technology to interpret the homestead in an inspiring and unique way including:

- Audio tours
- Projections
- Augmented reality

Seasonal art trails and exhibitions including artists-in-residence

Experiences which suit the look and feel of the Homestead including intimate theatre, music events and harvest festivals

Wedding and function opportunities in the formal gardens, Homestead and orchard.

Identifying opportunities for the Homestead to be used for media production (tv, film)

The path widens at points to provide spaces for school or tour groups to gather to learn about the animals or the way of life on the farm back in the 1850s. Guests will be delighted to come across a heritage play space. Made from modified farm machinery and natural elements, families can experience what it was like to work on the land in the 1850s.

Upon leaving the Homestead, guests will understand how the original families made a home in this unknown land and realise much of their bravery and resilience can be applied today to create a better future.

FUTURE STATE 2019-2029 THE HERITAGE PRECINCT: THE VILLAGE



Your body and soul will be nurtured in The Village. Good food grown locally, and good company bring people from far and wide to share their tables and their stories.

Grow your food, your connection to the land and your wellbeing. Nurture yourself and the land by enjoying food that is grown locally, ethically and organically.

Current Experience

Josephine's Restaurant at The Briars is a fine-dining restaurant, serving beautiful food in a converted heritage stable. Weddings, memorials, birthdays and other functions are regularly held here.

Surrounding Josephine's, several heritage stables, a silo and other buildings are serving mainly as storage for heritage artefacts. These buildings are in poor condition and need rejuvenation.

Future Experience

Homesteads on the peninsula once hosted an array of trades and crafts people with the specialty skills required to keep a farm productive. In the Village, the past blends with the present, as the village feel is brought back to life. The current Josephine's Restaurant is expanded in a manner which preserves and celebrates the heritage of the site, transforming into a family-friendly, farm-chic restaurant serving beautiful food made from local produce. The surrounding heritage stables and buildings are improved and used to celebrate specialty

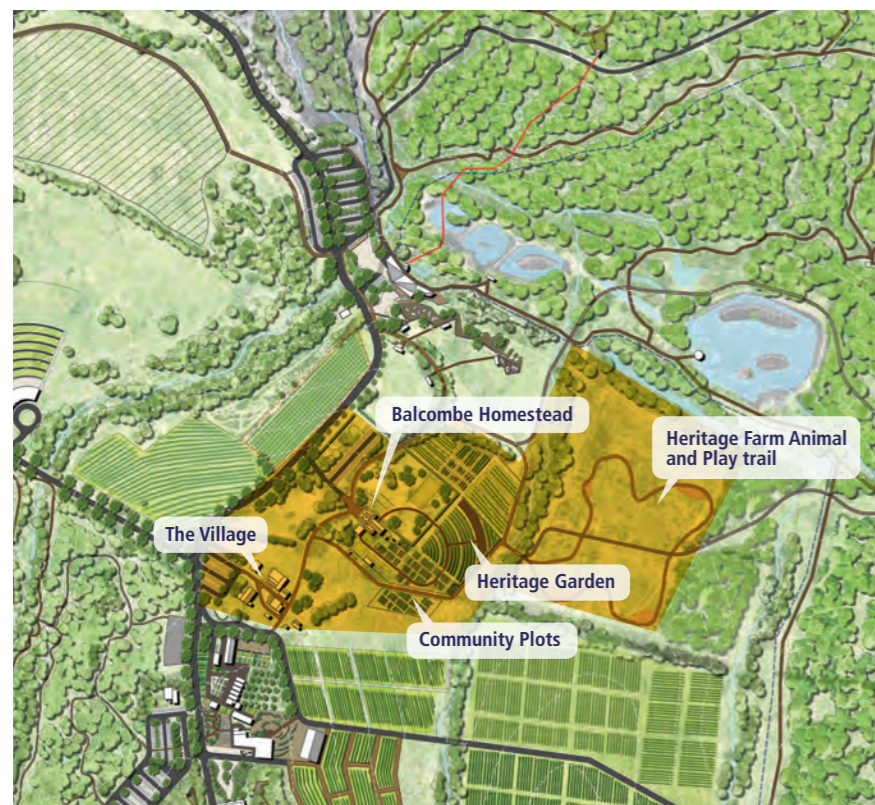
trades so after lunch and a play on the lawns, guests may wander past a flower or ice-cream shop or see a Blacksmith creating artworks to take home.

In the surrounding fields, plots are leased by growers wanting to produce food for the eateries and the market. Food producers are on hand to answer questions and give guests a taste of some of the produce they sell. Seasonal workshops and events with a focus on produce creation, cooking, growing and other skills are on offer. Some plots will be available for school use and the Helping Hands plots will be available at a subsidised rate for use by disability, socially isolated or other groups in need.

Further into The Village, market stalls, reminiscent of a farm-gate, sell produce grown or made at The Briars or by peninsula growers. Guests can stop past The Briars as part of their weekly shopping trip.

The Village is also a special place for functions. The current Barn and Josephine's Restaurant will continue to provide unique and beautiful locations for weddings, memorials and other events. The nearby caretaker's cottage will be upgraded to provide a beautiful accommodation option for newlyweds or other function guests while the oak and cottage garden areas will be available for hire for function and group glamping.

The Village nurtures everyone body and soul, from providing healthy, local food to bringing people together in a location which celebrates the importance of community.



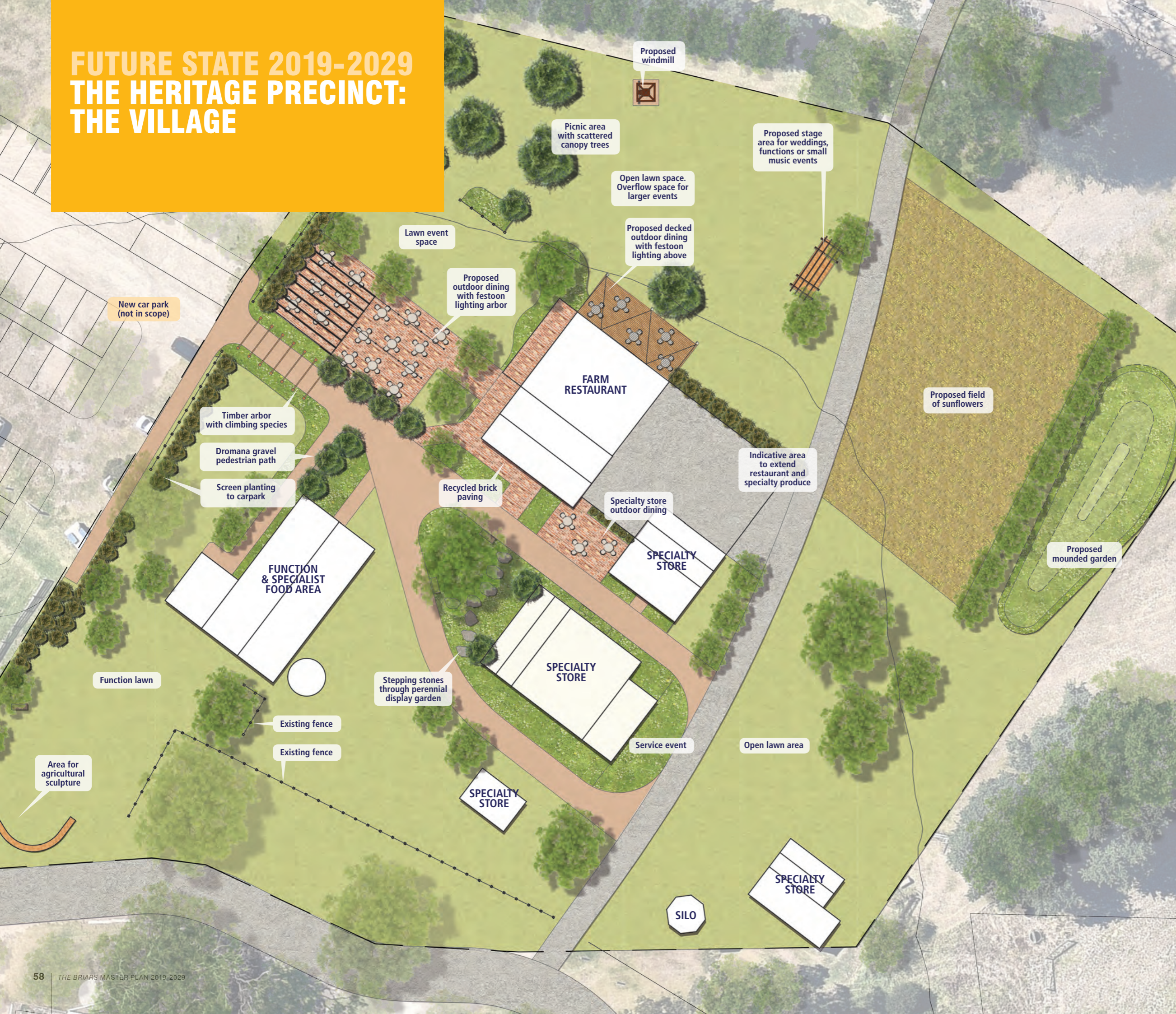
FUTURE STATE 2019-2029 THE HERITAGE PRECINCT: THE VILLAGE



Share your table
and your stories with
family and friend;
old and new, expert
and beginner.

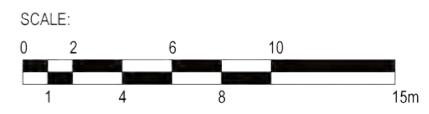


FUTURE STATE 2019-2029 THE HERITAGE PRECINCT: THE VILLAGE



LEGEND

- EXTENT OF WORKS
- PROPOSED EVERGREEN TREES
- PROPOSED DECIDUOUS TREES
- EXISTING TREE
- PROPOSED SHRUBS
- PROPOSED GARDEN BED PLANTING
- MOUNDED GARDEN BED
- SUNFLOWER GARDEN
- CRUSHED ROCK ROAD
- RECYCLED BRICK PAVING
- LOCAL NATURAL STONE STEPPERS
- DROMANA GRAVEL
- LAWN
- DECKING
- DINING TABLES
- BENCH SEAT
- POST AND RAIL FENCING
- AGRICULTURAL SCULPTURE
- PROPOSED WINDMILL
- PROPOSED FESTOON LIGHTING



PLEASE NOTE: THIS CONCEPT PLAN WAS DEVELOPED BY HANSEN PARTNERSHIP PTY LTD. MINOR MODIFICATIONS HAVE BEEN MADE FOR ITS INCLUSION IN THE BRIARS MASTER PLAN 2019-29 DOCUMENT.



FUTURE STATE 2019-2029 THE HERITAGE PRECINCT

Justification

STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Our Place	The land-use showcases the site's early European farming heritage, deepening our guests understanding of the lives of communities here in the 1850's and current agri-businesses across the Shire.
	The Balcombe homestead and other heritage buildings will be protected and celebrated.
	Strengthening the Aboriginal story across the site by including the relationship with the European settlers at the Homestead.
Our Wellbeing	This precinct will connect visitors to and inspire a deeper understanding of the peninsula's heritage, both Aboriginal and European.
	As the precinct expands, accessible principles will be applied, increasing the accessible offer onsite. These include physical access and use of various educational and interpretation media designed for various abilities.
	Increase our guests' access to fresh, local food and the importance of 'getting your hands dirty' to wellbeing.
	This space promotes wellbeing by encouraging community to come together
Our Prosperity	This precinct will deepen our guest's understanding of the importance of agriculture to the peninsula's past and future.
	Integration of cutting-edge technologies and varied experiences will attract new audiences.
	An all-weather experience will support shoulder and off-peak visitation.
	The addition of this experience and subsequent increased visitation will support the success of all onsite partners.
	This precinct will support peninsula's micro-industries.
	An inviting restaurant will support off-peak and shoulder season visitation.



STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Strategic Plan 2018-2022 	The market will encourage repeat visitation from a local audience.
	Identify opportunities to invite less-advantaged groups to utilise plots at no or reduced rates.
	Bring our stories to life: We will bring our heritage to life through engaging storytelling and providing memorable visitor experiences.
	Innovative custodian of heritage: We will be trusted leaders in the conservation, protection and activation of heritage properties, places and collections.
	Building strong and enduring relationships: We will work collaboratively with key stakeholders and partners to build a shared understanding of the value of our heritage and increase our capacity to protect and celebrate Victoria's heritage.
	Innovative Custodian Heritage: we will be trusted leaders in the conservation and activation of heritage properties, places and collections.
Other strategies	Relevant to: <ul style="list-style-type: none"> • MPS Our Health and Wellbeing 2017-21 • MPRTB Destination Management Plan • MPS Economic Development Plan • MPS Disability Inclusion Plan 2018-22 • MPS Reconciliation Action Plan

Dependencies

- Collaboration and agreement with the National Trust of Australia (Victoria)
- Approval / permits given by Heritage Victoria

Critical first steps

- Update the Conservation Management Plan
- Evaluation of the heritage buildings by a heritage architect and the subsequent delivery of a recommended plan of works
- Evaluation of soils and implementation of a soil improvement plan

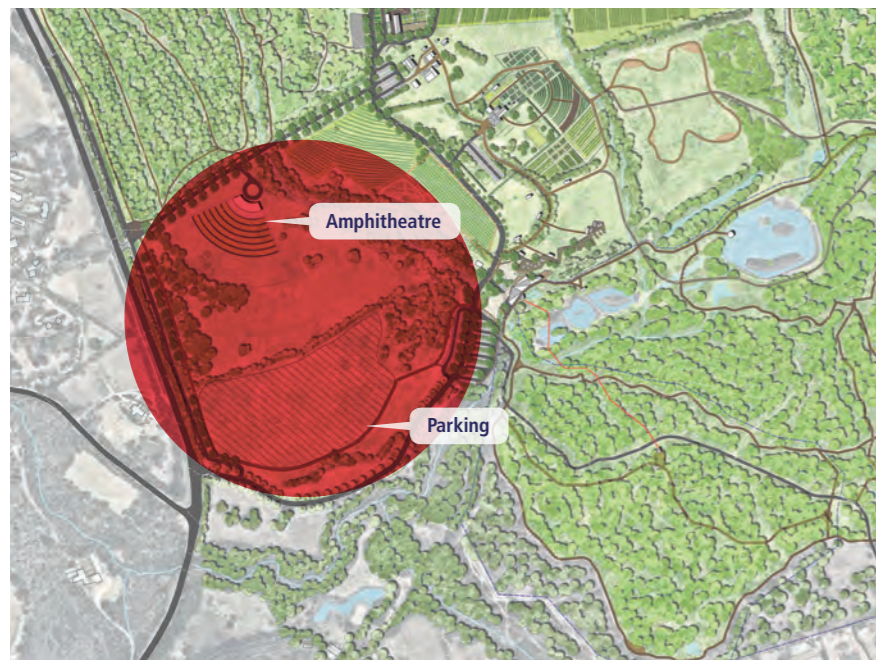
PROGRAM OVERLAY

- Workshops for schools and other groups
- Seasonal talks/workshops by growers
- Cooking classes
- Larger whole-site markets
- Function glamping (provided by an external company)

Measures of Success

MEASURE OF SUCCESS	METHOD OF MEASUREMENT
Increased off-peak and shoulder season visitation	Analysis of visitation trends
Increased connection to the peninsula's early European history	Quantitative – visitor surveying to measure key indicators
Increased range of audiences	Quantitative – measurement of visitor demographic
Strong visitation • repeat visitation, to the market space	Quantitative - tracking of restaurant visitation Quantitative – tracking of repeat visitation through a loyalty card or other mechanism. Quantitative – tracking of entry to the Homestead
Successful microbusinesses	Quantitative – working with onsite tenants to track their business success
Increased revenue	Quantitative – tracking of % uptake of leased spaces tracking of program visitation.
Visitor feedback - 85% good – excellent of 4-5-star ratings	Quantitative – measurement of feedback platforms including surveys, TripAdvisor and Facebook

The Briars Arts and Wellness Precinct is food for the soul and a treat for all the senses. A place to come together in a beautiful environment and be rejuvenated. Guests from all walks of life will grow their capacity by coming together and sharing their craft. Nurture yourself and each other by coming together to share exceptional experiences. Share your talents and your passion with the community.



“I’d love to see more music events and markets.”

Community Feedback



Current Experience

Two paddocks flank The Briars’ boundary with the Nepean Highway. Currently, these areas are dormant, only used for occasional hay cutting. There are no sensitive flora or fauna communities living here. There is potential to better use this space for the enjoyment of the community.

Future Experience

The Amphitheatre will bring music, theatre, dance and other experiences to a beautiful location where guests can come together and share their love of the arts.

The Amphitheatre will be created in one of the un-used paddocks at The Briars, with beautiful views across the vineyard, Heritage Homestead and Community Forest. People will come together to enjoy experiences which suit The Briars brand, including food and wine festivals, trades fairs, pantomime, music series and theatre.

This space will provide a new venue which will support talented local artists.

These spaces will be designed to retain the amenity of The Briars, enabling guests to connect with the arts and the surrounding environment while also being accessible, safe and providing a high-quality experience. Some tiered seating with ramp access will ensure each event is accessible for all.

Grassy lawns and strategic plantings will create comfortable, shaded and natural spaces for guests to enjoy the experience while ensuring any built additions enhance the environment.

The Amphitheatre may be designed in collaboration with sound engineers to ensure noise levels not only remain within legislated levels but to minimise the impact on the surrounding community. Strategic plantings will assist in minimising the spread of noise.

FUTURE STATE 2019-2029 ARTS & WELLNESS PRECINCT: THE AMPHITHEATRE



Sound barrier planting

UPPER LAWN

GRASS TERRACES

Sculpture at event space for tactful advertising purpose

Dromana stone seating wall

AMPHITHEATRE WITH STEPPED SEATING

LOWER EVENT TERRACE

EVENT STAGE SPACE

BACK STAGE











Accessible performer event

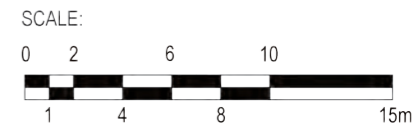
Feature wall

Drop-off area

Accessible ramp

LEGEND

- EXTENT OF WORKS 
- EXISTING CONTOURS (0.5M INTERVAL) 
- PROPOSED EVERGREEN TREES 
- PROPOSED DECIDUOUS TREES 
- EXISTING TREE 
- PROPOSED GARDEN BED PLANTING 
- EXPOSED AGGREGATE CONCRETE 
- DROMANA GRAVEL 
- LAWN 
- DROMANA STONE SEATING WALL 
- SCULPTURE 
- STAGE CANOPY 



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FUTURE STATE 2019-2029 ARTS & WELLNESS PRECINCT STAGE 1

Justification

STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Our Place	Minimal permanent infrastructure will maintain appropriate land-use objectives.
Our Wellbeing	Coming together as a community to share and enjoy the arts enhances wellbeing.
Our Prosperity	A significant event space on the peninsula will attract a larger local and intrastate audience.
	Significant events may impact tourism to the peninsula including the volume of overnight stays and flow-on impacts to other local businesses.
	An additional entrance / exit has been included in the planning of the event spaces to ensure timely and safe entrance and egress from the site.
Other Strategies	Relevant to: <ul style="list-style-type: none"> • MPRTB Destination Management Plan • MPS Economic Development Strategy 2016-2019 • MPS Disability Inclusion Plan 2018-22

Dependencies

- Sufficient parking
- Sufficient and safe ingress / egress via a second exit
- Large-vehicle access to the event spaces

Critical first steps

- Collaboration with Vic Roads to identify and confirm the appropriate entry / exit
 - Subsequent design of entry/exit and engagement with community and key stakeholders

Long-term considerations

- A second entrance / exit to minimise disruption on the Nepean Highway
- Sound engineer to design to minimise disruption to neighbours



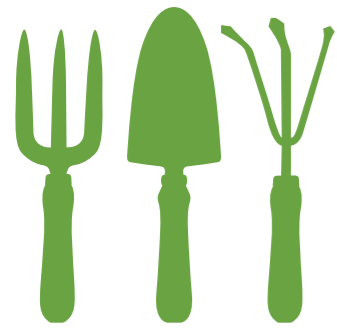
“Participants reported feeling more positive about themselves, others and life in general as a result of attending a music festival.”*

* Ballantyne, J., Ballantyne, R. and Packer, J. (2014). *Designing and managing music festival experiences to enhance attendees' psychological and social benefits*. *Musicae Scientiae* Vol 18 (1).

Measures of Success

MEASURE OF SUCCESS	METHOD OF MEASUREMENT
Increased visitation	Quantitative – measurement of event visitation
Increased revenue	Quantitative – measurement of event revenue
Minimal disruption to neighbours	Qualitative – engagement with neighbours and response to feedback.
Visitor feedback: 85% good – excellent of 4-5-star ratings	Quantitative – measurement of feedback platforms including surveys, TripAdvisor and Facebook

FUTURE STATE 2019-2029 GREEN DREAMING INNOVATION PRECINCT STAGE 1 THE BRIARS NURSERY



Green Dreaming celebrates innovation, from the soil to the stars. Next generation regenerative agriculture, land management and conservation techniques are tested and shared for guests to take away and use at home, creating a future where our people and place thrive. Your capacity to create green, productive spaces will grow through an increased connection to the land. Through exploration, discovery and play, growing native plants and your own food and you'll nurture the land, yourself and each other. Inventors, innovations and inspirers will share their knowledge and discoveries with the community.

Current Experience

The Shire (Briars) Nursery provides a range of indigenous and native plants to the community, friends and Landcare groups and Shire projects. Known for their exceptional customer service and high-quality plants, the Shire Nursery is an important community asset which supports the enhancement of the natural environment on the peninsula.

Future Experience

At the entrance to The Briars Nursery, guests will discover the Peninsula Play Garden. This unique garden, in the shape of the Mornington Peninsula, uses beautiful indigenous plants to connect guests to the unique flora and iconic features of the peninsula. The beautiful gums of Red Hill

and Main Ridge will create a lovely shaded gathering and education area while a boardwalk will take guests through the banksia woodlands of Warrangine. A topiary lighthouse will represent Cape Shank and topiary waves made of beautiful silver-grey species will represent our spectacular coastlines while also creating tunnels which encourage exploration. In consultation with Aboriginal Elder groups, sites of Aboriginal significance may also be represented here.

Just for fun, a flying fox will represent the Arthur's Seat Eagle. This garden is pure peninsula. It is not only beautiful but quirky, fun, interactive and educational – connecting guests to the regions iconic experiences while also showing guests how to create sustainable and engaging gardens at home.

From the display gardens, guests will enter The Briars Nursery through an indigenous bush food garden, discovering species which are beautiful but also delicious. Having explored the bush food maze and Peninsula Play Space, guests are inspired to purchase plants they've just discovered. With a strong focus on sourcing plants of local provenance, the nursery plays a significant role in the protection and enhancement of our place by ensuring that their plants have been sourced from the Mornington Peninsula and are available to retail guests and wholesale clients.

The Nursery is an experience not only for retail guests but those interested in horticulture, seed collection and processing and plant propagation. The garden, retail space and a new workshop provide areas



“The Mornington Peninsula is so beautiful. The Briars Nursery aims to ensure the unique natural beauty of the Mornington Peninsula is preserved for future generations to enjoy.”

Briars Nursery Team

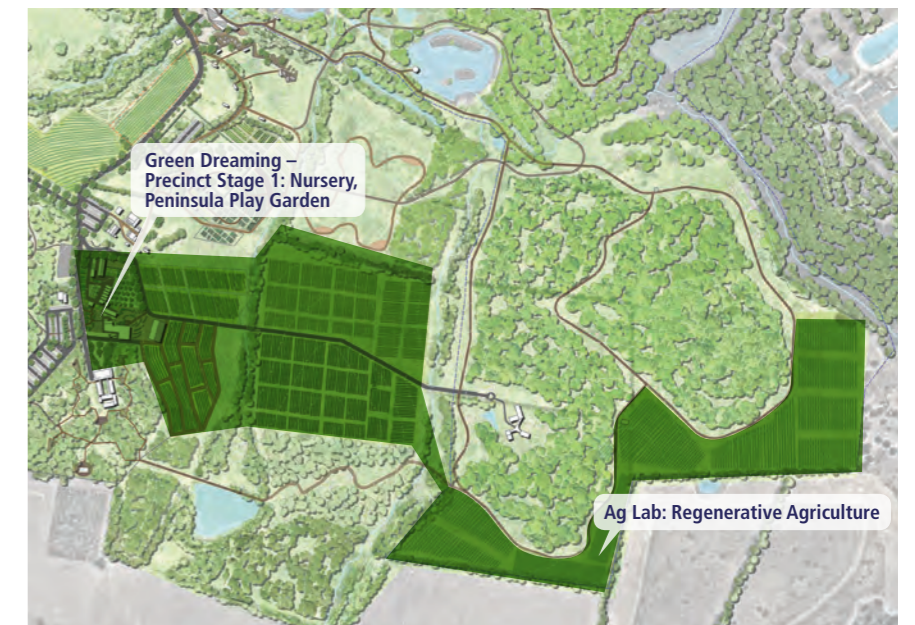
for students, groups and the public to join a range of programs.

The Nursery team's impact doesn't stop at The Briars'. Their community outreach work will continue and expand, including providing free plants to projects in need, facilitating free plant giveaways to residents and delivering incursions to groups unable to make the trip to The Briars.

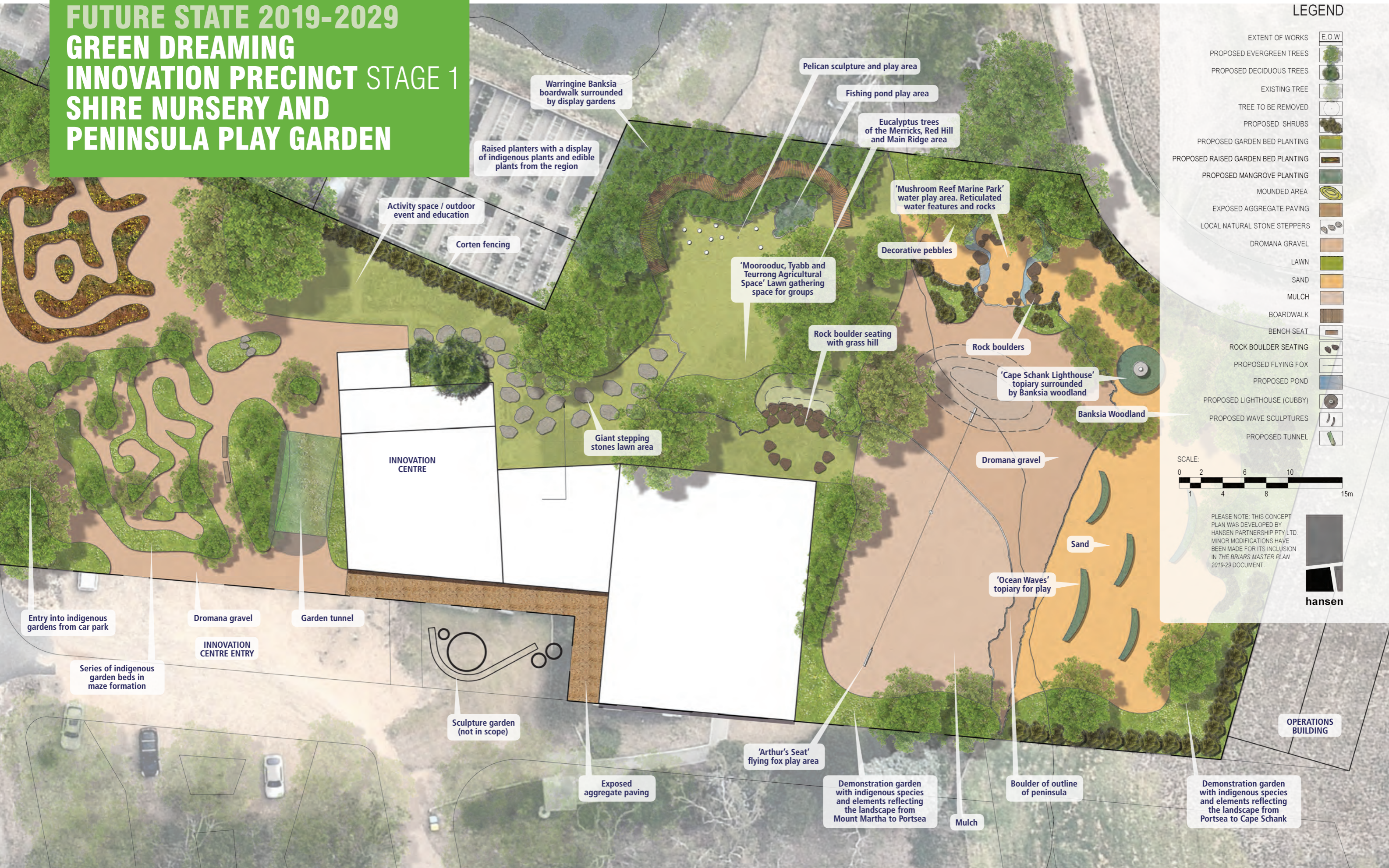
PROGRAM OVERLAY

Workshops for a range of audiences including the public, educational facilities, Friends groups and Landcare Groups

Incursions to schools and other educational facilities or interested groups.



FUTURE STATE 2019-2029 GREEN DREAMING INNOVATION PRECINCT STAGE 1 SHIRE NURSERY AND PENINSULA PLAY GARDEN



FUTURE STATE 2019-2029 GREEN DREAMING INNOVATION PRECINCT STAGE 1 AG LAB

“...much of the rural land on the peninsula is capable of supporting a sustainable and productive use...”

“Given uncertainties regarding the impact of future climate change and food security it is considered vital to retain this capacity for the future.”

Draft Green Wedge Management Plan (MPS 2018)

Current Experience

Agriculture has a long history at The Briars and on the peninsula. Currently, most of the Broadacres at The Briars is fallow / dormant, used primarily for hay cutting and is not accessible to guests.

Future Experience

The peninsula and broader Melbourne face significant challenges including future food security, the impacts of climate change and ever-increasing pressure to expand our urban areas. The Ag Lab is a place where solutions to these, and many other challenges and opportunities, will be tested and shared. The Broadacres will be set aside for innovators and dreamers to undertake research or demonstrations which showcase best-practice regenerative-agriculture, land management or horticultural techniques. Some ideas which have been floated include researching the pollination success of native bees, creating areas for commercial native

bushfood production or studying the success of high-value crops grown using recycled, treated water. Schools, universities and other innovators can work in the Ag Lab. This will be a dynamic space, with expressions of interest sought to find those who align with the Shire's vision, The Briars' objectives and who can demonstrate a tangible benefit to the Mornington Peninsula community.

Please note, the Ag Lab was not included in the business case as it was not recommended in the first stage of works. This area is under development with the MPS Climate Change, Energy and Water team.

PROGRAM OVERLAY

- Workshops and educational programs
- Daily demonstrations and serendipitous encounters
- Tours
- Daily demonstrations



Justification

STRATEGIC THEME	CONTRIBUTION TO ACHIEVING THE OBJECTIVES
Our Place	Next generation agriculture and horticultural techniques will be showcased here, demonstrating initiatives which can be applied across the peninsula.
	Accessibility principles will be applied to the design of all spaces, ensuring a respectful and inclusive experience.
	Guests to the nursery will connect to our indigenous and native flora and understand its importance to the health of the peninsula and its residents.
	The nursery supports climate-change mitigation education by promoting the use of indigenous and native plants in gardens. Additionally, by supporting community groups and NFP's to do so through the free plant giveaway, free plants offered to NFP's and education workshops.
Our Wellbeing	Our guests' wellbeing will be enhanced through time spent in green spaces
	The preservation and enhancement of green places across the peninsula is supported through the sale of native plants and through educational opportunities.
	Our guests' wellbeing is enhanced through time spent in green places, either in workshops or through time spent in the gardens.
	Through the free plant giveaways, less advantaged guests and groups are supported.
Our Prosperity	This precinct is designed to drive visitation to The Briars and the peninsula.
	Green Dreaming supports increased revenue and visitation to The Briars by providing an exceptional service and experience.
	Green Dreaming encourages repeat, local visitation.
Other Strategies	Relevant to: <ul style="list-style-type: none"> • MPS Economic Development Plan 2016-19 • MPS Disability Inclusion Plan 2018-22 • Protecting Victoria's Environment – Biodiversity 2037

Green Dreaming Stage 1 – Measures of Success

MEASURE OF SUCCESS	METHOD OF MEASUREMENT
Increased visitation	Quantitative - tracking of visitation
Increased revenue	Quantitative – tracking of revenue
Increased variety of audiences	Quantitative – measurement of precinct demographics
Increased uptake of native / indigenous plants as a result of onsite information	Quantitative – targeted survey questions in response to onsite promotions
Increased community engagement	Quantitative – increase in community programs delivered and visitation to these programs.
Uptake of learnings from the Green Dreaming Space	Qualitative – follow-up measuring of techniques being used across the peninsula
Increased understanding of the importance of using native / indigenous species	Quantitative – targeted survey questions focusing on key metrics.
Visitor feedback - 85% good – excellent of 4-5-star ratings	Quantitative – measurement of feedback platforms including surveys, TripAdvisor and Facebook

A young girl with long hair, wearing a white dress and sandals, is running through a vast field of sunflowers. She is holding a string attached to a kite that is flying in the air. The scene is bathed in the warm, golden light of a sunset, with the sun low on the horizon behind a line of trees. The overall mood is joyful and hopeful.

Beyond 2029

The following initiatives are included in this master plan to communicate the direction for the site beyond 2029. These initiatives are not included in the 10-year business case.

This master plan will be reviewed and refreshed after 6 years, with feasibility studies and further business case development undertaken for the following initiatives.

BEYOND 2029 GREEN DREAMING INNOVATION PRECINCT STAGE 2

INNOVATION CENTRE
OPERATIONS CENTRE
ECO-CAMP



Green Dreaming is the peninsula's hub of sustainable innovation and inspiration. Next generation techniques are tested and shared for guests to take away and use at home, creating a future where our people and place thrive. The capacity of the peninsula and beyond will grow. Discover innovative agricultural techniques which are productive and nurture the land. Inventors, innovations and inspirers will share their knowledge and discoveries with the community.

Within the Innovation Centre are spaces (Think Tanks) for groups who are conducting research out in the fields or wish to attend a workshop. These spaces aren't tucked away back-of-house. Instead, guests can watch lab work as it happens and ask researchers questions. Nearby interactives enable families to mimic the experiments happening before their eyes.

From the soil to the sky, guests will move from the Innovation Centre up into the Astronomy Centre. Sitting above the Innovation Centre, the Astronomy Centre includes engaging interpretive elements, more interactive displays and a spectacular viewing deck which provides views out across the Ag Lab and expansive views of the sky at night.

During the day, telescopes, augmented reality and interpretive elements teach guests about the solar system. Guests will discover how stars and planets millions of kilometres away affect us here on earth. At night, this area brings The Briars to life as resident amateur astronomers amaze guests with spectacular views of our solar system through state-of-the-art telescopes.

Specialist presenters, including Aboriginal star-gazers, are part of the annual program of events, ensuring that this is a dynamic experience worth coming back to visit time and again.

This is an awe-inspiring space for locals and intrastate visitors alike but also a hook for our international guests, seeking views of the stars in our dark skies that they can't get at home.

To ensure our guests have an exceptional experience, a small retail and café space will provide treats grown onsite.



The Experience

Green Dreaming celebrates innovation, from the soil to the stars. Entering this precinct is to gaze into a future in which our people and our place are protected and enhanced using lessons from the past and innovative ideas for the future.

An exciting courtyard provides the entry point for the Green Dreaming precinct. Sculptures or other items communicating that this area focuses on agricultural innovation draw the eye and set the scene for what is inside. Wayfinding elements and a clear precinct entrance ensure our guests introduction to the precinct is enjoyable and exciting.

Innovation Centre

Guests will be in awe as they enter the Innovation Centre. A vibrant, exciting, tactile space greets guests – it looks like so much fun. Games, tactile interactives and play spaces make discovering innovative agriculture, land management, horticulture and climate-change mitigation techniques fun and family-friendly. This space demonstrates how productive agriculture can include the protection of natural systems, giving guests practical tips and tricks aimed at creating a thriving, sustainable peninsula. Imagine Keeper Kids at Melbourne Zoo or a mini-Scienceworks tailored to suit the industries of the peninsula.

This space is great for families and friends visiting on the weekend or school or education groups during the week. Like Scienceworks, this space will also become a destination – a 'must visit' attraction on the peninsula and another 'all weather' venue which encourages repeat and shoulder-season visitation.

"Planning for the peninsula will recognise the opportunities to combine agricultural land use at all scales with provision for conservation of environmental systems, recreation and agri-tourism." Mornington Peninsula Localised Planning Statement.

"More workshops for adults wanting to live a more creative and environmentally sustainable life"

Community feedback, Have Your Say



BEYOND 2029 GREEN DREAMING INNOVATION PRECINCT STAGE 2 OPERATIONS CENTRE

PROGRAM OVERLAY

- Workshops
- Specialty events e.g.)
Father's / Mums' Day; Trades Fairs
- Daily demonstrations

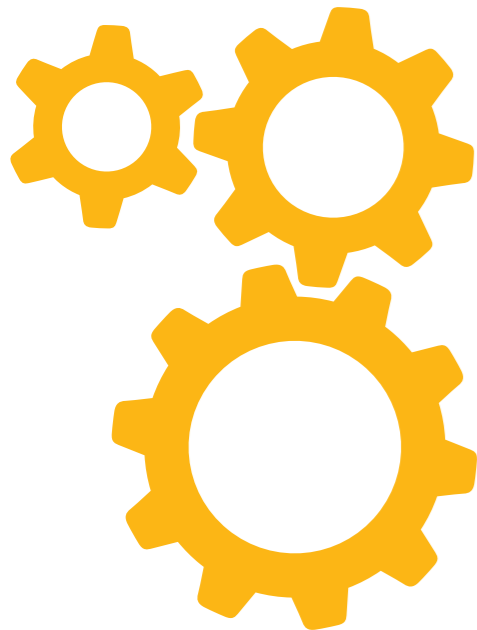
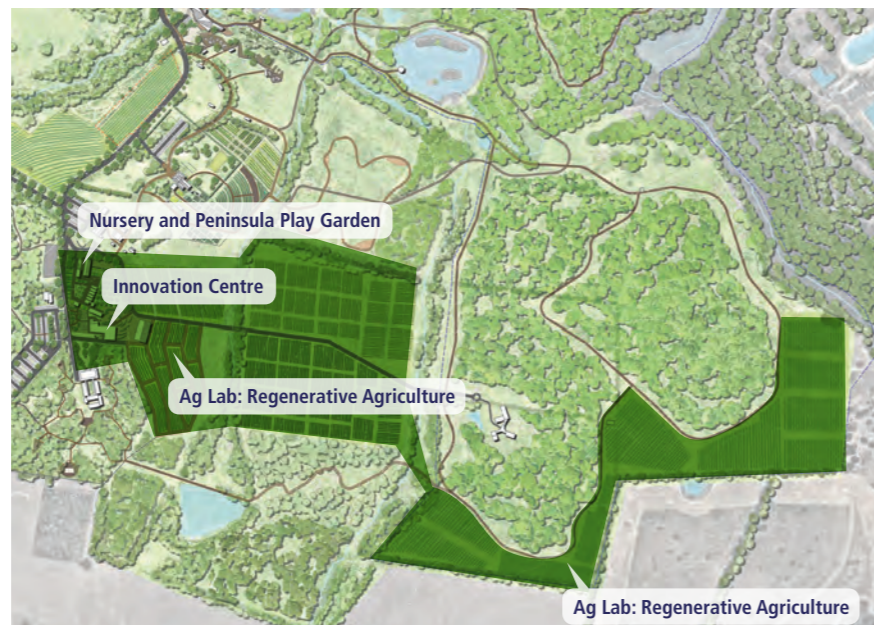
A hive of activity and the heart of the daily running of The Briars. The Operation Centre showcases the work and the generations of people who make The Briars an amazing place. This is the home of modern conservation and land management.

Nothing fails to grab the attention of our big and small guests like the machinery and tools we use to keep The Briars looking beautiful. The Operations Centre will bring the back of house to the front, to showcase not only the machinery but the best-practice tools and techniques we use at The Briars which can be applied to home businesses or gardens.

Guests will be able to wander past the Operations Centre, watching through windows as our staff and volunteers undertake their day to day tasks. Speaker systems will allow conversations between guests outside and those inside, enabling staff and volunteers to answer questions,

explain what they're doing and generally ensure that all aspects of The Briars are visitor focused. There are areas in the Operations Centre which may be the perfect home for community groups including Men's Sheds.

Opportunities to participate in hands-on workshops will also be available to our guests, including best-practice land-management techniques, waste management, plant maintenance and creating energy efficiencies. This space will perfectly compliment the nearby Innovation Centre by demonstrating real-world applications for new technologies which can be applied across the peninsula and beyond.



BEYOND 2029 GREEN DREAMING INNOVATION PRECINCT STAGE 2 OUTDOOR EDUCATION CAMP



The Briars Outdoor Education Camp assists in creating a generation of children with a deeper connection to and understanding of the importance of the peninsula's natural, cultural and heritage values. Children's connection to the land and their food will grow. Children will be nurtured, through time spent in nature, in their heritage past and in the food-growing fields. Children will meet with experts to share ideas and knowledge.

The Experience

The Briars Outdoor Education Camp (BOEC) is set amidst the quiet, 9-ha bush setting at the south end of The Briars. A range of exciting activities are on offer for groups of up to 90 including a giant swing, flying fox, bush cooking facilities, archery, a volleyball court and canoeing in the nearby dam.

The BOEC creates memories. Guests often comment that they spent time at the BOEC as a child and remembered what a fantastic time they had. As children grow through various developmental stages, time in nature and heritage spaces can have a significant impact on their wellbeing and how they relate to natural places into the future. Time spent in these areas with their community can also have a significant impact on their

cognitive, reasoning and problem-solving skills, to name just a few benefits. It is hard to overestimate the significant impact extended time in natural and heritage spaces can have on younger generations, making the BOEC so important to achieving The Briars' vision.

The BOEC is currently under lease until 2033 with a renew date of 2024. At this time, the option of adding infrastructure can be considered.

Feedback from school groups indicates that increased capacity (to 150 guests) would be an attractive option to ensure the camp can cater to entire year levels. Camp management estimates an approximate 25% increase in school visitation to the campsite may be possible with increased

"Time in nature is not leisure time; it's an essential investment in our children's health (and also, by the way, in our own)."

Richard Louv, Last Child in the Woods: Saving Our Children from Nature-Deficit Disorder

capacity. Therefore, consideration to increasing the size of the sleeping and mess facilities has been integrated into this plan. The inclusion of the new experiences detailed in this master plan will also significantly increase the value of the onsite experience for BOEC guests.

Feedback from school groups indicates that increased capacity (to 150 guests) would be an attractive option to ensure the camp can cater to entire year levels. Camp management estimates an approximate 25% increase in school visitation to the campsite may be possible with increased capacity.

Therefore, consideration to increasing the size of the sleeping and mess facilities has been integrated into this plan. The inclusion of the new experiences detailed in this master plan will also significantly increase the value of the onsite experience for BOEC guests.





The Briars' Arts & Wellness Precinct enhances the wellbeing of the community by bringing people together to enjoy experiences in the outdoors.

Guests from all walks of life will grow their capacity by coming together and sharing their craft. Nurture yourself and each other by coming together to share exceptional experiences. Share your talents and your passion with the community.



MPS Regional Gallery

The future location of the MPS Regional Gallery is under review. One location being scoped is The Briars. A tentative location for the gallery has been included on the map above however further work is required to determine the feasibility and final location for this facility.

The location suggested for the Gallery has been chosen for its fit with the nearby event amphitheatre. Together, the Gallery and Amphitheatre could create a significant and exciting precinct which celebrates arts of all kinds. The Gallery could double as an entry point to the event amphitheatre, creating a clear gateway and ticket collection point for this space.

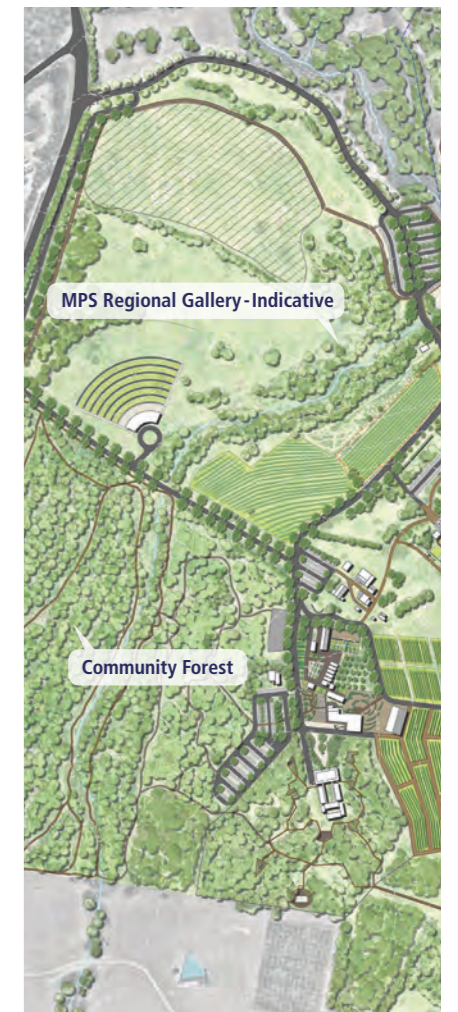
The Gallery is included here as a placeholder only. Further detail for the Regional Gallery will be included as part of a feasibility study, separate to this document.

Community Forest

The Community Forest is a treat for our community's furry friends. Established with the help of Rotary in 1983, walking trails meander through established bushland creating an interesting and beautiful walk for dogs and their owners. Guests may encounter wildlife including Blue Wrens and Kookaburras and catch glimpses of the lovely Balcombe Homestead.

The Community Forest is loved by many and will be retained as a community asset. Improvements to the amenity and safety of the area will be made to ensure it is providing a great experience for dog walkers, joggers and others wanting to enjoy the bush environment. In the future, opportunities to extend the forest to include a destination fitness or wellbeing area will be explored, including the creation of family-friendly obstacle or fitness courses. This area will be an attraction – reminiscent of the 1000 steps in the Dandenong Ranges. A beautiful place which retains its natural feel while also providing an interesting and challenging fitness area.

To encourage non-car transport to and around the site, links from the Community Forest to the Balcombe and Harrap Creek walks will be developed, creating beautiful links between The Briars, Mt Martha and Mornington. Working to ensure the tracks are accessible and link to the nearby bus stop will improve access for all. A food truck will be permitted in the forest car park, offering walkers coffee and snacks and including fun treats for furry companions.





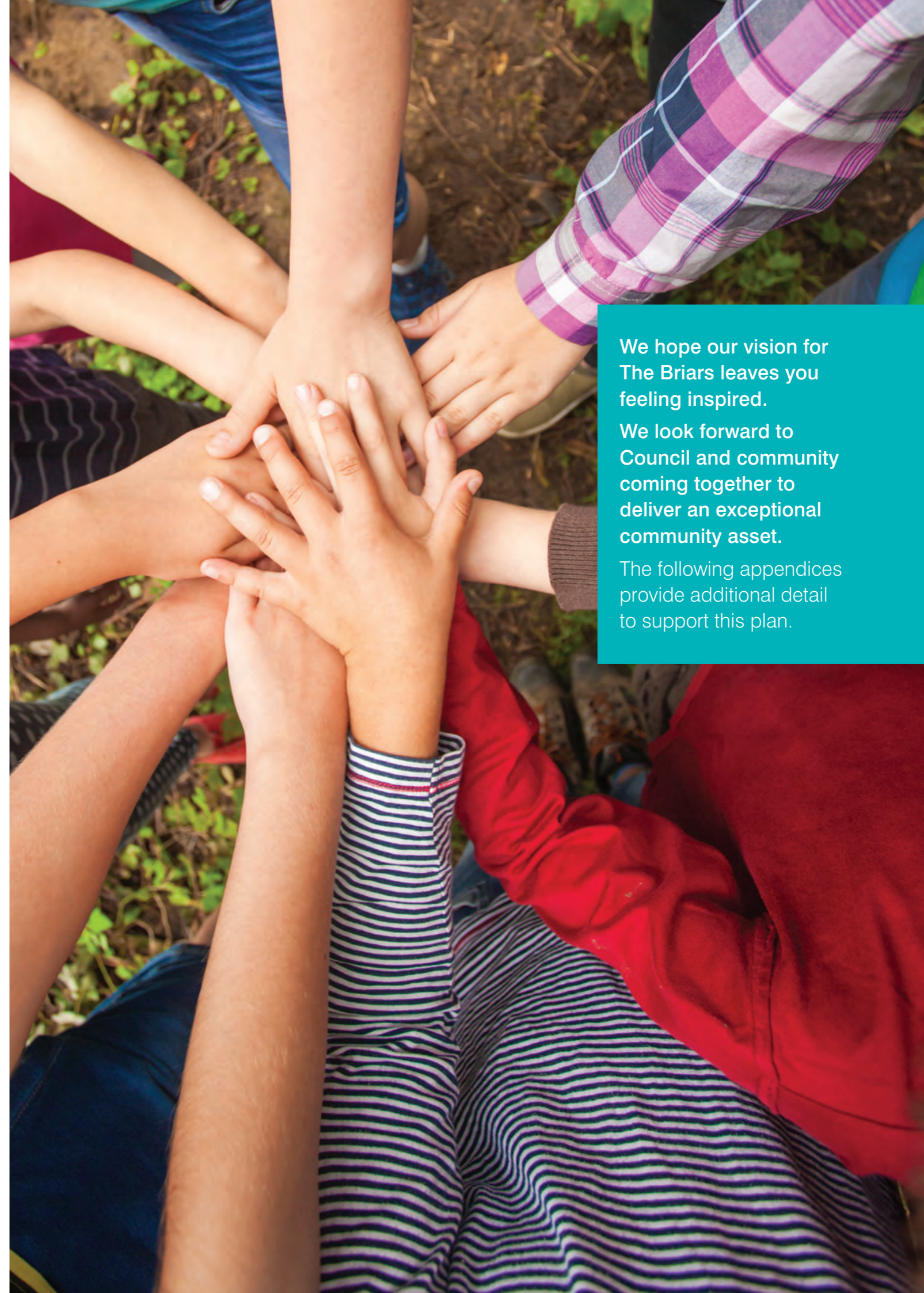
Grow

Nurture

Share

The Briars Vision
The Briars is a place of inspiration and innovation. We foster social change to create a future where our people and place thrives.

The Briars
grow · nurture · share



We hope our vision for The Briars leaves you feeling inspired. We look forward to Council and community coming together to deliver an exceptional community asset. The following appendices provide additional detail to support this plan.

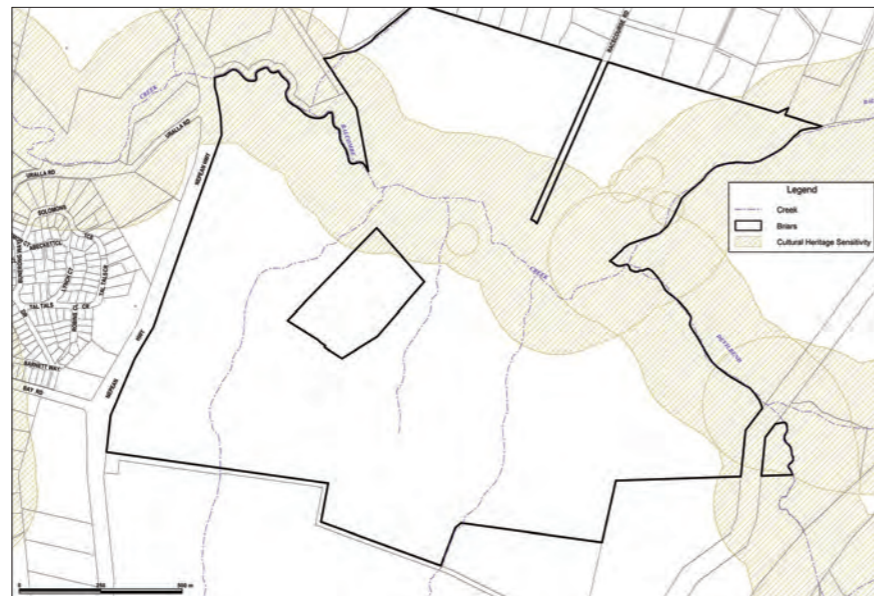
Appendices



APPENDIX 1 CULTURAL AND PLANNING CONTEXT

Aboriginal significance

The Bunurong / Boon Wurrung people are the traditional custodians of these lands. Across the site, areas of cultural sensitivity (shown on the map at right) and significant sites (identified during previous survey work) have been recorded.



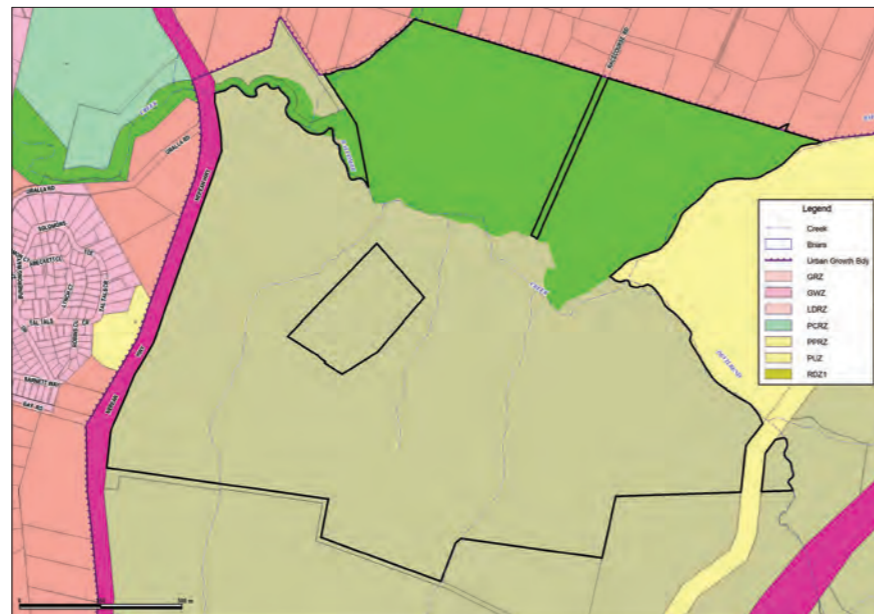
Planning context

Green Wedge Zone and Urban Growth Boundary

The Briars, excluding the Wildlife Sanctuary, is within a Green Wedge Zone with its western border abutting the edge of the Urban Growth Boundary.

Green Wedge areas contain a mixture of agriculture and low-density activities including cultural heritage sites, biodiversity conservation areas and water catchments. The planning provisions of the Green Wedge Zone guide the uses of this land as does the interim Green Wedge Management Plan.

Recommendations from the background papers provided as part of the review of the interim plan have been integrated into this master plan. The Urban Growth Boundary mandates the area inside the boundary which can be used for urban development. Areas outside the boundary, including The Briars, are to be preserved in their natural state or for agriculture



Public Conservation and Resource Zone

The Wildlife Sanctuary (90ha) is zoned as Public Conservation and Resource Zone (PCRZ). PCRZ's have a number of purposes:

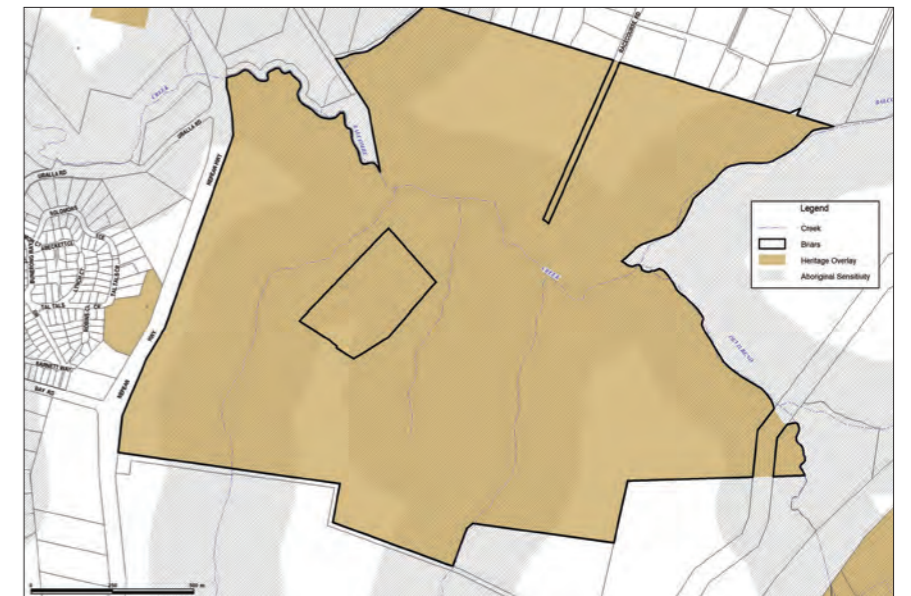
- To protect and conserve the natural environment and natural processes for their historic, scientific, landscape, habitat or cultural values.
- To provide facilities which assist in public education and interpretation of the natural environment with minimal degradation of the natural environment or natural processes.
- To provide appropriate resource-based uses.

State Heritage Overlay

The Briars is included in the Victorian Heritage Register and as such is subject to the requirements of the *Heritage Act 2017*. It is considered of State significance as it is a good example of an early pastoral property, with its homestead, garden, farm buildings and related rural lands having both aesthetic and historic significance. The Briars heritage buildings are co-owned with the National Trust of Australia (Victoria).

RELEVANT ACTS

- Local Government Act 1989
- Charter of Human Rights and Responsibilities Act 2006 (Vic)
- Aboriginal Heritage Act
- Burra Charter 2013
- Heritage Act 2017
- Animal Welfare Act 1992
- Livestock Management Act 2010
- Flora and Fauna Act
- EPBC Act



Regional Heritage Overlay

A Regional Heritage Overlay encompasses the heritage homestead and grounds. The purpose of this heritage overlay is to:

- Conserve and enhance heritage places of natural or cultural significance
- Conserve and enhance those elements which contribute to the significance of heritage places
- Ensure that development does not adversely affect the significance of the heritage places
- Conserve specifically identified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place

Conservation Management Plan

A Conservation Management Plan was put in place to assist in the preservation and improvement of the heritage buildings and surrounding landscapes. This plan was originally created in 2001 with an update amendment planned to be completed in 2021 following the restoration of the Homestead.

APPENDIX 2 DEVELOPMENT OF THE BRIARS VISION



Opportunities

There are significant opportunities for The Briars to fulfil objectives in the Council Plan 2017-2021, to become significant visitor destination and a place of pride to the community.

In consultation with Mornington Peninsula Shire Councillors, The Briars' future contribution to the strategic objectives of the Council Plan 2017-2021 was identified. Councillors identified the strategic objectives in Our Wellbeing, Our Place and Our Prosperity as the most relevant. Although less relevant, there are developments included in the plan which will address the objectives in Our Connectivity.

In addition to the Council Plan 2017-21, the Master Plan has relevance to several other Shire and external strategies, including:

Planning context

National Trust of Australia (Victoria) Strategic Plan (2018-2022)

The National Trust of Australia's (Victoria) vision is to ensure "Our diverse heritage is protected and respected, contributing to strong, vibrant and prosperous communities." (National Trust of Australia (Victoria) Strategic Plan 2018-2022). This strategic plan reaffirms the National Trust's commitment to its critical efforts to advocate, protect and conserve Victoria's heritage.



Reconciliation Action Plan (draft - 2019-2020 (MPS))

The Reconciliation Action Plan sets a vision in which we 'walk together with courage so that we all understand, respect, value and celebrate Aboriginal and / or Torres Strait Islander peoples' histories, arts and cultures as part of the intrinsic identity of the Mornington Peninsula for the benefit of the whole community.

Mornington Peninsula Region Destination Management Plan

The Mornington Peninsula Region Destination Management Plan is the foundation document upon which destination development can occur and presents a blueprint for the future of the Mornington Peninsula region as a visitor destination.

Mornington Peninsula Shire (MPS) Economic Development Strategy

This strategy is designed to support a strategic framework to promote, support and enhance economic development within the municipality.

Mornington Peninsula Shire Disability Inclusion Plan 2018-2022

This plan has been developed in response to legislative requirements and community feedback to provide Council with a framework to improve access, equity and inclusion for people with a disability.

Our Health and Wellbeing: A Plan for the Mornington Peninsula 2017-21 (MPS)

The Plan outlines the Mornington Peninsula Shire's strategic approach for protecting and promoting the health and wellbeing of community members across the municipality.

Climate Change Community Engagement Strategy (MPS)

This strategy aims to help the community stay aware of the risks associated with climate change and remain actively involved and supported to reduce their greenhouse gas emissions in preparation for the future.

Protecting Victoria's Environment - Biodiversity 2037 (Victorian State Government)

The State Government's biodiversity policy document which highlights that biodiversity across the state is continuing to decline.

Western Port Biosphere Reserve

The Westernport Biosphere Reserve covers five Local Government areas adjoining Western Port Bay and was declared a Biosphere Reserve by Unesco in 2002. The Briars supports the Western Port Biosphere Reserve objectives.

Melbourne's Food Future: Planning a Resilient City Food Bowl (A Footprint Melbourne Report, 2016)

In addition to the strategies outlined above, State and Federal Government priorities have been integrated into the plan. At a State Government level, protecting and promoting natural assets and attractions is fundamental to safeguarding Victoria's biodiversity and promoting overall health and wellbeing. At a Federal Government level, there is a focus on increasing international visitors to Australia, particularly through enhancing natural assets and wildlife experiences, as well as promoting historical and cultural sites.

The following objectives demonstrate how The Briars' will contribute to the realisation of the Council Plan 2017-22 and the relevant strategies mentioned above.

APPENDIX 2 DEVELOPMENT OF THE BRIARS VISION

Objectives and Tactics

OPPORTUNITY – OUR PLACE

Few places better showcase the natural, cultural and heritage values of the peninsula, in one place, like The Briars. Visitors will view the peninsula's unique flora and fauna, its Aboriginal and European history and our innovative future.

Objectives

Grow our community's capacity and nurture the natural values of our place by using and sharing next generation conservation, agriculture and climate-change mitigation practices:

- Increase the ecological value of The Briars and showcase its contribution to promoting the conservation values of the peninsula.
- Recognise, protect and celebrate sites of Aboriginal and early European significance, connecting guests to the values of the site.
- Showcase next-generation climate change – mitigation techniques and inspire guests to use them at home.
- Take a prominent role in the demonstration of cutting-edge, sustainable agricultural and land management techniques.

Tactics

- Develop and deliver regenerative agriculture and conservation strategies which improve the ecological value and overall health of the site.
- Collaborate with experts in safety and accessibility during the delivery of each project.
- Expand and enhance the Wildlife Sanctuary including re-introducing addition locally extinct species.
- Use behaviour change techniques to inspire guests to use lessons learned onsite at home.
- Identify, protect and celebrate areas of cultural and heritage significance.
 - Use best-practice interpretation and education techniques to connect guests to Aboriginal and early European stories from the peninsula.

Our Place

OPPORTUNITY – OUR WELLBEING

"Prioritising the enhancement and protection of our natural environment and biodiversity... is essential for improving our health and wellbeing..."

MPS Our Health and Wellbeing Plan 2017-21

Research shows that time spent in nature and with each other significantly enhances our wellbeing. The Briars is uniquely placed to improve the wellbeing of our visitors by protecting and enhancing our natural places, showcasing Aboriginal culture, providing the opportunity to grow and enjoy good food and creating spaces which bring community together.

Objectives

- Grow our wellbeing by connecting visitors with our culture, community and green places.
- Become an inclusive site which offers dignified access for all
- Increase our visitors' connection to and understanding of the importance of community, heritage and natural spaces to wellbeing

Tactics

- See Our Place
- Deliver a suite of experiences which encourage time spent in nature, farmland and The Briars' heritage places.
- Use best-practice interpretation and education tools to effectively communicate the peninsula's heritage.

Our Wellbeing

OPPORTUNITY – OUR PROSPERITY

The master plan aims to ensure The Briars is sustainable – surviving and thriving for future generations to enjoy. While self-supporting, The Briars also has the potential to contribute to the economic health of the peninsula and support projects which benefit the community.

Objectives

Nurture our prosperity by supporting key peninsula industries, creating a resilient environment for businesses to succeed and building a self-sustaining experience.

- Support the positioning of the peninsula as destination 'precinct' and subsequent regional visitation growth.
- Support growth in identified priority areas including: key peninsula industries; off-peak and shoulder seasons; and visitation to the hinterland.
- Create an environment for onsite businesses to succeed and employment opportunities to be resilient.
- Identify opportunities to maintain access for the community and to support less advantaged visitors.

Tactics

- Create a destination experience
- Deliver a layered package of experiences which include free products and those with a premium price-point.
- Deliver experiences and infrastructure designed to encourage shoulder season and off-peak visitation and bring tourists from the coast to the hinterland during peak periods.
- Use and leverage off the Mornington Peninsula Regional Tourism and Tourism Victoria seasonal themes and campaigns.
- Deliver tactics to nurture current audiences while identifying and building new audiences.
- Identify partnerships with local service providers to create attractive offers, strengthening the peninsula as a destination 'precinct'.
- Deliver experiences with consideration to their ability to make other onsite businesses more attractive.

Our Prosperity

OPPORTUNITY – OUR CONNECTIVITY

There are opportunities for The Briars to ensure a visitor's journey into the site is safe and enjoyable and to increase people-powered transport around and through the site.

Objectives

Nurture our community by improving our connectivity with linkages and pathways which encourage active and accessible transport.

- Provide infrastructure which encourages people-powered transport to and through the site
- Initiatives will be inclusive of all abilities
- Support the Council's Towards Zero initiative

Tactics

- Expand and connect our walking tracks and create multi-use tracks
- Develop linked, accessible tracks through the site
- Advocate for roadways which support safe egress during normal operations, high-visitation periods (holidays, events) and during emergencies.

Our Connectivity

APPENDIX 3 VISITATION

1. Increasing visitation

a. Destination experiences

When deciding where to go for a day, we want our visitors to not just seek out a playground, farm or historic homestead but specifically to come to The Briars. We will achieve this by creating key experiences which are of a quality and magnitude to be memorable, shareable and which attract promotional opportunities.

b. Build our audience from passive participants to active advocates

Guests may first visit The Briars wanting to know what the fuss is about and be so inspired by the site that they become regular guests, actively promoting the site within their networks. We will ensure our experiences are shareable to attract repeat visitation and word-of-mouth promotion. Being responsive to our guests' feedback by monitoring the success of our promotional platforms and analysing visitor feedback will enable us to build enduring relationships with our audiences.

c. Inspire repeat visitation

There is so much to do and see at The Briars' that you can't possibly do it all in one day – you'll have to stay the night or return another day.

Part of our community's backyard

Our local audience will regularly visit to enjoy the play space, relax with friends in the picnic area or buy local produce as part of their weekly shop. Groups including mums/dads playground and group fitness providers will use The Briars as their regular gathering place.

Dynamic experience

By creating a dynamic experience, guests are assured that a visit to The Briars is never the same. Seasonal, quarterly programs will be aligned with Tourism Victoria and the Mornington Peninsula's Regional Tourism Board seasonal themes, allowing for cross-promotion of events and support of the region's tourism industry.

Calendar events

Events which our guests can put in their calendars every year are a great way to maintain a strong supporter base. Current events such as the Mt Martha Briars Craft Market and Barefoot Cinemas are good examples of annual events which attract many guests and help to build the Briars' brand as an exciting destination. Additional opportunities for regular events will be explored.

d. Build off-peak and shoulder season visitation

Building off-peak and shoulder season visitation has been identified as an important tactic to strengthening the economy of the region without putting additional strain on the already busy peak season. The Briars can contribute to this objective by planning programs, events and new experiences which are designed to encourage visitation in quieter periods. Additionally, ensuring our infrastructure is all weather to support visitation during inclement weather will be critical to encouraging guests to visit throughout the year.

e. Partnerships

One of the peninsula's strengths is the variety of offers available to visitors. Across the peninsula there is so much on offer, encouraging overnight and extended stay. Seeking partnerships with other regional attractions will support the peninsula's tourism industry and create opportunities for cross-promotion.

f. Promotion

A strong PR / marketing strategy will be developed for the site in-line with the delivery of the initiatives developed in the master plan.

g. Nurturing our current community while welcoming new guests

The Briars is a part of our guests' backyard. A place where community of all ages and abilities come together and make memories, throughout their lives. While the experiences and infrastructure reflect this philosophy, there are elements which are tailored towards specific audiences.

We will continue to nurture and value our current audiences while also looking to increase visitation from these critical missing groups:

MARKET TYPE	NURTURE	NEW
Families	Family households with children are the most dominant household type in the local government area (lca) and regional government area (rga). The family offering will be strengthened to attract these groups and encourage repeat visitation.	Over 10% of the domestic travel groups to the peninsula are families. The family offering will be strengthened to attract these groups and encourage repeat visitation.
Over 55's	The lca and rga catchments include a large portion of residents over 50 years, consisting of 44% lca and 46% rga. Over 55's typically visit the Sanctuary, Balcombe Homestead and the restaurant. Providing improved experiences in these areas as well as accessible experiences in the Gathering Space and Sanctuary will nurture these audiences.	Visitors over 55 represent the largest portion of visitors to the peninsula. The Gathering Space, improved restaurant, Sanctuary and accessible pathways are all designed to attract this audience.
School groups	Around 15% of the lca and 12% of the rga are made up of school children. We will build on our current school audience through the creation of curriculum-focused and unique programs. Additionally, a suite of incursions will be on offer to ensure programs are accessible to a range of audiences.	There are opportunities to significantly increase the number of schools attending and expanding our catchment region. Provision of unique, curriculum-based experiences and incursions will increase The Briars' reach into the school market.
Visiting friends and relatives		The VFR market is the second largest domestic visitor market, comprising 30% of daytrips and 28% of overnight visits. All experiences at The Briars are designed to encourage visitation from the VFR market, particularly destination experiences including the Tichin-Gorourke Children's Garden and events. By attracting the VFR market there is scope to convert these visitors into 'holiday' visitors and generate repeat visitation to the peninsula.
Nature-based visitors	Many of The Briars' current visitors are walkers, regularly enjoying the Wildlife Sanctuary. Ensuring that the experience these guests enjoy is retained has been a key focus of this plan. This audience also asked for expanded and more accessible walking paths – this has also been included in the plan.	Both domestic and international visitors are looking for outdoor and nature-based experiences, including parks, seeing Australian Wildlife and going bushwalking. The Sanctuary has been designed for this audience and provide an exceptional experience while the other onsite offers, particularly the Astronomy space, increase the attractiveness of the offer.
Food and beverage (F&B) visitors		F&B experiences are the most popular activity for all visitor types. A significant, farm-chic restaurant and the use of locally grown produce will create an attract offer for this group.

The full target market analysis is included in The Briars Master Plan Business Case.

APPENDIX 3 VISITATION

2. Fostering social change

At the heart of our experiences will be our vision – to foster social change to create a future where our people and place thrives.

Guests will come to The Briars to have a great day, yet they'll leave with so much more. Using best practice interpretation and education techniques, The Briars' experience won't stop as guests leave our front entrance – it will create enduring, positive social change in our community.

World-leading interpretation

Interpretation is a method of communication which creates meaning and connections between the audience and a subject. Unlike formal education, interpretation is designed to captivate non-captive audiences who often have no other reason for visiting than to have fun. As a result, the techniques used in interpretation are often quite different to those used in formal, curriculum-based education.

Behaviour change theory (outlined below) will be integrated into onsite interpretation to ensure our guests have not only a fun and inspiring experience but one which may result in small changes in behaviour. A great example of the use of behaviour change theory is the education used to encourage recycling or the uptake of reusable bags when shopping. These small changes can make such a difference to the health of the environment and ourselves. The actions we promote onsite will be those which help protect the beauty and sustainability of the peninsula, including those focused on climate change and environmental sustainability.

Behaviour-change theory

Most initiatives aimed at fostering sustainable behaviour focus on education and information. However, research clearly shows that education and information alone does not change behaviour. Community-based social marketing (CBSM) is based upon research in the social sciences which demonstrates that initiatives which are targeted at the community level and which focus on increasing the benefits while decreasing the barriers to sustainable activities are a much more effective approach. CBSM details a range of tools which can be used to not only inform but also inspire a change in behaviour which can be used to create a more sustainable future.

Curriculum-based experiences

The Victorian Curriculum F–10 sets out what every student should learn during their first eleven years of schooling. The curriculum is the common set of knowledge and skills required by students for life-long learning, social development and active and informed.

A key challenge for teachers today is to find experiences which stimulate their classes while also fulfilling Victorian curriculum requirements. A range of experiences will be on offer at The Briars to support teachers seeking excursions which fulfil curriculum requirements and integrate behaviour change.

APPENDIX 4 SOCIO-ECONOMIC BENEFITS

Objectives

Urban Enterprise were engaged to deliver The Briars master plan business case. Urban Enterprise (UE) undertook a detailed market, financial and economic analysis of the plan and provided recommendations to ensure the following OBJECTIVES are met:

- Deliver a re-investment model. Revenue generated by The Briars:
 - can be used for ongoing site maintenance and development which will preserve and enhance the cultural, natural and heritage beauty of the site
 - any funds additional to those required for the maintenance and development of The Briars will go into the Shire's budgets and will support other projects across the Shire.
- Include a community-focus in the fee structure:
 - Free experiences are included in the plan
 - Helping Hands garden plots have been included. These will be free for groups in need and provided through an application process
- To align the strategic objectives and initiatives in the plan with relevant Government and non-Government strategies, to support these strategies and to provide a strong basis for funding applications.

Methodology

Below is an outline of the methodology used to create the business case. The full methodology is included in the business case.

Development of forecast income through:

- Target market analysis
- Visitation forecasting
- Benchmarking against like-experiences
- Establishment of a fee structure

Development of forecast operational costs:

- Expert advice provided by the MPS Infrastructure Services, Infrastructure Strategy and Project Delivery teams
- Expert advice provided by like-experiences (for example waterplay providers)
- Current Briars' operational costs
- Benchmarking against like-experiences
- Delivery of a capital works budget based on Council's objective to see a return-on-investment within ten years. The capital works budget is subject to change at the discretion of Council and based on recommendations provided in a future funding report which will follow detailed design.

For future consideration

As the overview above outlines, the scope of the business plan was to deliver a return-on-investment (within 10 years) business case. To deliver this, a fee structure was put in place based on projected visitation and operational costs.

Into the future, there will be opportunities to explore options to ensure the community continues to have access to this special place.

Options include but are not exclusive to:

- Annual memberships
- Free passes for residents in annual rates notices
- Free / subsidised entry at certain times of the day and / or year

Continuing conversations with Council and the community and ongoing assessment of the social and financial impacts of the master plan will inform which models may be implemented.

APPENDIX 4 SOCIO-ECONOMIC BENEFITS

Scenarios

“In consultation with the Mornington Peninsula Shire’s Project Delivery, Asset Maintenance, Briars and Finance teams, Urban Enterprise delivered a detailed 10 year business case. Analysis of forecast revenue and operational costs resulted in the delivery of a capital works budget which aims to deliver a return-on-investment in 10-15 years.”

Two scenarios were delivered to ensure the impact of the master plan on the community is clear:

- 1 ‘Do nothing’ – continue as per the current state
- 2 Deliver all initiatives identified as priorities in the first 10 years. *This option includes the requirement for a planning scheme amendment.*

The infographic (following) gives an overview of the key findings in the business case. Further detail can be found in the table below and in the full Briars Master Plan business case.

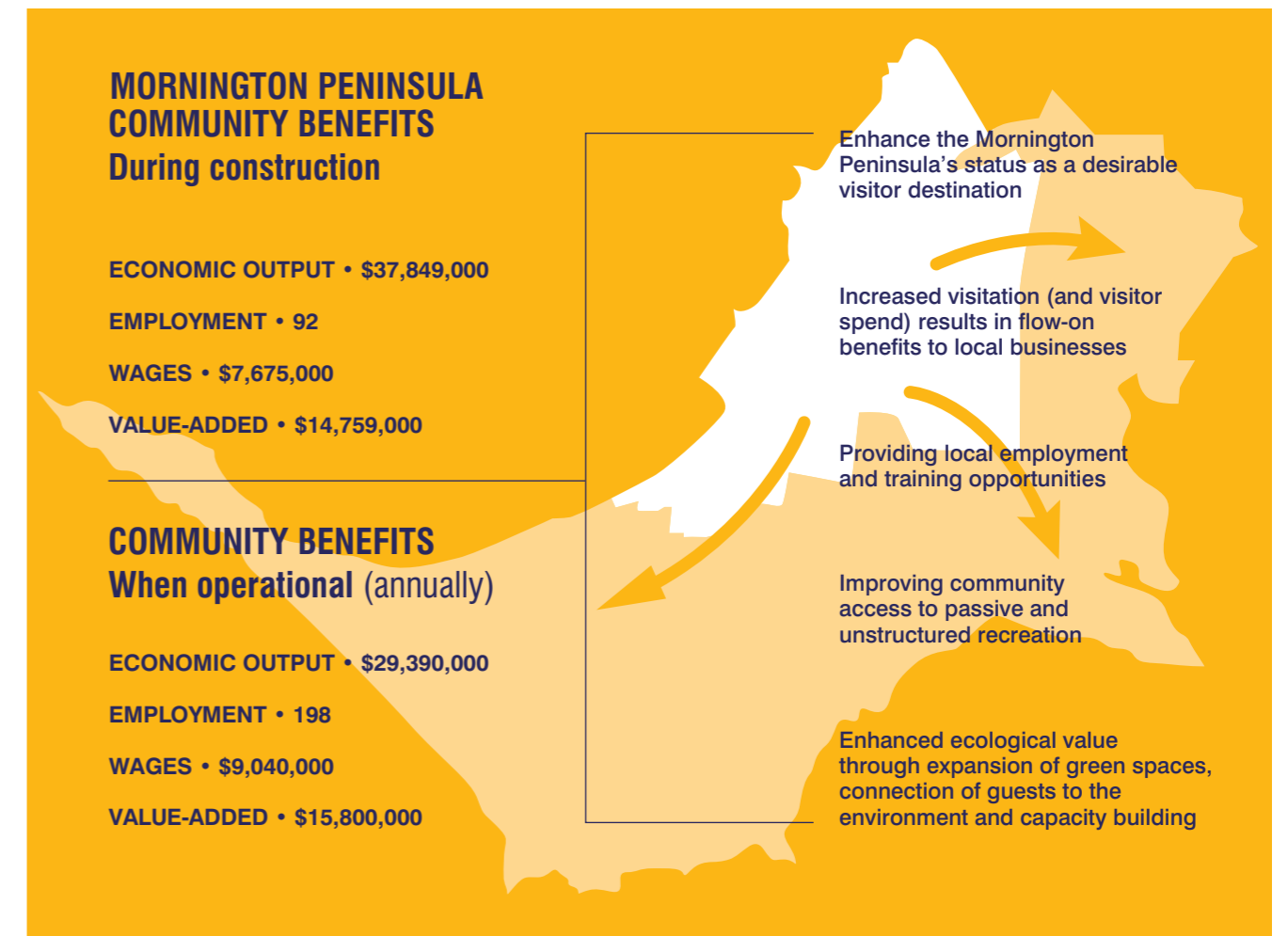
Scenario 1



Scenario 2



A detailed analysis of the flow-on impacts to the community is included. This analysis details both the direct (development costs, additional visitor expenditure in the region) and indirect (flow-on impacts on other sectors particularly the supply chain) impacts during construction and on-going operation.



Analysis by the Tourism Economists, Urban Initiatives, has identified that the plan aligns with the following Government objectives:

- 1 At a State Government level, protecting and promoting natural assets and attractions is fundamental to safeguarding Victoria’s biodiversity and promoting overall health and wellbeing: and
- 2 At a Federal Government level, there is a focus on increasing international visitors to Australia, particularly through enhancing natural assets and wildlife experiences, as well as promoting historical and cultural sites.



NOTES



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