

Cultural Tourism in the Wet Tropics World Heritage Area

A Strategic Overview
for Rainforest Bama

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December 2001



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Abbreviations

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| ALA: | Aboriginal Land Act |
| BBN: | Bamanga Bubu Ngadimunku |
| CDEP: | Community Development Employment Program |
| CYPLUS: | Cape York Land Use Strategy |
| CYP: | Cape York Partnerships |
| DNR: | Department of Natural Resources |
| DATSIP: | Department of Aboriginal and Torres Strait Islander Policy |
| DSD: | Department of State Development |
| CYLC: | Cape York Land Council |
| NQLC: | North Queensland Land Council |
| QPWS: | Queensland Parks and Wildlife Service |
| TNQ: | Tourism North Queensland |
| WTMA: | Wet Tropics Management Authority |
| Bama: | Aboriginal person or people |

This Paper

The challenge facing land management agencies, the tourism industry, researchers and Aboriginal people in the Wet Tropics World Heritage Area ('Wet Tropics'), is to collaborate so that each groups' interests in the common goal of environmental, social, economic and cultural sustainability is equitably addressed. Cultural sustainability of the rainforest requires recognition of traditional ecological knowledge, rights and interests in country and enabling Aboriginal people to maintain their culture and meet their obligations to country. Without the proper recognition of culture as equal to the considerations given to environmental and social impacts, Aboriginal rainforest culture will be diminished.

The Rainforest Cooperative Research Centre for Tropical Rainforest Ecology and Management (Rainforest CRC) brings together researchers, research users, government agencies, industry and Aboriginal people in collaborative research programs. The aim is to incorporate recognition and respect for Aboriginal rights and interests, and build the capacity of Aboriginal people in relation to research and rainforest management.

These issues are addressed through Research Program 7 - Cultural Sustainability and Aboriginal Capacity-Building.

Program 7 aims to facilitate Aboriginal involvement in all facets of research and management so that there is recognition and respect for Aboriginal rights and interests. One of the goals of Program 7 is cultural sustainability of the rainforest. The Rainforest CRC together with traditional owners of the Wet Tropics saw a need to undertake a project that would help Rainforest Bama with tourism development in the Wet Tropics. The goal of the project was to identify practical strategies that would assist in cultural tourism development.

The Rainforest CRC contracted consultant Sarah Ignjic to carry out the research, community consultations and collation of this report and the views expressed in the report are those of the consultant and not necessarily those of the Rainforest CRC.

The Rainforest CRC would like to thank all of the Aboriginal people, government departments, Aboriginal organisations and other individuals and groups that assisted in the compilation of this *Strategic Overview*.



Purpose of this *Strategic Overview* on cultural tourism

Aboriginal people of the Wet Tropics have long identified tourism as one of the most obvious economic development opportunities for their people, and over the years there have been many plans and strategies on the subjects of environmental and cultural tourism in North Queensland. Some Aboriginal communities and individuals have carried out and continue to carry out tourism operations within the Wet Tropics. Many Aboriginal people view tourism as a way to create employment and to develop economic activity for their people, whilst many see tourism as a vehicle for cultural education and maintenance, and a means to gain recognition of and display pride in their distinct cultures and identities as the original peoples of the rainforest.

Rainforest Aboriginal people ('Rainforest Bama') have lived within the Wet Tropics for millennia: the rainforests are their homelands to which they have ancient and continuing traditional connections and entitlements. These connections and entitlements are most comprehensively articulated in *Which Way Our Cultural Survival?*, the review of Aboriginal involvement in the management of the Wet Tropics World Heritage Area, produced by Bama Wabu Aboriginal Corporation in 1998 (Bama Wabu:1998). Today the traditional owners of the rainforest live in urban centres, Aboriginal communities and private lands within and adjacent to the Wet Tropics.

Despite the fact that the Wet Tropics represent the homelands of the Rainforest Bama, and the lands and adjacent seascape are inscribed with the cultures and languages of its traditional owners - and despite the fact that these traditional custodians have legal rights under native title and other laws to the recognition of their relationships with the land - they derive *negligible benefit* from the significant tourism industry in the region. The Wet Tropics and its cultural and natural values represent a world-renowned tourism destination and together with the Great Barrier Reef, underpins a large proportion of the economy of Far North Queensland, which in turn is of state and national economic significance (Driml:1997). But, by and large, Rainforest Bama do not participate in these economic benefits and this has been the case since the tourism industry first developed in Far North Queensland, well before the region received World Heritage status.

The listing of the Wet Tropics on the World Heritage List in the late 1980s vastly increased tourist visitation and enterprise in the region and yet, Rainforest Bama have not participated in this growth over the past decade.

Rather than producing another document dealing with the impacts from, and the management of, tourism *vis a vis* Aboriginal people, this project has aimed to focus on the economic aspirations and needs of Rainforest Bama. The project has therefore sought to understand the reasons for the historic non-participation in the tourist economy of Aboriginal people whose culture and homelands underpin this industry, and to identify practical strategies that will assist Rainforest Bama to develop cultural tourism.

This *Strategic Overview* has been developed for the benefit of Aboriginal people and groups interested in developing tourism enterprises, or who are currently operating tourism products within the Wet Tropics Area. It provides a brief overview of some indigenous tourism operations, identifies key critical factors which are essential for enterprise development, and recommends key elements of a strategy for government departments and indigenous organisations to assist Rainforest Bama to establish and operate tourism businesses.

This *Strategic Overview* was developed through a series of community consultations with Aboriginal people involved in tourism or who are interested in tourism enterprises. Unfortunately, due to the limited scope of this project, it was not possible to consult with all of the Aboriginal people, groups and organisations within the Wet Tropics.

It is an opportune time to outline a strategy for cultural tourism development in the Wet Tropics. In recent years, two key initiatives in North Queensland have provided an excellent starting point for this project. Firstly the Townsville and District ATSI Regional Council's *Economic Development Strategy* (ATSI:1996) represents a comprehensive appraisal of indigenous enterprise success and failure factors, which is an important analysis that sheds light on the reasons for low tourism industry participation by Rainforest Bama. This strategy is directly relevant to cultural tourism development in the Wet Tropics, involving Aboriginal communities in the southern parts of the Wet Tropics. Secondly, Balkanu Cape York Development Corporation ('Balkanu') has developed, and is in the process of implementing, 'business hubs' which are aimed at facilitating and supporting enterprise development in the Cape York region. The concept of enterprise or business hubs is one which deserves close consideration as a means of incubating, facilitating and supporting Aboriginal tourism enterprises.

Why should the Rainforest CRC and those government and conservation management agencies, such as the Wet Tropics Management Authority ('WTMA'), take an interest in, and lend more proactive support to Aboriginal cultural tourism development?

At least three answers can be given to this question.

Firstly, Rainforest Bama have identified cultural tourism as an economic aspiration for their people as part of the broader need for economic development.

Secondly, it is anomalous for the Indigenous people whose country and culture constitutes a critical ingredient in a tourism industry, to participate in the benefits of this industry as minimally as do Rainforest Bama.

There are many Third World examples of Indigenous peoples being at the forefront of or at least actively engaged in tourism development involving their homelands. It is a matter of social and economic justice that the parlous situation of Rainforest Bama, comparative to other heritage destinations, be rectified.

Thirdly, the exclusion of Rainforest Bama from economic participation in relation to the use and presentation of their homelands by a tourism industry is likely, in the long term, to undermine their confidence in and support for conservation management and the tourism industry itself. At the present time the primary focus of government agencies in their interactions with Rainforest Bama relate to conservation management - and what activities are to be restricted and managed - and there is little acknowledgment of and support for their economic development needs and aspirations. Much of the support for cultural tourism from government conservation agencies to date has been lip service. The long term conservation of the Wet Tropics will be guaranteed if the rights and needs of Rainforest Bama are properly acknowledged and supported consistent with conservation goals.

Three areas of strategic action on cultural tourism

There are three areas of strategic action relevant to the development of cultural tourism in the Wet Tropics. These are:

- 1 Aboriginal land tenure resolution
- 2 Aboriginal land management resolution
- 3 Aboriginal enterprise development capacity

This *Strategic Overview* will not focus on the first two areas of land tenure resolution and land management. There are processes and strategies currently underway which deal with tenure and management resolution issues, and these are briefly described, but will not be focused upon. Rather this document is focused on the third area, Aboriginal enterprise development capacity - the area that has received least strategic consideration and support.

As is obvious, land tenure and land management are complex, difficult, time-consuming (and for Rainforest Bama, frustrating) issues to resolve. The point is that they are critically relevant and important to cultural tourism, because they will define the *rights* of traditional owner groups in relation to tourism, including enterprise development and operations. The question of enterprise development capacity - and the strategies necessary to enable and grow this capacity amongst Rainforest Bama - is also a complex area, not without difficulties. Indeed, it may be that tenure and management resolutions (as difficult as they are) may be simpler to achieve than economic development. This is why a strategic focus on enterprise development capacity and organisation that enables Rainforest Bama to develop cultural tourism, is imperative. This *Strategic Overview* is intended as a first contribution towards this need.

Land Tenure and Management

The Wet Tropics

The Wet Tropics World Heritage Area extends from Rollingstone, north of Townsville, to Helenvale, south of Cooktown. The Wet Tropics was listed in 1988 for its outstanding natural values as an important part of the world's heritage (WTMA: 2000:4). The Wet Tropics' natural and cultural values are of local, national and international significance. WTMA was established to manage the World Heritage area, to meet Australian government commitments under the World Heritage Convention. These commitments are to protect, conserve, present, transmit to future generations, and rehabilitate the Wet Tropics.

WTMA works in partnership with the Department of Natural Resources ('DNR') and the Queensland Parks and Wildlife Service ('QPWS') to meet its World Heritage obligations. These agencies manage the majority of State owned lands in the Wet Tropics in accordance with Queensland legislation, primarily the *Wet Tropics Protection and Management Act 1993*, the *Nature Conservation Act 1992* and the *Forestry Act 1959*.

Rainforest Bama, private landholders and local governments also play roles in the management and presentation of World Heritage values.

The traditional owners

There are more than 16 Aboriginal traditional owner groups with ongoing traditional connections to land in and near the Wet Tropics. These traditional owner groups have customary rights to and obligations in relation to the management of their country under Aboriginal law. Aboriginal communities are also located within the Wet Tropics and local Aboriginal Community Councils are usually trustees of lands within the Wet Tropics. Traditional owner groups also own some lands under freehold and leasehold titles.

To Rainforest Bama, the Wet Tropics is a complex of 'living' cultural landscapes. Natural features are interwoven with the religion, spirituality, economic use (including food, medicines, tools) and social and moral organisation of Rainforest Bama (WTMA: 2000).

The landscape identifies the place of Rainforest Bama within their country and reinforces their ongoing connection to their family, their history and their culture. These places, usually referred to as 'story places' (natural features such as mountains, rivers, waterfalls, swimming holes, trees) are parts of the Wet Tropics

landscape that are important to Rainforest Bama as they symbolise features that came into existence during the ancestral creation period (sometimes called the 'Dreaming' or the 'Dreamtime') (WTMA: 2000). These places have powerful meaning and properties to traditional owners and hence these cultural values need to be managed and protected.

The traditional owner groups of the Wet Tropics identified by Land Councils are:

- Kuku Yalanji
- Kuku Nyungkul
- Buru
- Kuku Jalanji
- Greater Yalanji
- Gimuy
- Warungnu
- Ngadjon- jii
- Muluridji
- Tableland Yidindji
- Djabugay Yirriganydji
- Djungan Yidindji
- Descendants of George Christian
- Lower Coastal Yidindji
- Waragamay
- Nywaigi
- Greater Gunganndji
- Mandingalby Gunganndji
- Malanbarra
- Mamu
- Jirrbal
- Djiru
- Gulgnay
- Girramay
- Gugu-Badhun

Land Councils and other representative organisations

There are three Land Councils performing functions as Representative Bodies under the *Native Title Act 1993-1998 (Cth)* (*Native Title Act*). These Land Councils assist traditional owner groups with obtaining recognition of their native title rights to their traditional homelands.

The Cape York Land Council ('CYLC') represents one traditional owner group, the Kuku Yalanji, who are the northernmost group in the Wet Tropics. Balkanu and Cape York Partnerships (a partnership between the Queensland Government and regional organisations from Cape York) have helped Kuku Yalanji landowners and communities with planning and development issues. The Peninsula ATSIC Regional Council also represents the interests of the Kuku Yalanji.

The North Queensland Land Council ('NQLC'), representing traditional owner groups in the middle section of the Wet Tropics, has also assisted groups and individuals with advice on tourism negotiations with non-Indigenous tourism operators. The Cairns and District Regional Council also represents the interests of the traditional owner groups and communities in this region.

The Central Queensland Land Council ('CQLC') represents the traditional owner groups of the southern section of the Wet Tropics. The CQLC works with the Gurrigan Aboriginal Corporation's office at Cardwell to help traditional owners from the northern section of its representative body area with native title and planning issues. The Townsville and District ATSIC Regional Council represents the traditional owner groups and communities in this region.

Aboriginal land tenure resolution

Current Aboriginal land titles and the avenues available for the recognition of Aboriginal land rights in the Wet Tropics region are as follows:

- Grant by the Queensland Government of Aboriginal Freehold title to lands covered by the *Aboriginal Land Act 1991 (Qld)* ('ALA')
- Grant by the Queensland Government of Aboriginal Freehold title to National Parks under the ALA subject to the requirement to lease title back to the State under the *Nature Conservation Act 1992 (Qld)*
- Determination of native title to lands in which native title has not been extinguished under the *Native Title Act*
- Lands (freehold and leasehold) purchased by communities and by governments under previous land acquisition programs
- Purchase of freehold and leasehold lands by the Indigenous Land Corporation

As described above, the three Native Title Representative Bodies have the responsibility of facilitating land claims and generally seeking resolution of land tenure issues.

Within the World Heritage Area's 3,000 km boundary lie 733 separate parcels of land including national parks, state forest, freehold land and a range of leases over public land. A legal opinion has estimated that at least 80% of the Wet Tropics is potentially claimable by traditional owner groups under the *Native Title Act* (Yarrow:1996a). This is because about 80% of the area comprises national park, state forest or timber reserve. Less than 5% is freehold tenure and about 15% comprises a variety of leasehold lands, government reserves and Aboriginal communities many of which are also potentially subject to native title (WTMA: 2000).

Currently, 16 native title claims have been lodged with the National Native Title Tribunal for land in the Wet Tropics, though none have yet reached the final

determination stage. Indigenous Land Use Agreements ('ILUAs') under the *Native Title Act* can also be used to deal with land tenure resolution and they frequently accompany (and can be negotiated and registered in the absence of) native title determinations. ILUAs are therefore a key tool for capturing land tenure resolutions, and the current native title claims are likely to be resolved using land use agreements.

The point about land tenure resolution for the purpose of this *Strategic Overview* is that the rights of Aboriginal people to title to land - will have implications for their access to and use of land for economic development, including cultural tourism, purposes. In particular the rights of traditional owner groups *vis a vis* the tourism permit regimes that apply to areas within the Wet Tropics, will be affected by title. In the negotiation and settlement of land tenure resolutions the rights and the ability of Rainforest Bama to develop and operate cultural tourism enterprises, must of course be a priority.

Aboriginal land management resolution

The Wet Tropics are managed under a complex and overlaying system of regulatory schemes including local government planning and development regimes, National Parks, nature conservation legislation and subsidiary regulations, State legislation governing reserves such as State Forests and of course the schemes giving effect to its status as a World Heritage Area. Therefore the Wet Tropics legislation, the Wet Tropics Plan generated under this legislation and Cooperative Management Agreements ('CMAs') developed under the Wet Tropics Plan, represent key management schemes affecting land use and development in the region, including cultural tourism development.

The 1998 review of Aboriginal involvement in the management of the Wet Tropics *Which Way Our Cultural Survival?*, comprehensively identifies all of the management aspirations and rights which are sought by Rainforest Bama, and the mixed history of efforts that have been made towards the recognition of their management rights.

The 1998 review recommended a process of regional negotiation that would lead towards a comprehensive regional agreement on management issues. The WTMA Board and the Ministerial Council eventually endorsed the negotiation process and some funding was committed towards the process.

This regional negotiation process on management is now underway. Jim Petrich (Chairman, Cape York Development Corporation, Chairman, Cape York Regional Advisory Group) has been appointed as the facilitator for the negotiation process and an Interim Negotiation Forum ('INF') is being established.

The INF process will of course deal directly with tourism management issues affecting Rainforest Bama and will be a critical process for settling the rights of traditional owner groups to manage and control tourism as well as to undertake tourism enterprises. The outcomes of the INF process will therefore be directly relevant to cultural tourism.

Aboriginal views of the economic and cultural purposes of tourism

The consultations undertaken for this project confirmed that Rainforest Bama valued tourism for economic and cultural purposes. Tourism operations can provide businesses, employment and training opportunities for Aboriginal people as well as cultural transmission and education and enable traditional owners to fulfil their land and cultural resource management responsibilities.

The economic importance of tourism to Rainforest Bama

The following are the economic opportunities identified by Rainforest Bama in the consultations:

- 1 Employment, training and skills development for young people in the tourism and hospitality industries
- 2 Stand-alone Aboriginal owned cultural tourism enterprises
- 3 Cultural tourism services attached to mainstream and other tourism enterprises
- 4 Joint ventures between Aboriginal people and mainstream tourism enterprises

There is great potential and Aboriginal people have a natural ability to provide natural and unique tourism experiences that can help them to develop economically. Elders and younger people can work together as families or as traditional owner groups to generate employment and training and an economy that can lead to self-determination, cultural maintenance and participation in the broader economy.

Skills, knowledge, training and experience will be required if quality tourism products are to be provided. Rainforest Bama see tourism as a means of providing skills that can be used within their own community as well as being available to outside business and services.

Rainforest Bama have high rates of unemployment and they are largely marginalised in the economy of Far North Queensland, including the tourist economy (ATSIC:1995). Young Aboriginal people do not have established pathways into economic participation and there are, relative to the broader community, few opportunities for them to gain the skills and experiences necessary to turn this situation around.

Cultural importance of tourism to Rainforest Bama

It seems, from the consultations undertaken in this project, that the cultural benefits of tourism to Rainforest Bama may be as important, if not more important, than the economic benefits - in the eyes of the people themselves. Tourism is seen as a means to achieve the following important cultural objectives:

- To get traditional owners back on to their country, to learn and teach and to maintain ongoing contact with and relationships with their land and the culture embedded in the land. This provides opportunities for preserving and transmitting cultural knowledge
- The learning and teaching that is of primary concern is cultural transmission between generations - and cultural tourism offers the opportunity for groups to maintain and transmit their culture and knowledge between generations
- There is also the learning and teaching of the wider community through tourism - and the pride that comes from this recognition by the wider public is of great importance to Aboriginal people. The self-esteem and hope for young people is seen to be boosted through the recognition afforded by tourism

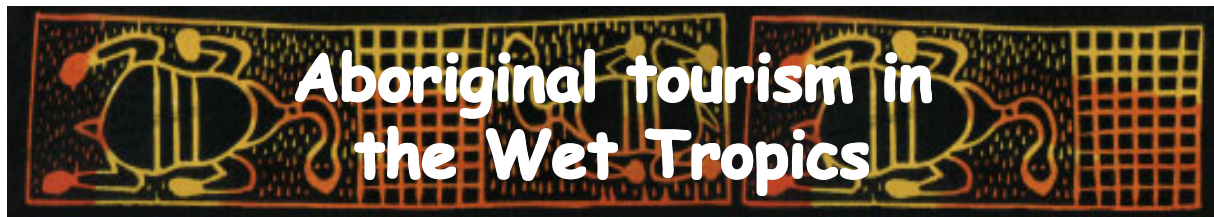
Cultural tourism products that were identified included story telling, tour guiding, camping, cultural centres, traditional dance and the production and sale of arts and crafts. Tourism is an opportunity for members of Aboriginal clan groups to educate people about stories, histories and practices. It also enables Aboriginal people to manage country and transmit stories and cultural knowledge on to future generations.

The relationship of Rainforest Bama to their land comprises ecological, social and cultural values. Whilst the Wet Tropics were home for Rainforest Bama for thousands of years before, access to country since colonisation and dispossession has often been limited. Through oral history transmission and passing on cultural knowledge from generation to generation, Rainforest Bama retain great knowledge of their traditional country. Therefore tourism provides Aboriginal people with a tool to continue to care for country and for cultural maintenance. Maintenance and management of country is very important for the success of natural Aboriginal tourism products. More importantly, cultural tourism means that Aboriginal people need to be on country. This encourages the passing on of cultural information from generation to generation.

Whilst the cultural motivations are of primary importance to Rainforest Bama, it is important for individuals and groups interested in tourism development, to keep a realistic focus on the economic reasons for undertaking enterprises. The view was often expressed that "we are not so concerned with making money, as getting our young people involved in cultural activities and teaching people about our culture". Whilst motivations and objectives other than profit making are understandable and compatible with tourism development - Aboriginal groups need to understand that viable cultural enterprises need to be *profitable* in order to be *sustainable*.

The failure to be rigorous and realistic about the economics of a proposed enterprise, will quickly lead to failure in the cultural enterprise.

The profit motive, whilst it may not be a primary motive for Aboriginal people considering cultural tourism development, must nevertheless be properly factored into the enterprise planning. It is likely the case that the high failure rate of Indigenous business enterprises is because of confusion in relation to the priority accorded to the social and cultural benefits of certain enterprise concepts - with relatively little focus on their economic workability and profitability.



A survey of tourists to North Queensland revealed that 45.6% of respondents nominated a rainforest experience as one of their three main reasons for visiting the region (WTMA:2000). Some Aboriginal tourism has taken place and continues to take place in the region; however, natural Indigenous tourism experiences are rare throughout the Wet Tropics. This chapter will provide a brief description of some of the Indigenous tourism enterprises in the Wet Tropics.

Community owned tourism enterprises

- Jumbun Community (horse riding and guided tours)

The Jumbun Aboriginal Community is located approximately half hour's drive north of Cardwell and a half hour's drive south of Tully. The small community is located on cleared lands within the rainforest of the Murray Upper region of the Murray River. The community has established an interpretive nature walk that identifies native flora and fauna and informs visitors of traditional and contemporary use of flora and fauna. Dreamtime stories are included as a part of the package, as well as art and craft demonstrations by local community members. The community also operates a horse trail riding experience along the Murray Valley, with traditional owners as guides.

This business ceased to operate on a regular basis because the tourism operator that transported visitors to the community changed hands and no longer included the communities' activities within its package. Jumbun now operates the horse ride and rainforests tours for local school students once a year. The community has been approached by large tour companies, however they feel that they do not have the capacity to accommodate large groups of visitors.

- Kuku Yalanji Dreamtime Tours

The Mossman Gorge community has had more than 15 years experience in tourism (Bentrupperbäumer, Hill, Peacock and Day: 2001:241).

The Community is located 75 kilometres north of Cairns and 4 kilometres west of the town of Mossman, is within the Douglas Shire Council and is adjacent to the Daintree National Park. The Mossman Gorge receives over 500,000 visitors per annum and its access road traverses community owned land.

The Mossman Gorge community through its community corporation, Bamanga Bubu Ngadimunku Inc. ('BBN') operates four business enterprises including:

- *Kuku Yalanji Dreamtime Tours*
- the Visitor Centre
- manufacturing of artefacts
- *Kuku Yalanji Dance Troupe*

The tour includes a half an hour interpretive rainforest walk. The guides are traditional owners and they inform visitors of the Kuku Yalanji people's history and traditional use of flora and fauna. Visitors are provided with damper and tea at the end of the walk which gives them an opportunity to yarn with their guides and other visitors.

The Visitor Centre is located in the same vicinity as the rainforest walk and presents cultural information about the Kuku Yalanji people as well as selling Aboriginal artefacts, arts and crafts.

The Dance Troupe involves a group of local dancers performing traditional Kuku Yalanji dances which interpret dreamtime stories.

In the past the tourist operations at Mossman Gorge were provided as a part of a broader package with commercial operators such as Australian Pacific and the Daintree River Train. However at present the community has only one agreement with a company that brings a group of backpackers for one walk per day. Otherwise the community mainly relies on passing trade to the Mossman Gorge.

The Mossman Gorge community has a good product however it does not operate after hours, on public holidays or weekends. Two observations can be made about the fact that the operation does not operate on weekends and public holidays.

Firstly, there is a tendency for the community purpose of tourism operations to over-ride their economic purpose. Economic considerations would seem to suggest that the enterprise be open on weekends and public holidays. This issue has been discussed in chapter 2.

Secondly, the lack of reward and incentive in 'community' owned enterprises reason why ventures like this are limited to 'normal work hours' (ie. when people are required to be at work, rather than when they need to be at work if they wish to make a profit). Private ownership or at least personal reward from an enterprise is a strong motivation for people to work on weekends and public holidays. This is further discussed in chapter 5 where success factors are identified.

- **Menmuny Museum**

Menmuny Museum is located at the Yarrabah Aboriginal community near Cairns. The museum contains historical information about the settlement of the Yarrabah Mission and the history of the Yarrabah Aboriginal community and its' people. The museum also displays traditional artefacts and contains a keeping place where archival information is kept. Additionally the museum has a bush tucker walk where the community has planted bush tucker to educate tourists and school groups about the traditional Aboriginal use of flora and fauna.

The museum is run as a community enterprise and is free of charge due to an underlying native title claim over the community lands. It is intended that the traditional owners will eventually get a percentage of the profits when native title is determined and the traditional ownership is settled.

Family or Individual owned enterprise

- **Gu-Gu-Bara-Bi (Echo Creek walk)**

Gu-Gu-Bara-Bi is an Aboriginal owned and operated company that provides an understanding of cultural heritage through a rainforest experience in a cross-cultural context by members of the Janbunbarra Jirrbal tribe.

The Jirrbal people have cleared a walking track in the Tully Ranges. This track is a traditional Aboriginal trail of the Jirrbal people. The El Rancho Del Ray is a tourism business that facilitates conferences and educational courses to various groups. As a part of the conference packages the Gu-Gu-Bara-Bi provide content ranging from understanding Aboriginal culture and history in a cross-cultural program, to developing protocols when interacting with Indigenous people. The main feature of the business is rainforest walks that include interpretive material about Jirrbal culture and rainforest hunting and gathering, and stories of the Dreamtime. The business is supported and marketed by El Rancho Del Ray. Additionally, Gu-Gu-Bara-Bi sell artefacts made by traditional owners through the tourism business.

- **Native Guide Safari Tours**

Native Guide Safari Tours is owned and operated by a local Kuku Yalanji lady by the name of Hazel Douglas. Hazel takes guided tours through the Daintree Rainforest, Cape Tribulation, Mossman and Port Douglas area. She recites stories about her ancestors' histories within this country and generally teaches people about Kuku Yalanji culture.

Hazel operates her own business that is very successful. She won the Yellow Pages directory award this year and the Queensland Tourism award in 1998.

Joint Ventures or Partnerships with Mainstream Tourism Operators

- **Daintree Eco Lodge and Spa**

The Daintree Eco Lodge and Spa offer local Kuku Yalanji Aboriginal cultural and educational interaction through art, history, culture, music, dance and interpretive walks. A cultural dimension to Daintree Eco Lodge & Spa allows the Yalanji people to share their culture.

Guests at Daintree Eco Lodge & Spa can experience unique Indigenous culture and traditions incorporated into every aspect of the property, from Bilngkumu Restaurant where natural ginger, coconut and bush foods are used in restaurant food, to the Daintree Spa where ochres, muds and ginger become part of the Aboriginal treatments, to the interpretive guided rainforest walks, and to the Aboriginal art classes, workshops and cultural performances.

In addition, the elders took part in naming the rainforest villas and significant buildings or areas of the property. The Kuku Yalanji people have input in day-to-day activities and future plans of the Lodge.

Traditional owners are employed to provide cultural products and some traditional owners are employed on a full time basis to provide guided tours and arts and crafts lessons.

- **Tjapukai Aboriginal Cultural Theme Park**

Tjapukai is an Aboriginal cultural theme park that offers five theatres, a museum, an art gallery and a traditional Aboriginal camp. They also cater for groups and conference functions, and sell didgeridoos, boomerangs and other Aboriginal artefacts. The theme park portrays Djabugay and Yirriganydji culture and is owned by partners including indigenous and non-indigenous owners.

The theme park employs 100 staff in the area of performance, hosts, stage management, food and beverage, retail, administration, horticulture and maintenance. Of all staff employed, 80% are Indigenous. Most of the senior management positions are held by non-Indigenous employees due to the lack of training and experience amongst Indigenous people. Some Indigenous staff hold supervisory positions.

The theme park has over 200 large tour companies that visit and bookings are made up to 18 months in advance. Tjapukai is a profitable business that pays dividends to its shareholders. 51% of shareholders are Indigenous and the remaining 49% is made up of Cairns business people.

Critical success factors for Cultural Tourism development

This *Strategic Outline* identifies the following key factors as critical to the success and failure of tourism enterprise development within the Wet Tropics. Because these factors were not properly addressed in the past - failure was understandable if not inevitable. It is suggested that these factors must be properly addressed if Rainforest Bama are going to develop a sustainable tourism industry.

The factors highlighted in this chapter do not represent a complete list of the issues that are necessary for success in cultural tourism enterprise by traditional owner groups. There are important issues that are not discussed here which are integral to enterprise success as well. Three of these important issues include:

- Access to capital for enterprise establishment
- Marketing and promotion of cultural tourism products and destinations
- Training and skills development

These factors need to be the subject of further and particular focus. Solutions need to be found to the challenges they represent for Rainforest Bama, because they are of importance. For example, significant hurdles stand in the way of potential Aboriginal operators in raising capital to develop enterprises: Aboriginal people are frequently low-income earners, do not have capital resources and do not have mortgage-able assets (Aboriginal land cannot be used as security for loans).

There is also a need for training. Aboriginal people of the Wet Tropics naturally have good knowledge of their country to provide quality tourism experiences. They already have knowledge about their country and the history and flora and fauna to provide informative, interesting and enjoyable tourism products. Many community members have existing tour guide and ranger qualifications. However, Aboriginal people have expressed difficulties in communicating with tourists and they may often be culturally insensitive. This has caused some Aboriginal people to lose their drive and motivation for tourist enterprise, whilst others have learnt how to handle it.

It is in the area of entrepreneurship, client liaison, business administration and marketing where Aboriginal people will need to gain skills and undertake further training, and more importantly, the right sort of training. Training packages need to be developed to meet needs of Aboriginal tourism groups. It is not possible here to discuss fully the subject of training and skills development. However, like the question of capital, the subject of training must be particularly focused upon and solutions found to the existing hurdles and impediments.

CRITICAL FACTOR: There is a need for support for enterprise startup, planning and incubation

Aboriginal people already have the knowledge and ability to provide quality tourism experiences, however, skills are lacking in business planning, marketing, administration and organisational management.

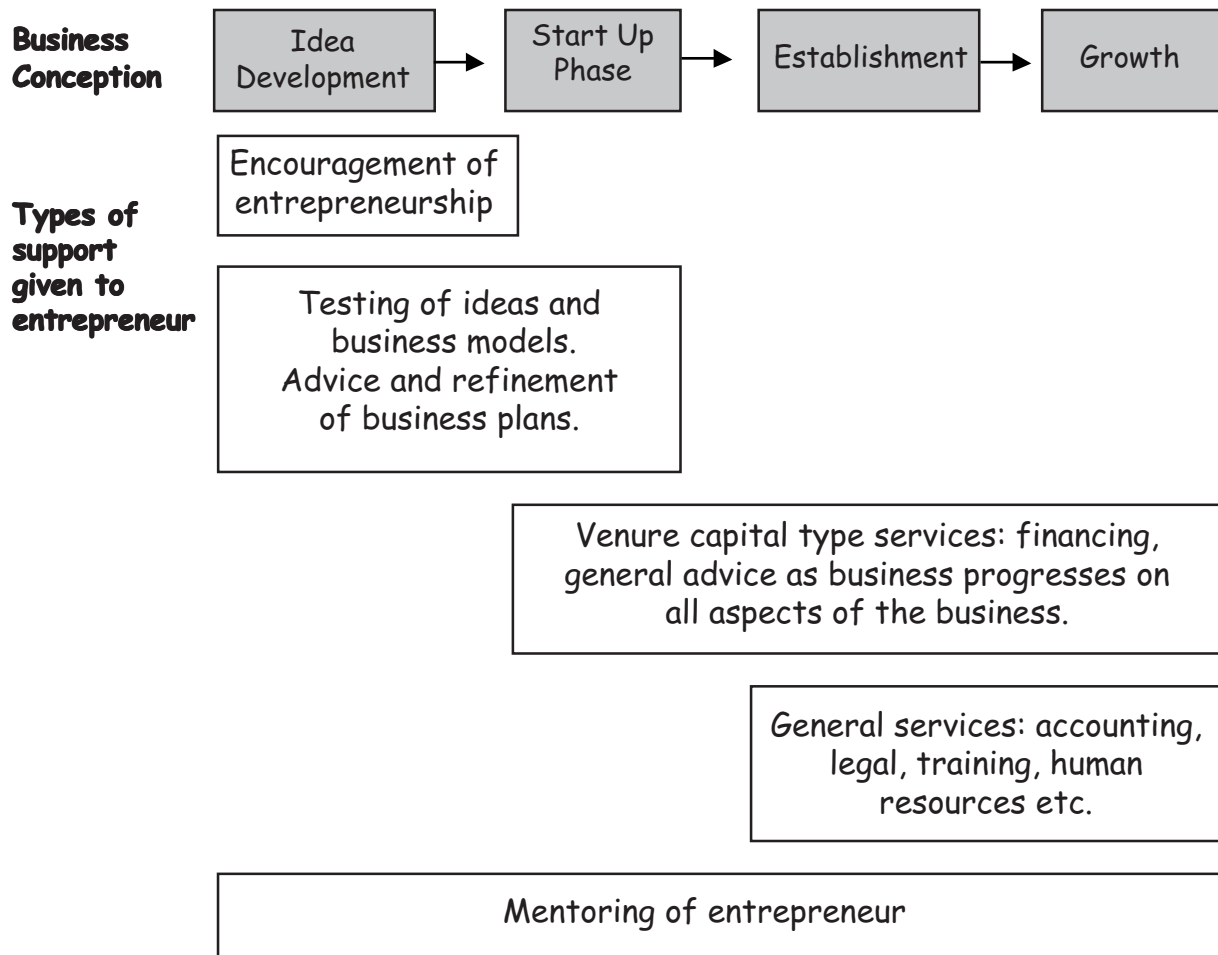
Balkanu have built on the concept of 'business incubators' and have developed a strategy for the establishment of 'enterprise hubs' which will perform business incubation functions. These enterprise hubs in Cape York are being developed on a subregional basis - one hub servicing a number of communities. The first enterprise hub has been established in Cooktown as a partnership between Balkanu, the State Government and Indigenous Enterprise Partnerships ('IEP'), a business support body that has been formed to provide private sector and philanthropic support to Indigenous peoples. The Cooktown Enterprise Hub will provide enterprise support services to Kuku Yalanji people at Wujal Wujal and Mossman within the Wet Tropics.

Balkanu's analysis of the support services necessary for enterprise creation is set out in Diagram A.

These services are currently not available to Indigenous entrepreneurs. They must be developed.

People employed or engaged by Aboriginal people to develop tourism enterprises need to be *enablers*, they need to build capacity in the traditional owners, and pass on their skills and knowledge. At the end of the day, traditional owners will have the capacity to run their own operations. It is recommended that outside employees be social entrepreneurs with a good track record of enabling Aboriginal people. Enterprise Hubs provide the means through which the services of professional business facilitators and other people with expertise can be available to a number of Indigenous enterprises in a sub-region - helping them to get their businesses conceptualised, assessed and established. Common services to a range of enterprises in a location can be provided through an Enterprise Hub. The concept of Enterprise Hubs as a solution to many of the critical factors discussed in this chapter, is outlined in the next chapter.

Diagram A: Support services underpin nearly all successful business creation



CRITICAL FACTOR: There must be a sound business case and plan for enterprises

For tourism businesses to operate effectively business concepts and plans must be rigorous and realistic, feasibility studies need to be carried out. Rainforest Bama interested in establishing tourism products can apply for government and private grants to assist with feasibility studies and operational plans. It is necessary that Aboriginal people undertake this process to set up tourism products properly.

Whilst feasibility studies are usually required to obtain loans or grants from Indigenous funding sources such as the Aboriginal and Torres Strait Islander Commission ('ATSIC'), this is not in itself a guarantee of success. Consultants and professional advisers that work with traditional owner groups and communities on enterprise development planning are frequently confused by relationship between the cultural/social factors and economic factors and issues involved.

Whilst cultural/social factors may be unique to Indigenous communities, the economic factors necessary for enterprise success are well-known and universal requirements: *they must make a profit to be sustainable.*

A number of the enterprises described in Chapter 4 above are in fact not currently operating to make a profit. In the case of the Menmuny Museum at Yarrabah, this is related to native title issues within the community. In the case of the Mossman Gorge, profit-making is limited by the fact that the enterprise is not open on weekends and public holidays.

As discussed in Chapter 3 above: even if Rainforest Bama place social and cultural benefits from tourism activities over and above economic benefits - the sustainability of cultural enterprises is dependent on their economic sustainability. If the economic enterprise fails, then the cultural enterprise fails.

It is therefore imperative that there be a clearly articulated business case and plan for any proposed cultural tourism enterprise. In other words, the proposed enterprise must make economic sense, because this will not only bear upon the motivation and engagement of the market and other operators in the market with whom relationships are necessary - it will frequently bear upon the motivation and engagement of community members. Tourism cultural activities that are not profitable and do not return benefits to individuals who contribute to the services, will soon decline if not die.

Tourism businesses may also need ongoing support. For example, when a tourism business is experiencing difficulties, support may be required. In the past, when ventures faced difficulties, there has been little support available and businesses collapsed. If businesses are planned properly and have access to support when they are facing difficulties measures can be taken. This ongoing support can be provided through Enterprise Hubs.

CRITICAL FACTOR: Incentive and reward need to be properly built into the ownership and benefits structure of enterprises

Tourism is a business and it does not 'just happen' even if a market has been established and the tourism product is available. In the past, tourism enterprises have failed for the same reasons as other Aboriginal enterprises have failed: they were not established as workable businesses.

There must be initiative and responsibility. Initiative and responsibility are usually the result of incentives and rewards, as well as management and accountability. The problems experienced by community focused and owned enterprises is that they have frequently failed because the key business ingredients of incentive and reward were not properly addressed when the enterprises were conceived.

A key success factor is properly sorting out the ownership of enterprises and the related questions of incentive and reward. Drive and motivation to make a business work is directly related to the ownership and reward arrangements that are made when the enterprise is developed.

In addition to the need to structure the ownership and benefits distribution mechanisms of a proposed enterprise in ways that ensure there is incentive and reward that motivates initiative, responsibility and success - the Townsville ATSIC Regional Council's *Economic Development Strategy* also identified 'politics' as a major reason for Indigenous enterprise failure. Enterprise ownership and management structures must grapple with the issues of 'politics' to ensure that politics do not impinge upon and burden the conduct of the business. Enterprise structures need to be established and operated on enterprise grounds and not be vehicles for unprofitable activities.

In relation to community-owned enterprises, there is a need to separate profit-making from profit-distribution. Profit-making needs to be undertaken by people with expertise and the capacity to successfully make money. This means that those people who are charged with making money are selected on their ability to make money - not on the basis of social or cultural representation. Profits distribution on the other hand can involve a representative process. But, whilst everyone can be involved in the process of deciding how the 'cake' should be cut up and consumed - the business of baking the cake needs to be undertaken by people skilled in cake-making.

CRITICAL FACTOR: There is a need for ongoing financial management services to enterprises

The Townsville ATSIC Regional Council's *Economic Development Strategy* (1996) reports that approximately one third of small businesses in the Australian mainstream failed within the first year of operations and approximately two thirds failed within five years of commencement. The figure for Indigenous small businesses is worse - 87% of enterprises had failed after three years. The most common reason for small business failure in the mainstream and in Indigenous enterprises is poor financial management. The factors underpinning poor financial management will be magnified in Indigenous communities - lack of financial training and expertise, poor numeracy and literacy, lack of access to professional advisory services, lack of experience and so on.

Whilst many other factors contribute to enterprise failure, inadequate financial management is a major and frequent factor. Many sound enterprises - with good markets and with good products - nevertheless fail for poor financial management.

The two key qualities in sound financial management are (i) competency and expertise and (ii) discipline and sound decision-making. Many good enterprise operators and business service providers fail for lack of discipline in financial management.

Enterprise Hubs could provide financial management services to a range of Indigenous enterprises, thereby providing a solution to a recurring problem - many Indigenous individuals or groups are quite capable of *operating* a tourism service, but will not be capable of financial and business management. These functions that are beyond the current expertise or experience of the enterprise operators, can be 'outsourced' to the Enterprise Hub. Enterprise Hubs servicing a range of enterprises, can cost-effectively provide common financial management services.

What is clear is that if a solution to financial management failure can be found, then the success rate of Indigenous businesses will improve tremendously. This would be the case in the mainstream as much as in Indigenous business.

CRITICAL FACTOR: Enterprises must be structured so that they are consistent and reliable despite social and cultural factors

Consistency and reliability are key to successful tourism operations. The tourism market is competitive and to establish ongoing markets, products need to be consistent and reliable. It is well-known to Aboriginal people that at times social and cultural factors will take people away from work at certain times (funerals, family commitments and so on). It should be recognised that similar factors affect mainstream operators and employees as well, though it is a particular issue for Indigenous people.

Successful Indigenous tourism operations in the past have operated roster systems so that if people were not available, then someone else on the roster is called. This strategy suggests that tour operators establish roster systems so that tourism products are consistent and reliable.

The fact is that consistency and reliability must be *guaranteed* if there is to be success in developing and maintaining a market for Aboriginal tourism products. The marketing of *generalised destinations* and *generalised products* through tourism hubs (enabling the tourism service to be delivered by whichever operator is available at the relevant time), is one means of ensuring consistency and reliability. This strategy is discussed further in Chapter 6.

CRITICAL FACTOR: Permission issues to operate enterprises and to access lands need to be resolved

It is important for tourism operators to realise that depending on the nature of their tourism activities, tourism will affect landowners whose lands are being accessed by the enterprise, and any community resident upon and using the land or

adjacent lands. Tourism will have environmental and social impacts. In the past, tourism activities have not properly respected traditional owner groups as landowners: their permission was not obtained to access traditional lands. Prior to the recognition of native title, it was assumed that WTMA and other relevant government management agencies, were responsible for the management and access to the Wet Tropics for tourism purposes. Where native title does not exist this may still be the case. However, where native title exists, then the native titleholders will have legal rights and interests in relation to land access and use.

The permission required from traditional owner groups and government authorities will depend upon the tenure of the land which is proposed to be used for tourism operations. Some traditional owner groups are working with WTMA to establish Conservation Management Agreements ('CMAs') that make provision for tourism access, operation and management issues.

What is clear is that the permission of traditional owner groups must be obtained before any tourism activity takes place. For tourism on Aboriginal lands to succeed in the future, there must be a clear system of control and regulation. Tourism operators must have proper permission before they operate enterprises, and this includes members of the traditional owner groups obtaining permission from their own group to undertake an enterprise. Land access permission needs to be sorted out and community impact issues must be addressed, otherwise it will lead to disputation that could impede the success of the enterprise.

Rainforest Cultural Tourism Hubs to facilitate Aboriginal Tourism Enterprises

Ensuring consistency and reliability

Consistency and reliability are key to the success of any kind of business enterprise. It is especially important to tourism. Unless Rainforest Bama can provide consistent and reliable tourism products, it will be impossible to develop a sustainable Indigenous tourism industry. Tour packages that are sold in the national and international tourism market have long lead times, frequently two years in advance.

If a marketing strategy was developed and pursued to sell Indigenous cultural tourism products and destinations, then there must be reliable and consistent tourism services available.

There are significant hurdles in the way of achieving consistency and reliability:

- tourism (as with other businesses) is time-consuming and requires dedication, commitment and long hours. People can become unmotivated and worn out
- Tourism takes time to establish a profitable business. It requires hard work, commitment and perseverance
- Tourism is seasonal and there will be times when there are few or no customers. The Wet Tropics is accessible but some communities are remote, therefore Bama need to be well networked and organised
- until a market is fully developed there may not be the numbers

There are other social and cultural issues that will affect consistency and reliability:

- workers/families may have to attend funerals and fulfil other obligations. This may disrupt their ability to provide a consistent service
- workers/families may only wish to work on a rostered part-time basis - and not work fulltime, therefore rosters and coordination of tourism products need to be well organised

This *Strategic Overview* proposes that though there may be a number of tourism services offered within an area - that generalised tourism products or destinations should be marketed, not a particular operation. Whilst operators working out of a hub may be available at different times and may even come and go, the consistency and reliability will come from the fact that there is a Hub which can roster services from a number of operators. In other words, there will always be a tourism service available, it is just that the particular operator will vary according to availability.

In this way, even as individual enterprises may only operate on a part-time basis and various locations and experiences may be available at some times and unavailable at other times (due to weather conditions, availability of people, cultural considerations and so on) - there will be something that is always available in terms of a Bama cultural tourism experience. As long as there is one enterprise available at all times, then consistency and reliability can be assured. The concept of a Hub allows Rainforest Bama to present a consistent and reliable product to the outside market.

Rainforest Tourism Hubs

The concept of business or enterprise hubs as conceptualised by Balkanu is illustrated in Diagram B.

This *Strategic Overview* proposes that tourism in the Wet Tropics region be organised around Rainforest Tourism Hubs, situated at appropriate tourist nodes within subregions. The Hubs should be located at central places where bookings and marketing can take place - probably shopfronts in the tourist strips.

These Hubs could:

- Address the business reality that the tourism products must be consistent and reliable
- Accommodate the social and cultural factors that result in many products operating on a part-time basis - and roster work accordingly
- Facilitate training of Indigenous people to present and operate professional tourism products
- Provide administrative and financial administration support to tourism enterprises and operations that operate internally and externally of the Hub
- Provide business planning, support and incubation services to prospective entrepreneurs

Diagram B: Balkanu's Concept of the services provided by a business hub

The vision for the hubs is to be the gateway to access a suite of support services

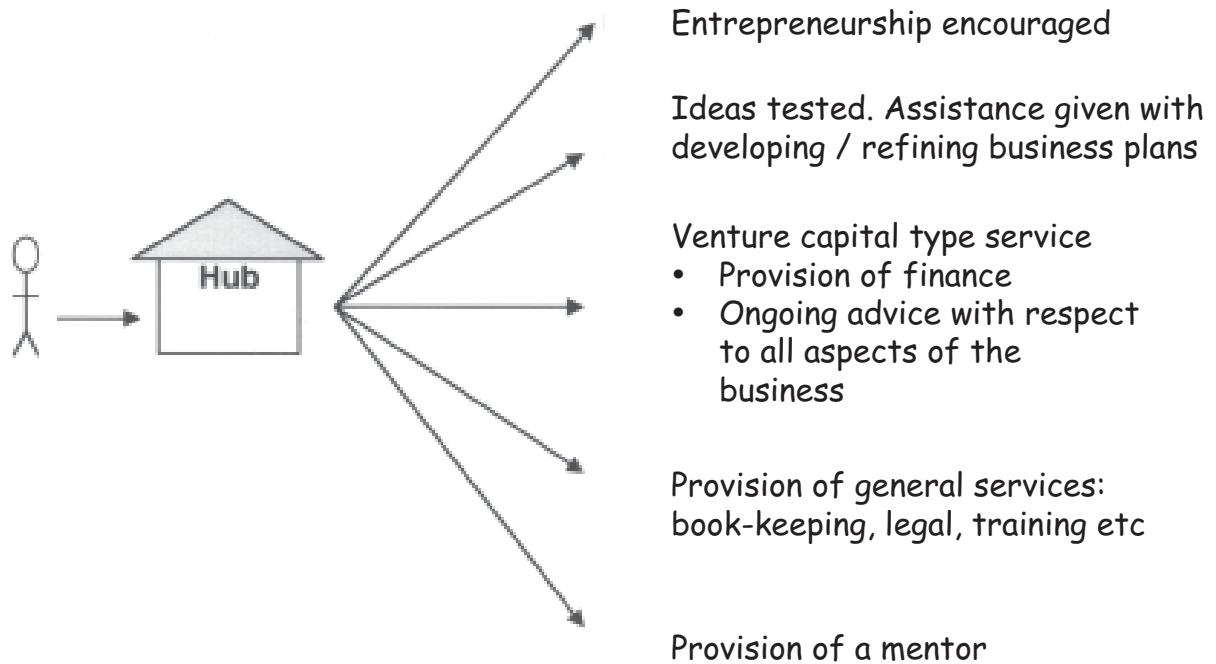
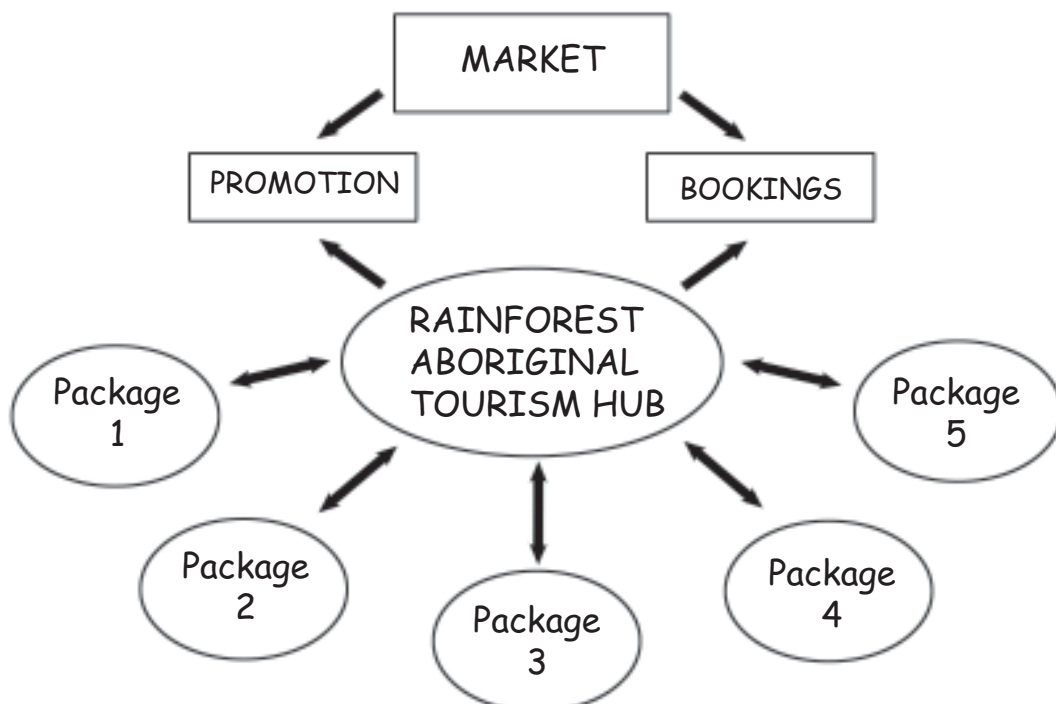


Diagram C: How a Rainforest Tourism Hub could work



There are at least three ways that a Tourism Hub could be established:

1. As part of a general Indigenous Enterprise Hub within a subregion.
2. As a tourism enterprise specific Hub within a subregion
3. As a joint venture between a mainstream tourism booking and marketing agency and an Indigenous Enterprise Hub

The third option is worth a lot of consideration. A partnership or other form of joint venture or alliance with a mainstream booking and marketing agency could bring a lot of benefits to Aboriginal operators. It could also be in the interests of a mainstream agency to develop such a partnership.

The respective functions of the Booking and Marketing agency and the Enterprise Hub could be as follows:

Table 1: How a partnership between an Indigenous Enterprise Hub with a mainstream Tourism Agency could work

| TOURISM AGENCY | RAINFOREST ENTERPRISE HUB |
|---|--|
| Markets Aboriginal cultural tourism products and destinations to be offered through the Rainforest Enterprise Hub | Provides enterprise planning, support and incubation services |
| Organises bookings | Provides financial management services to Aboriginal operators |
| Liaises with Aboriginal Operators and the Rainforest Enterprise Hub | Organises training for Aboriginal Operators and employees |
| Contributes to advisory services to Aboriginal Operators through the Rainforest Enterprise Hub | Organises land access and permission issues |
| Contributes to training of Aboriginal Operators through the Rainforest Enterprise Hub | |

The functions of a Rainforest Tourism Hub would be to provide resources and support for individuals, clan and family groups to develop tourism enterprises in the following areas:

- Promotion and marketing

Rainforest tourism packages need to be marketed as a Rainforest Aboriginal experience rather than a number of particular packages.

The Hub would market the Aboriginal rainforest experience and roster clan groups and individual packages accordingly.

- **Coordination of tourism out of the Hub**

The Rainforest Aboriginal Tourism Hub would receive bookings and be responsible for making arrangements with satellite enterprises that will provide the tourism services and will ensure that good products are delivered and a high standard of service is maintained. The Rainforest Tourism Hub would develop a roster with each satellite tourism enterprise.

- **Business and financial administration support**

The Hub would employ a business facilitator to provide advice and support to established products and Aboriginal people wishing to develop enterprises.

Whilst many community members have the capacity, skills and knowledge to provide a tourism experience/product - they may have shortcomings in business administration and in the financial management of their enterprise.

The proposed Rainforest Aboriginal Tourism Hubs would provide a bookkeeping and financial management service for enterprise operators. These services can be provided on a fee for service basis. The Hubs would facilitate access to professional business advisory services.

- **Training and Mentoring**

Hubs could facilitate training courses in ranger and tour guide services and small business to develop the skills to operate tourism enterprises. The Hub would also provide and establish mentoring relationships between experienced operators and business people and Aboriginal people who are just starting in the tourism business.

- **Insurance and legals**

The Hubs would advise tourism enterprises on insurance and other regulatory requirements. The Hub would also organise necessary legal advisory services relevant to tourism business enterprises.

- **Management and land issues**

The Hub would ensure that permission and tourism management systems are established so that cultural and social impact considerations are properly managed, and there are opportunities for Rainforest Bama to undertake cultural tourism ventures. The Rainforest Hub would therefore work with Land Councils and Government agencies to ensure that Aboriginal tourism is supported and access is available.

The header features a dark background with a grid pattern. Overlaid on this are stylized, glowing orange and yellow patterns that resemble traditional Indigenous art. The text 'Recommendations for taking a strategy forward' is written in a bold, white, sans-serif font across the center of the header.

Recommendations for taking a strategy forward

Pursue and develop the concept of Tourism Enterprise Hubs

Further work needs to be done to develop the basic ideas outlined in this *Strategic Overview*. It is recommended that, if government agencies wish for further development work to be undertaken in relation to enterprise hubs that consideration to be given to engaging Balkanu Cape York Development Corporation to provide advice or to undertake planning work. The work that Balkanu having already done and are continuing to do, and their access to business partnerships in the mainstream, mean that they are quite advanced in conceptualising these strategies.

It is recommended that Rainforest CRC sponsor further work on the development of Rainforest Tourism Enterprise Hubs, and engage other Indigenous and mainstream agencies (and the tourism industry) in sponsoring this further work.

Work with landowners and government management agencies on establishing permission systems

Rainforest CRC, WTMA and other relevant agencies should sponsor particular work in relation to the development of appropriate permission systems for tourism enterprises within Aboriginal communities.

Develop options and models for business structures that are economically sound and adapted to cultural factors

Rainforest CRC, CRC Sustainable Tourism, WTMA and other relevant agencies should sponsor particular work in relation to the development of options and models for optimum business structures. The outcomes of this work would be very useful for the work of any Hubs that are established. Again, Balkanu are likely to have advanced conceptual thinking in relation to these questions and it is recommended that they be approached to provide advice on these issues.

Develop partnerships between Rainforest Bama and business community

Rainforest CRC should sponsor the development of partnerships between Rainforest Bama and the tourism industry in the Wet Tropics. Rainforest Bama need to develop networks and partnerships with the mainstream business generally.



If Aboriginal cultural tourism products are to be developed in the Wet Tropics then traditional owners need to address certain critical factors that have underpinned past failure. Some of the most prominent factors are identified and discussed in this *Strategic Overview*, others need to be the subject of particular focus. Aboriginal people need to work collaboratively with mainstream tourism organisations, funding agencies and government departments to develop models that will enable Aboriginal people to participate in the mainstream tourism market. Lessons and pointers for the way forward can be taken from the existing enterprises.

It is possible for individuals and clan groups to develop and operate tourism products on their own, although in the past few indigenous tourism businesses have succeeded, though there have been many attempts. This is frequently because they were not set up properly from the beginning and there was no structured support to ensure that tourism enterprises would succeed.

It appears that enterprises that have succeeded have been set up as family or individual enterprises. This strategy recommends that individuals and groups be supported to have ownership, incentive, and reward by reaping the benefits of their labour.

This strategy proposes that government departments, funding agencies, services organisations, mainstream tourism agencies and Rainforest Bama collaborate to develop Rainforest Tourism Hubs to support and facilitate tourism products in the Wet Tropics.

This is one way that Rainforest Bama can ensure that there is a consistent and reliable product at all times, to market to the mainstream market. It is important that neighbouring communities, tourism organisations and local government support Rainforest Bama and open up their networks to Aboriginal people.

Tourism is one of few enterprise opportunities available to many traditional owner groups of the Wet Tropics and it is already taking place and succeeding on a small scale. The Wet Tropics region and the cultural spirit of this region can be attractive products for the tourism market.

However, tourism is difficult business, highly seasonal and dependent upon operator perseverance: reliability and consistency. There is already a large visitation to the Wet Tropics so Rainforest Bama have advantages to other more remote locations such as Cape York or the Torres Straits. This strategy recommends that tourism products that are developed be low impact, low cost, simple and 'natural'.

Appendix A: Methodology

1. Desktop research carried out.
2. During the process of this program the following government departments, organisations and individuals were consulted about:
 - The success of failures of Aboriginal tourism enterprises
 - Past and present tourism activities
 - Organisational involvement in Aboriginal tourism

Government departments

| <i>Department</i> | <i>Employee</i> | <i>Position</i> |
|---|---|---|
| Dept of State Development | Rob Willmet | Principal State Development Officer |
| Dept Aboriginal and Torres Strait Islander Policy and Development | Alex Dawia | Senior Resource Officer |
| Aboriginal and Torres Strait Islander Commission | Michelle Daddo Bill White Cliff Little | Consultant Project Officer |
| Far North Queensland Institute of TAFE | Robert Blackley | Cape York Partnerships Liaison Officer |
| Department of Premier and Cabinet | John Mc Intyre | Program Coordinator Cultural Heritage Networks |
| Department of Natural Resources and Mines | Karen Barrett | Property Manager |
| Wet Tropics Management Authority | Nigel Hedgcock Campbell Clarke Lisa Stagoll | Manager, Aboriginal Resource Management Program Senior Planning Officer Project Officer (Aboriginal Issues) |

Organisations

| <i>Organisation</i> | <i>Employee</i> | <i>Position</i> |
|--|---|---|
| Indigenous Enterprise Partnerships | Michael Winer | Project Manager |
| Cape York Partnerships | Noel Pearson Jackie Castelain | Team Leader Project Officer |
| Balkanu Cape York Development Corporation | Tony Varnes David Epworth | General Manager Manager -Caring for Country Unit |
| North Queensland Land Council | Rowan Foley Allison Haliday | Planning and Research Officer Project Officer |
| Cape York Land Council | Jim Brooks | Legal Officer |
| Cape York Peninsula Development Association | Damien Kelly | Project Manager |
| Cairns Regional Economic Development Corporation | Tracey Scott-Remington | Project Manger |
| Tropical Tourism North Queensland | Ross Nargar | Tourism Regional Development Coordinator |
| Rainforest CRC | Nigel Stork Judy Atkinson Rosemary Hill | Executive Director Aboriginal Programs Coordinator Project Leader |
| Sustainable Tourism CRC | Alicia Boyle | Northern Territory Node Coordinator of the CRC for Sustainable Tourism |
| Tourism Queensland | Glen Miller | Manager - SpecialInterests Tourism |
| Girringun Aboriginal Corporation | Chris Kennedy | Wet Tropics Liaison Officer |
| Bamanga Bubu Ngadimunku | Karen Gibson | Chairperson |
| Daintree Eco Lodge and Spa | Zak Drajić Dawn Errey Juan Walker | Field Management Unit Manager Tour Guide Tour Guide |

A series of community consultations took place, however, due to the limited resources available for this project not all traditional owner representatives of the Wet Tropics could be consulted.

Yarrabah, Jumbun and the Daintree community members were consulted. A workshop agenda was drafted and presented to the Kuku Yalanji, Jirrbal and Girramay representatives. The agenda is attached in Appendix B. The research officer visited the Yarrabah community and met with the Yarrabah Aboriginal Council and Menmuny Museum. Information discussions were also carried out with Victor Mounds, the Chairperson of the Mamu Corporation and Seith Fourmile of the Yidinji traditional owner group.

Indigenous community representatives consulted

| <i>Group</i> | <i>Person</i> | <i>Position</i> |
|--------------|--|--|
| Mamu | Victor Mounds | Chairman, Mamu Corporation |
| Kuku Yalanji | Karen Gibson Community Representatives | Chairperson, Bamanga Bubu Ngadimunku Brian Conelly Karen Gibson Lynette Johnson Linda Burchill Eva Denman Laurel Denman Hazel Douglas Lilly Fischer Betty Gibson Darryl Gibson George Gibson Claire Ogilvie Ronnie Ross-Kelly Bobby Ball Doreen Ball Barney Baird Rex Ryan Elizabeth Tayley Eileen Walker Peter Wallace Wayne Connolly Conrad Yeatman Snr Conrad Yeatman Jnr Gladys Friday Jimmy Olbar, Elizabeth Olbar, Raymond Pearce |

| | | |
|---------------------------|---|---|
| <p>Jumbun Community</p> | <p>Chris Kennedy Community representatives</p> | <p>Jumbun P/L board member Marcia Jerry Davey Lawrence Chris Grant Sam Marita Margaret Murray</p> |
| <p>Yarrabah Community</p> | <p>Darrel Murcher Barry Cedric Leon Yeatman Peter Yeatman</p> | <p>Director, Menmuny Museum Project Officer Chairperson, Yarrabah Council Yarrabah Councillor</p> |

Appendix B: Session Overview

AGENDA

1. INTRODUCTION
2. WHAT AM I DOING?
3. SOME FACTS ON TOURISM
4. SOME FACTS ON INDIGENOUS TOURISM
5. WHAT DOES TOURISM MEAN TO YOU?
6. PAST AND PRESENT TOURISM OPERATIONS?
7. FUTURE PLANS FOR TOURISM
8. PAST OR FUTURE TOURISM EXPERIENCES

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