

QTIC Submission to Queensland Government Discussion Paper – *A Fresh Start for Private Protected Areas*

Executive summary

The Queensland Government's A Fresh Start for Private Protected Areas Discussion Paper seeks input on strengthening voluntary partnerships with landholders to expand the protected area estate. Private protected areas already account for approximately 34% of Queensland's terrestrial protected system, underscoring the central role of private stewardship. For QTIC, this is a chance to position tourism as a conservation delivery partner on private land, not merely a stakeholder in public parks.

Private protected areas are voluntary agreements on private land, not locked up in the same way as national parks. Compatible uses are allowed under conservation frameworks, including eco-tourism, carbon farming and sustainable grazing. Tourism is explicitly identified as a compatible use that can generate revenue for land care and interpretation. To avoid confusion, this submission distinguishes between public protected areas and private protected areas, we support carefully managed, best-practice, low-impact tourism in both, without blurring categories.

Tourism in Queensland is a major economic driver. UQ research for QPWS indicates that park-centred trips generate up to \$2.64 billion in visitor expenditure, contributing up to \$1.98 billion to GSP and supporting about 17,200 jobs, upper-bound scenario. Integrating tourism into private protected area programs can unlock new stewardship funding and on-ground capacity while protecting the values visitors come to see.

This submission has been aligned with the Tourism and Conservation Working Group through the Queensland Tourism and Conservation Alliance collaboration framework. It reflects our shared priorities, expanding the estate to meet biodiversity and climate commitments, positioning tourism as a conservation ally, embedding First Nations co-stewardship and enterprise, and avoiding over-commercialisation by insisting on low-impact, eco-certified facilities aligned with destination and park plans.

Introduction

The discussion paper confirms that private land can be voluntarily declared as a Private Protected Area through agreements with landholders. Private protected areas are not locked up in the same way as national parks, and they allow compatible uses managed under conservation frameworks, including eco-tourism, carbon farming and sustainable grazing. This mechanism grows the conservation estate without requiring full government acquisition, and tourism is explicitly identified as a compatible use that can provide revenue for land care and interpretation.

To avoid confusion, this submission distinguishes clearly between public protected areas, national parks, conservation parks, resources reserves, and private protected areas. QTIC supports appropriate, best-practice, low-impact tourism in both categories, provided standards are met and conservation outcomes remain paramount.

Through the Queensland Tourism and Conservation Alliance (QTCA) collaboration framework, the Tourism and Conservation Working Group has consistently advocated for the following: expanding Queensland's protected area estate to meet biodiversity and climate commitments, positioning tourism as a conservation ally rather than a land user, ensuring First Nations co-stewardship and enterprises are central to any tourism model, and avoiding over-commercialisation by requiring facilities to be low-impact, eco-certified and aligned with destination and park management plans.

The discussion paper and this QTIC submission reinforce these priorities. They propose rehabilitation-to-tourism pilots on degraded land to demonstrate how tourism can fund restoration, highlight examples such as Cobbold Gorge, Hidden Vale and Lady Elliot Island that show coexistence of tourism and conservation, and recommend a governance mechanism, a Queensland Tourism and Conservation Alliance forum, to maintain aligned messaging and co-design.

Key themes from industry perspective

QTIC acknowledges community concerns, including those raised by Bushwalking Australia, that poorly managed tourism on protected land can risk privatisation of public benefit, loss of low-cost access or environmental degradation. QTIC supports best-practice ecotourism only, with guardrails that include an adjacency principle outside public park boundaries wherever possible, small footprints and minimal infrastructure, capped visitation aligned with carrying capacity, and transparent reinvestment of visitor revenue into land care, supported by independent monitoring and compliance. Proposals should show alignment with destination and park plans, demonstrate that public access is not diminished, and provide clear benefits for Traditional Owners and local communities. We distinguish clearly between public protected areas and private protected areas, and support appropriate, low-impact tourism in both without blurring categories.

1. Tourism as a conservation partner

Tourism is uniquely placed to help private protected areas deliver measurable conservation outcomes. The sector can convert visitation into funding, data, and community support for stewardship while maintaining high standards of environmental performance and cultural respect.

- **Responsible, eco-certified operations:** On the Great Barrier Reef, High Standard Tourism Operators and the Master Reef Guides program set a high bar for environmental performance and world-class interpretation. These models can be mirrored on land-based private protected areas through eligibility preferences for eco-certified operators and clear conservation commitments.

- **Reinvestment into land care:** The Environmental Management Charge on the Reef demonstrates a hypothecated visitor levy that fund day-to-day management and resilience. A similar mechanism can be piloted for private protected areas to fund rangers, restoration and maintenance with transparent reporting.
- **Interpretation and education:** Trained guides translate science, build visitor stewardship and support monitoring. Operator-led citizen science and co-designed interpretation with Traditional Owners should be standard requirements on private protected areas to enhance outcomes and social licence.

Critically, Queensland should recognise tourism as a delivery partner, not just a stakeholder. The *Reef 2050 Long-Term Sustainability Plan (2021–2025)* embeds industry as a delivery partner, with HSTO and Master Reef Guides as enabling programs that can be adapted to Queensland's PPA framework formal. As its co-design with operators and Traditional Owners, eligibility preferences for eco-accredited businesses, and clear mechanisms to reinvest visitor revenue into conservation and therefore visitation directly funds, explains and protects the values it depends on.

2. Rehabilitation and practical land use

A substantial share of prospective PPAs sits on former forestry reserves, retired grazing country and other degraded tenures. Rather than being locked up, these landscapes can be repositioned for dual use, ecological rehabilitation plus carefully managed, low-impact visitation consistent with adjacency where feasible and zoning where required.

- **Dual use: rehabilitation and tourism:** Targeted transitions show how restoration and nature-based access can reinforce one another. In the Noosa hinterland, the Yurol–Ringtail partnership is converting 2,400 ha of State Forest into national park status over 10 years, with harvest-and-revegetation to restore koala habitat and enable low-impact recreation as values recover. In the Gulf Savannah, Cobbold Gorge demonstrates pastoral-to-refuge transition: a 4,720 ha Nature Refuge formalises conservation on a working station while maintaining guided-only access that protects sensitive features and funds on-ground management. In South-East Queensland, Hidden Vale Nature Refuge combines long-term habitat restoration and corridor building with a public trail network and the UQ Hidden Vale Research Station, illustrating how conservation, research and nature-based recreation can co-exist on formerly cleared land.
- **Pilot “rehab-to-tourism” pathways:** To scale what works, Government should back a small suite of evidence-led pilots that pair restoration with small-scale visitor experiences. Elements include carbon plantings and wildlife corridors, guided walks and citizen science, and regenerative access infrastructure, boardwalks, lookouts and canopy experiences, designed to protect sensitive ground layers and generate revenue for ongoing care.

These pilots would demonstrate that rehabilitation outcomes (native cover, fauna movement, and carbon sequestration) and visitor-funded stewardship are mutually reinforcing on previously degraded land. With Queensland's PPA framework already permitting eco-tourism and carbon as compatible uses, successful pilots can provide templates for broader uptake, adding habitat at scale while diversifying regional economies through high-value, low-impact nature-based tourism.

3. Community and VFR value

With approximately one-third of overnight trips undertaken to visit friends and relatives (VFR), protected areas in Queensland deliver benefits for locals and their guests as much as for traditional

tourists. Tourism Research Australia reports that one-third of domestic overnight trips are for VFR, while Tourism and Events Queensland regional snapshots consistently show VFR as the most common reason to visit key Queensland regions (for example, Brisbane). This indicates that investment in protected nature directly supports everyday social travel patterns, such as weekend hosting, family gatherings and day-outs, rather than only catering to holidaymakers. In turn, access to nature is recognised in *Queensland's Protected Area Strategy 2020–2030* as essential to “happy and healthy communities,” underscoring the social dividends that flow to residents when protected places are well planned, well maintained and welcoming.

Private protected areas (PPAs) convert conservation into tangible community assets, such as multi-use trails, wildlife and education centres, and scenic lookouts that build local pride, improve liveability and strengthen tourism's social licence. The Hidden Vale Nature Refuge integrates a public trail network with the Hidden Vale Research Station and Wildlife Centre (UQ/Turner Family Foundation), offering residents accessible recreation and education alongside large-scale habitat restoration. Likewise, the Mamu Tropical Skywalk provides accessible canopy views via elevated walkways and on-site interpretation, enabling community use and VFR outings while protecting sensitive ground layers. These models show how PPAs can host school programs, citizen-science activities and cultural interpretation (with Traditional Owner leadership), ensuring that the benefits of visitation are felt first by the communities who live nearby and whose advocacy, repeat use and word-of-mouth are critical to sustaining both conservation outcomes and visitor demand.

4. First Nations leadership

Queensland's tourism and conservation sectors both acknowledge that First Nations leadership and involvement are fundamental to authentic and effective stewardship of land. Protected areas offer a platform to empower Indigenous communities through jobs, cultural tourism enterprises, and co-management of country. From the industry perspective, Indigenous-led ecotourism must be a **central driver** of PPA programs, not a token add-on.

Indigenous-led ecotourism as a driver of stewardship and authenticity. First Nations leadership must sit at the centre of PPA-related tourism, with Indigenous-owned and led experiences shaping how Country is cared for and shared. Indigenous-led products bring cultural authority, intergenerational knowledge and place-based practices that lift conservation outcomes and ensure visitor experiences are authentic rather than extractive. Exemplars such as the MaMu people's role in the Mamu Tropical Skywalk and Indigenous cultural centres and guided experiences (e.g. at Mossman Gorge) demonstrate how Traditional Owners can design interpretation, set appropriate access, and direct revenue towards caring for Country. PPAs should therefore prioritise Indigenous enterprises across the tourism value chain of guided walks, cultural education, bush foods, art, on-Country learning and support training, accreditation and market access so these businesses can grow and endure.

Embedding co-stewardship and cultural protocols in the PPA framework. Co-stewardship must be a core feature of PPAs, with Traditional Owners formally recognised as partners in planning, management and benefit-sharing. This requires: (i) early, ongoing and documented free, prior and informed consent; (ii) governance arrangements such as joint management committees and dedicated ranger roles on private lands; (iii) clear cultural protocols that guide where, when and how visitors access sites (including seasonal closures, story permissions, language use and restrictions around sensitive places); and (iv) practical pathways for Indigenous businesses. For example, template partnership agreements, procurement preferences for Indigenous suppliers, seed funding and capability support, and alignment with Native Title/ILUA provisions so benefits flow directly to right-holders. Revenue-sharing mechanisms linked to visitation (as used in comparable Queensland

projects) and the extension of ranger programs onto PPAs will ensure that tourism dollars help fund cultural land management such as fire practice, biosecurity, habitat restoration and that Traditional Owners hold decision-making power over how Country is protected and presented. Together, these settings move beyond token inclusion to a durable model in which Indigenous stewardship and enterprise are integral to the success of private protected areas.

5. Economic contribution and resilience

Queensland's national parks already underpin substantial economic activity. University of Queensland research for the Department of Environment (now DETSI) estimates that park-centred trips generate up to \$2.64b in visitor expenditure, contributing up to \$1.98b to GSP and supporting 17,200 jobs across guiding, accommodation, transport, hospitality and on-ground land management. The study also found that while many visitors do not pay an entry fee, those who plan their travel around parks are high-value visitors who drive significant regional spend. These findings confirm protected areas as critical economic infrastructure as well as conservation assets.

How PPAs can expand this impact (enablers):

1. **Stewardship payments and landholder incentives.** PPAs will scale only if conservation is financially viable for landholders during establishment and ongoing management. Queensland already operates targeted program, for example NatureAssist (support to enter a nature refuge agreement with compatible uses such as eco-tourism and carbon farming) and Nature Refuge Landholder Grants (management grants; for example, Round 5 allocated \$950,162 across 82 refuges), which provide a foundation for outcomes-based stewardship payments tied to biodiversity uplift and visitor management standards. Complementary revenue opportunities from Queensland's Land Restoration Fund (carbon farming with co-benefits) can further de-risk early-stage restoration on PPA lands.
2. **Reinvestment of visitor revenue into on-ground care.** A hypothecated visitor-levy model ensures that increased visitation funds better conservation. The Great Barrier Reef's Environmental Management Charge (EMC), which is collected by operators and directed to day-to-day management and resilience actions, offers a proven Queensland precedent that can be adapted to terrestrial PPAs to fund rangers, habitat restoration, fire and weed control, trail maintenance and monitoring.
3. **Investment certainty for tourism.** Private capital follows certainty. Long-dated access and tenure, streamlined approvals, and fit-for-purpose Best Practice Ecotourism standards will reduce risk and lift quality. The Queensland Audit Office has highlighted that relatively few ecotourism proposals have historically progressed due to complex processes; DETSI's Implementation Framework and Best Practice Ecotourism Development Guidelines provide the policy levers to clarify pathways, embed environmental safeguards and enable appropriately designed, low-impact facilities associated with PPAs.

6. Unified advocacy and governance

Queensland Tourism & Conservation Alliance. To maximise conservation and visitor outcomes, tourism bodies (e.g. QTIC and regional tourism organisations), conservation NGOs, First Nations organisations, and relevant government agencies (e.g. DETSI, QPWS, TEQ) should coordinate through a formal, standing mechanism that proposed as the *Queensland Tourism & Conservation Alliance*. The Alliance's remit would be to maintain aligned messaging, present joint advice to Ministers, and co-design policy and delivery settings for PPAs. Practical functions should include: a shared evidence base (including First Nations knowledge and science), agreed communications protocols, and working

groups on (i) First Nations co-stewardship and procurement, (ii) tenure and streamlined approvals for low-impact tourism, and (iii) visitor management, resilience and monitoring. The Alliance would also act as an advisory forum to any “one-stop” PPA unit within government, helping to resolve cross-agency issues early and providing a single pathway for landholders and operators. By speaking with one voice and embedding First Nations leadership from the outset, the Alliance would reduce perceived conflicts between development and conservation, lift social licence, and accelerate well-designed, low-impact projects.

Call to accelerate protected-area growth ahead of 2032. This cross-sector coalition has consistently called for an accelerated, whole-of-government approach to expanding and properly managing Queensland’s protected areas in the lead-up to the Brisbane 2032 Olympic and Paralympic Games. Priority, jointly advocated actions include: a time-bound *Protected Area Acceleration Plan* with clear hectare and OECM targets; matched investment in rangers, resilience and essential visitor infrastructure; outcome-based stewardship incentives for private landholders; and a nature-based tourism delivery framework that fast-tracks appropriately sited, best-practice products. Framing these measures as a “Green Games legacy” aligns the Protected Area Strategy and Destination 2045, while creating tangible milestones. This unified platform ensures policy influence, budget prioritisation, and consistent public messaging that conservation, culture and tourism are mutually reinforcing pillars of Queensland’s long-term prosperity.

Examples of success in Queensland

Queensland already boasts numerous case studies where conservation land delivers biodiversity outcomes, viable tourism businesses, and community benefits hand-in-hand. Queensland’s protected areas not only conserve biodiversity, but they also serve as world-class tourism destinations and community assets (scenic view in Queensland’s Carnarvon country pictured). These success stories provide a template for scaling up private protected areas in partnership with tourism:

- **Carnarvon Gorge (Central QLD)** Former pastoral land rehabilitated and incorporated into protected areas; now a leading nature-based destination with guided walks and low-impact stays supporting local jobs and ongoing conservation.
- **Binna Burra & O’Reilly’s, Lamington NP (Scenic Rim)** Early forestry and clearing transitioned to World Heritage rainforest experiences; century-long private–public partnerships deliver guided interpretation, research and resilient eco-lodging adjacent to the park.
- **Cobbold Gorge (Gulf Savannah)** Private pastoral lease established as a nature refuge with **guided-only** access; Advanced Ecotourism operation reinvests in weed, pest and habitat management while diversifying the local economy.
- **Hidden Vale (Ipswich region)** Large grazing property protected as a nature refuge; significant reforestation and wildlife corridors alongside a research centre, mountain-bike and hiking network, and an eco-retreat, which showcase blended land use (conservation + recreation + tourism).
- **Lady Elliot Island (Southern GBR)** Former guano mine site restored through sustained revegetation and best-practice eco-operations (renewables, low waste); now a flagship seabird and turtle habitat with citizen science and education embedded in the visitor experience.
- **Mamu Skywalk, Wooroonooran NP (Cassowary Coast)** Co-designed with the MaMu Traditional Owners; minimal-impact elevated walkway and lookout deliver cultural interpretation, employment pathways and accessible rainforest experiences.

These examples span different environments of reef islands, rainforests, outback gorges, hinterland forests but all underscore a common theme: conservation and tourism can be powerfully symbiotic. Each project required overcoming challenges (legal hurdles, initial funding, community scepticism), but their enduring success offers inspiration for future initiatives. They illustrate that biodiversity protection, economic viability, Indigenous engagement, and community benefit can all be delivered together. Scaling up the private protected area network by learning from these pioneers will put Queensland on the map as a global leader in innovative conservation partnerships.

Key issues to table

While the potential is vast, there are several key issues that need to be addressed to fully realize the opportunities of private protected areas and tourism partnerships. We outline these issues below, from the industry perspective, to inform the discussion:

1. **Access and tenure.** Long-term certainty is essential for operators to invest in eco-tourism on PPAs. Current permit and lease settings are often complex and short-dated, which deters capital for low-impact accommodation, trails and interpretation. A standardised 30+ year Ecotourism Partnership Agreement that bundle conservation obligations, access rights and visitor-management requirements implemented via a single, “one-stop” approvals pathway would de-risk private finance and enable quality projects (e.g. guided-only models such as Cobbold Gorge).
2. **Balancing conservation and visitation.** Protected areas should not be “locked up”; rather, visitor access must be planned and right sized. PPA management plans should include carrying-capacity assessments, zoning (sanctuary, low-use, high-use), and site-hardening (boardwalks, lookouts) to protect sensitive values. Climate resilience and safety must be embedded from the outset. Examples such as the Mamu Tropical Skywalk show how elevated infrastructure can channel visitors off sensitive ground while enhancing education and stewardship.
3. **Landholders buy-in.** Because PPAs are voluntary, participation hinges on attractive and flexible incentives. A menu of tools, such as outcomes-based stewardship payments, establishment grants, technical support, and allowances for compatible uses (e.g. limited grazing, carbon projects, eco-tourism), should be available and simple to access. Dedicated liaison support, template partnership agreements (including operator–landholder MOUs) and recognition programs will lift uptake and retention.
4. **First Nations involvement.** Genuine First Nations leadership and benefit pathways must be integral, not incidental. Co-stewardship should be formalised through joint governance, ranger roles on private lands, and mandated cultural-heritage assessment and protocol setting (access, story permissions, language use). Clear routes for Indigenous businesses are required, building on models where Traditional Owners share in revenue and lead interpretation (e.g. Mamu).
5. **Investment in park management.** Expansion of the protected estate must be matched by sustained investment in rangers, visitor infrastructure and resilience (fire, pests, biosecurity). A PPA Rangers Program would support landholders with on-ground works and visitor engagement. Responsibility for maintaining publicly accessible PPA facilities should be explicit, with co-funding from government and hypothecated visitor revenue.
6. **Risk of over-commercialisation.** Tourism on PPAs must meet best-practice ecotourism design and siting standards: use existing clearings, keep footprints small, protect sightlines and soundscapes, and ensure measurable environmental and cultural benefits. High-impact or high-volume proposals should trigger rigorous assessment. Linking access privileges to

recognised eco-certification will safeguard quality and avoid outcomes that erode conservation values or community amenity.

7. **Strategic alignment.** PPA settings should be integrated with Destination 2045 and the Brisbane 2032 legacy to position Queensland as a global leader in nature-based tourism. A time-bound “Green Games” program would align agencies and funding, drive coherent messaging, and convert policy intent into visible outcomes before and beyond 2032.

QTIC position on private protected areas and tourism

QTIC supports Private Protected Areas as a practical, voluntary pathway to grow Queensland’s conservation estate while strengthening regional economies and community outcomes. Our position is:

1. **Purpose and scope:** Use PPAs as **voluntary mechanism** on private land, particularly where public acquisition is not viable, to secure measurable biodiversity gains under clear management plans.
2. **Tourism’s role:** Recognise nature-based tourism as a **conservation delivery partner** that funds land care, monitoring and community education, with shared objectives and reporting.
3. **Standards for tourism on PPAs:** Require **low-impact, eco-certified, interpretive** experiences, sited in existing disturbed areas, avoiding sensitive habitats and cultural places, and meeting best-practice design and operations.
4. **First Nations partnership: Co-design** proposals with Traditional Owners, with revenue-sharing, Indigenous procurement, and **ranger roles** on private land, supported by documented cultural protocols and free, prior and informed consent.
5. **Reinvestment and transparency:** Hypothecate visitor fees or levies to on-ground care, rangers, restoration and maintenance, with annual public reporting and periodic independent audit.
6. **Demonstration and capability:** Pilot **rehabilitation-to-tourism** projects on degraded sites to prove ecological and economic viability and establish a **PPA Rangers Program** to support landholders and operators across tenures.
7. **Safeguards and compliance:** Apply an **adjacency principle** where feasible, carrying-capacity limits and adaptive management, independent compliance checks, and clear distinction between **public** and **private** protected areas; do not support high-impact proposals.
8. **Strategic alignment and value:** Position PPAs as a **win-win**, expanding conservation without relying solely on public purchase, creating quality nature-based experiences, and aligning delivery with **Destination 2045** and **Brisbane 2032** to showcase Queensland’s leadership in regenerative tourism and conservation partnerships.

Recommendations

In light of the above, we propose a set of recommendations to strengthen the private protected area program through tourism partnerships. They are grouped into short-term, medium-term, and long-term actions:

Short-term (next 1–2 years)

- **Pilot “rehab-to-tourism” projects in forestry and degraded tenures.** Select 3–5 sites (e.g. ex-plantation coupes, retired grazing country) to demonstrate dual use of ecological rehabilitation plus carefully managed visitation. Package each pilot with: restoration works (native revegetation, pest control, corridor creation), small-scale low-impact access (walking loops, guided-only experiences), and clear monitoring of biodiversity and visitor outcomes. Use proven Queensland models as design references (e.g. guided-only access as at Cobbold Gorge; elevated, minimal-impact infrastructure principles demonstrated at Mamu Tropical Skywalk).
- **Operator Engagement Framework linking eco-certification to conservation outcomes.** Establish a formal pathway for eco-certified operators to partner on PPAs, with eligibility preferences, standard MoUs, and requirements to deliver and report conservation actions (e.g. invasive-species effort, citizen science, cultural interpretation). Include a simple visitor-levy/reinvestment mechanism (funding rangers, restoration and maintenance), and a “matchmaking” process to connect interested landholders with qualified operators.

Medium-term (3–5 years)

- **Outcomes-based stewardship payments for landholders.** Introduce a flexible scheme (annual payments, establishment grants and rate relief) tied to measurable improvements and compliant visitor management. Enable stacking with compatible revenue (e.g. carbon projects) and allow a share of visitor fees to remain on-site for ongoing care.
- **Unified governance through a Tourism–Conservation Alliance, led with First Nations.** Form a standing Queensland Tourism & Conservation Alliance (QTIC, conservation NGOs, First Nations organisations, DETSI/QPWS/TEQ) to co-design policy, resolve cross-agency issues, and advise any PPA “one-stop” unit. Set joint targets (hectares protected/OECMs recognised, Indigenous enterprises contracted, best-practice experiences delivered) and publish annual scorecards.

Long-term (to 2032 and beyond)

- **Embed PPAs in Queensland’s core strategies.** Integrate PPA targets and investment settings into the Protected Area Strategy and *Destination 2045*, with clear pathways for long-dated tenure, streamlined approvals and fit-for-purpose infrastructure support. Align delivery with a Brisbane 2032 Green Games program.
- **Position PPAs as a legacy platform for regenerative tourism.** Curate a state-wide network of exemplar sites (reef to outback) that showcase climate adaptation, biodiversity restoration and First Nations-led interpretation, underpinned by transparent reinvestment of visitor revenue. Use these flagships to anchor international marketing and attract impact investment, ensuring Queensland’s conservation economy is durable beyond 2032.

Conclusion

These recommendations establish the enabling conditions for private land conservation to flourish in Queensland, supported by, and in turn supporting, a resilient, high-quality tourism industry. The sector is ready to participate actively in this renewed approach to private protected areas. By progressing targeted pilots, structured partnerships and fit-for-purpose policy settings now, Queensland can meet protected area objectives while delivering enduring economic, social and cultural dividends for regional communities and Traditional Owners.

This is a pivotal juncture. With the 2030 global biodiversity milestone and the Brisbane 2032 Olympic and Paralympic Games on the horizon, Queensland has a timely opportunity to lead. Looking to 2045, the ambition is a connected network of exemplary private reserves, co-stewarded with Traditional Owners, supported by low-impact accommodation and interpretation and sustaining recovering wildlife, where every visitor contribution transparently funds ongoing care. Realising this vision requires coordinated commitment across government, industry, communities and landholders, the pathway and benefits are clear, and implementation should proceed at pace.