

STRATEGIC PLAN 2014-2016

Quandamooka Yoolooburrabee
Aboriginal Corporation





CONSULTANCY AND DESIGN BY
SECOND ROAD

www.secondroad.com.au

Project team:

Justin Connor, Alex Cheek, Dean Parkin, James
Lerner, Pete Kelleher

ACKNOWLEDGEMENTS

The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) acknowledges that we operate and function on the lands of the Quandamooka Peoples.

We pay our respect to these lands that provide for us.

We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations.

We acknowledge our elders who are our knowledge holders, teachers and pioneers.

We acknowledge our youth who are our hope for a brighter future and who will be our future leaders.

We acknowledge and pay our respect to our members who have gone before us and recognise their contribution to our people and community.



Auntie Rosie Borey and Uncle Bob Anderson with Paul Keating at Dunwich Hall, 24th February 2013

“We’ve been fighting a war for 20 years in the trenches. On the 4th July we won the war. Now we have to **draw together, heal and nation-build.**”

Quandamooka Elder

“If we find ourselves here in 20 years having the same discussion and all there is here is a bit of rutile mining, it means as a community you would have failed.

What you need above all else is imagination to know that a place like Stradbroke can do better – particularly juxtapose a big city like Brisbane.”

Paul Keating, Guest Speaker at QYAC’s Inaugural Annual General Meeting, Dunwich Hall, 24th February 2013

PREAMBLE

We are the Quandamooka Peoples. We are Yoolooburrabee (people of the sand and sea). Our connection to our ancestral lands and waters remains unbroken.

Our connection to Country binds our 12 families – to the land, the water, the sea, the air.

Our Native Title determination on the 4th of July 2011 was built on the leadership of our ancestors and Elders – their wisdom and spirit continue to guide us.

We acknowledge that Native Title is a significant way of recognising our rights to Country. Our Peoples continue to strive to further secure our rights and we honour their resolve.

We hold a special place in our hearts for our historical Aboriginal families – we cherish their ongoing place in our community. We also welcome our mainstream neighbours and visitors to our Country.

The QYAC Strategic Plan pays respect to our proud past and gives hope for our strong future:

To our father's father

The pain, the sorrow

To our children's children

The glad tomorrow

- Oodgeroo Noonuccal

CONTENTS

Executive Summary	8
Methodology	10
WHERE DO WE WANT TO BE?	13
QYAC'S Vision	14
QYAC's Purpose	16
QYAC'S Values	17
QYAC'S Core Business	18
WHERE ARE WE NOW?	21
Our Quandamooka Estate	22
QYAC'S Situation	24
QYAC'S Owners	27
QYAC'S Priorities	28
Quandamooka Enterprise Priorities	30
QYAC'S Challenges	32
HOW DO WE GET THERE?	35
QYAC'S High Level Strategy	37
QYAC'S 2016 Strategic Goals	39
APPENDIX 1 - Stakeholders and Potential Partners	50
APPENDIX 2 - Economic Opportunities	51

EXECUTIVE SUMMARY

The Quandamooka Peoples are a First Nation of over 2000 traditional owners from Moreton Bay, South East Queensland, Australia. The clans of the Quandamooka include the Nunukul, Ngughi and Goenpul. It is estimated that about two-thirds of Quandamooka people live away from the Island.

The Quandamooka Peoples' territory, known as "Country", comprises the waters and lands of and around Moorgumpin (Moreton Island), Minjerribah (North Stradbroke Island), the Southern Moreton Bay islands and South Stradbroke Island. It includes the mainland from the mouth of the Brisbane River, Wynnum, Chandler, Lytton, Belmont, Tingalpa, south to Cleveland, to the Logan River. Quandamooka Country crosses the boundaries of four Queensland local governments.

The Quandamooka have never ceded sovereignty of their Country and this issue remains live for the Quandamooka Peoples. The Quandamooka Peoples continue to operate under their own distinct system of laws and customs.

The Quandamooka Peoples are also recognized within the Australian legal system under its Native Title Laws. The Federal Court of Australia formalized this recognition on 4 July 2011, when Justice Dowsett made a binding order on all governments to recognize the society known as the Quandamooka Peoples and its enduring connection to a claim area comprising waters, islands and land on and around Minjerribah. The binding orders included exclusive and non-exclusive rights plus interests of other parties. Specifically:

- Exclusive native title rights (to possess, occupy, use and enjoy the area to the exclusion of all others) over about 2,264 hectares of land,
- Non-exclusive Native Title onshore rights over about 22,639 hectares of land,
- Non-exclusive Native Title offshore rights over about 29,505 hectares of offshore areas.

In addition to this formal recognition, the Quandamooka Peoples entered into Indigenous Land Use Agreements (ILUA's) with the Queensland Government and Redland City Council, which provided further rights and benefits negotiated.

The Queensland Government also enacted the *North Stradbroke Island Protection and Sustainability Act 2011** to implement the rights and obligations created in the ILUAs.

The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) is a Registered Prescribed Body Corporate (PBC) created under the *Native Title Act 1993* to manage the recognized Native Title rights and interests of the Quandamooka Peoples following the determination on the 4th of July 2011.

QYAC has approximately 500 members. It has the largest membership of all PBC's in Australia. QYAC is now also the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003 (QLD)*. It is responsible for cultural heritage management across the Quandamooka estate.

QYAC is emerging from its start-up phase and this inaugural Strategic Plan marks a seminal and visionary point in our journey. Over 140 Quandamooka people were directly consulted in the production of this Strategic Plan that represents our collective voice for the direction QYAC will take.

"Land is life for Quandamooka people"
Uncle Bob Anderson

Actively caring for country is what sustains us and is at the core of what it means to be a Quandamooka person. QYAC's vision is to assist Quandamooka Peoples to use both traditional and modern knowledge to care for their country, thereby healing and nurturing the spirit in themselves and their country. QYAC's purpose therefore is to make it easy for the Quandamooka Peoples to care for country. Specifically, QYAC's core business is:

* This Act was amended in November 2013 without the Quandamooka Peoples' consent, and legal advice is being sought to determine the Quandamooka position and remedies.

- to secure, protect and ensure ongoing access to their land and sea for Quandamooka Peoples,
- to engage the Quandamooka Peoples to return to and care for country,
- to gather, sustain, share and grow the traditional and modern knowledge that the Quandamooka Peoples need in order to care for country,
- to encourage new thinking and ideas in all Quandamooka Peoples so they take initiative - both to care for country and ethically and appropriately utilize their assets to support themselves so they are able to care for country.

Quandamooka Peoples have survived a devastating and destructive period of colonization that has impacted our land and sea as well as peoples. The impacts have included significant heavy development of mainland areas. Mining has locked away access to significant amounts of traditional lands on Minjerribah for 60 years. Each year significant groundwater and surface water is taken for both mining and domestic use for Redland residents. The result is one where we, like all other First Nation peoples in Australia, have been economically, socially, culturally and spiritually disaffected.

With the benefits of Native Title recognition, we have the opportunity to address this situation – our way. It is an opportunity for growth, development and self-determination. Over the next three years, QYAC will enact its core business by working toward the Strategic Goals defined in this document.

Having achieved Native Title new challenges are emerging – not least to defend those recognised rights, progress recognition over other areas of Country and imagine together our future and agree how we will unlock our lands and waters to pursue that vision. On top of that, in January 2014, Minjerribah was devastated by a bushfire that burned 60% of the Island. The State Government is planning a priority Development Area (PDA) at Toondah Harbour on our land and waters.

Despite a wide range of hopes for what QYAC may do and provide, through consultation the Quandamooka Peoples have given QYAC a clear first priority: make QYAC a strong financially robust corporation upholding Quandamooka Peoples’ rights and interests and building the foundations of economic development for Quandamooka Peoples.

QYAC’s efforts over the next three years will therefore be to stabilise all aspects of its operation, laying important foundations for growth beyond 2016. Success on this next part of our journey will depend on us remembering to act according to key guiding principles:

- to follow the wisdom of our ancestors enshrined in our ‘money story’ – letting our Gift Fund grow so it is strong enough before we access it,
- to learn to walk strongly in two worlds.



QYAC'S STRATEGIC PLANNING PROCESS

Over 140 Quandamooka Peoples directly engaged - from 7 year olds to elders

Consult and Plan
with Board



24th Feb 2013

Develop Plan in Consultation
with traditional owners

Mar-Apr 2013

Kick-off meeting

1:1 Interviews

Review meeting with Chair

AGM planning – Paul Keating

Reviewing existing strategic
documentation

Community Consultation:

Five engagement workshops at Dunwich
(three), West End and Cairns

Quandamooka Forum consultation

Online and Paper Surveys

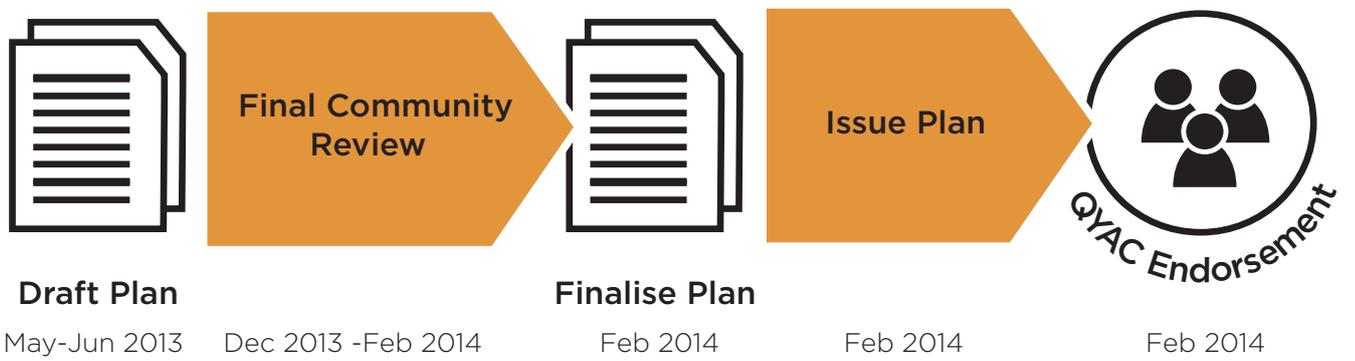
1:1 stakeholder interviews

Economic and Structural

Cashflow, assets and liabilities

Economic opportunities

Best and worst practice research



Endorsement from QYAC members at QYAC Annual General Meeting

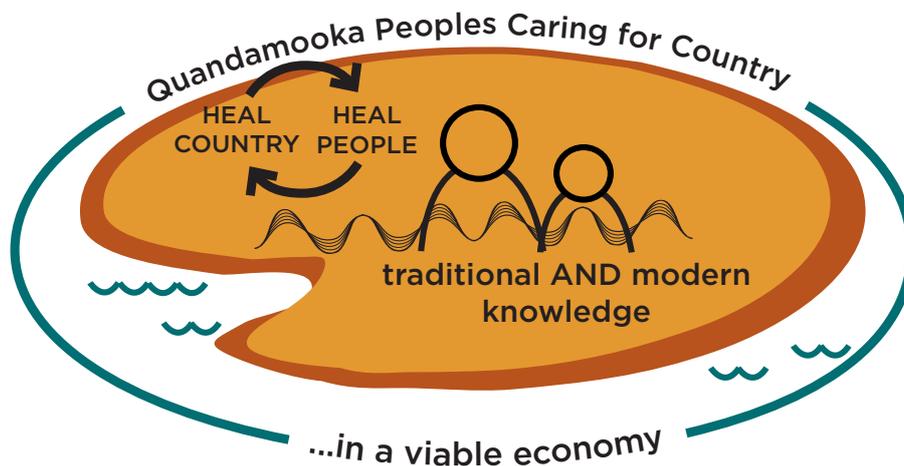
PART 1

WHERE DO WE WANT
TO BE?

**Modern custodians of
our traditional estate**

QYAC'S VISION

Quandamooka Peoples caring for Country in a viable economy using traditional and modern knowledge



Caring for Country heals us both

- HEAL COUNTRY, HEAL PEOPLE

Being a Quandamooka person means caring for Quandamooka country. As we care for our country, we heal the spirit that lives in ourselves and in our country.

... in a viable economy

In a very practical sense, caring for country is harder to do if its not possible to live there. A viable economy is an essential part of Quandamooka Peoples caring for country.

Traditional AND Modern knowledge

Our knowledge of country lives in ourselves and in our country. Our Elders help us to learn and connect with Quandamooka knowledge.



QYAC'S PURPOSE

Quandamooka Peoples as modern custodians of their traditional estate

“Land is life for Quandamooka People”
Uncle Bob Anderson

Actively caring for country is fundamental to our identity as Quandamooka Peoples. Our spirit and knowledge lives in our country, and maintaining this spirit is what keeps our people and our country healthy. When we stop caring for our country, we lose our sense of what it means to be Quandamooka Peoples, and our spirit and our people get sick. We cannot outsource the work of caring for our country to other people. This is our work and it defines us as a people.

QYAC's highest purpose therefore is to make it easy for the Quandamooka Peoples to care for their country. We understand that in the early stages of establishing our Native Title rights, QYAC will do many things on behalf of the Traditional Owners of this land. Particularly important is securing our Native Title and access to our land. In the long-term however, QYAC's purpose is to enable the Quandamooka Peoples to care for country.



QYAC'S VALUES

The Quandamooka community's message to QYAC's leaders:
We want you to....

Be a model - "for other first nations"

Walk in both worlds - "sustainable ecosystems close to Brisbane"

Walk through new doors - "have courage - stop worrying about other's opinions!"

Encourage Quandamooka initiative - "provide land but don't run every programme"

Manage in traditional ways - "follow cultural procedure with everything QYAC does"

Remember to breath - "don't get so caught in 'NT business' that you are not able to enjoy being there"

Benefit ALL the community with Native Title - "not just those who live on the island"

Dynamic and optimistic - "no fear and negativity on the board"



QYAC'S CORE BUSINESS

Four pillars for the next 100 years

These are the four key activities that QYAC exists to perform in order to achieve its purpose.



Secure the Quandamooka Estate

QYAC came into being as a direct result of the Quandamooka Peoples successfully pursuing and achieving a Native Title Consent Determination under the Australian legal system. The Quandamooka Peoples authorized QYAC as their agent to represent their interests and manage Native Title interests and obligations on behalf of the Quandamooka Peoples. This includes:

- Acquisition, control and protection over what is rightfully ours – including cultural heritage protection and recognising and pursuing the non-land aspects of the Quandamooka Country e.g. intellectual property,
- Within the modern legal framework, oversee everything that Native Title and Cultural Heritage lets us control,
- Ensuring access to our land and sea for social, cultural, spiritual and economic purposes,
- Ensuring Quandamooka people have the right to fulfill our responsibilities in administering and managing land and sea.



Nurture Quandamooka Knowledge

Caring for country today requires both traditional AND modern knowledge to be captured and shared. QYAC's role here includes:

- Re-establishing and growing our cultural knowledge of caring for country,
- Expanding our existing knowledge of the eco- system on country with modern scientific knowledge,
- Developing the legal know-how required to interact effectively with government and protect our intellectual property,
- Grow the financial knowledge of how to manage, grow and best use money that flows to and from our estate.



Engage the Quandamooka People

Quandamooka Peoples are the actual owners of the Quandamooka Country and actively caring for country is fundamental to maintaining our identity. However, the Quandamooka population is spread across a wide geographic area, with many residing outside of Quandamooka Country. Many of us require support around technical knowledge; we need an organisation to help us to care for our country. Here QYAC's role is as a facilitator:

- Making sure people understand their rights and obligations,
- Establishing agreed-upon ways of using land,
- Empowering them to actively be custodians,
- Bringing the community together as collective owners to make decisions about the future of our country.



Encourage Innovative Thinking

For thousands of years the Quandamooka Peoples operated a viable economy by sustaining themselves on their country. QYAC's role here is to encourage initiative by:

- Being an example of entrepreneurialism – walking our talk,
- Finding and share opportunities for enterprise,
- Facilitating the provision of legal conditions, land and resources required for businesses to flourish,
- Helping Quandamooka Peoples turn their ideas into businesses.

PART 2

WHERE ARE WE NOW?

**From fighting for native
title to nation building**

OUR QUANDAMOOKA ESTATE

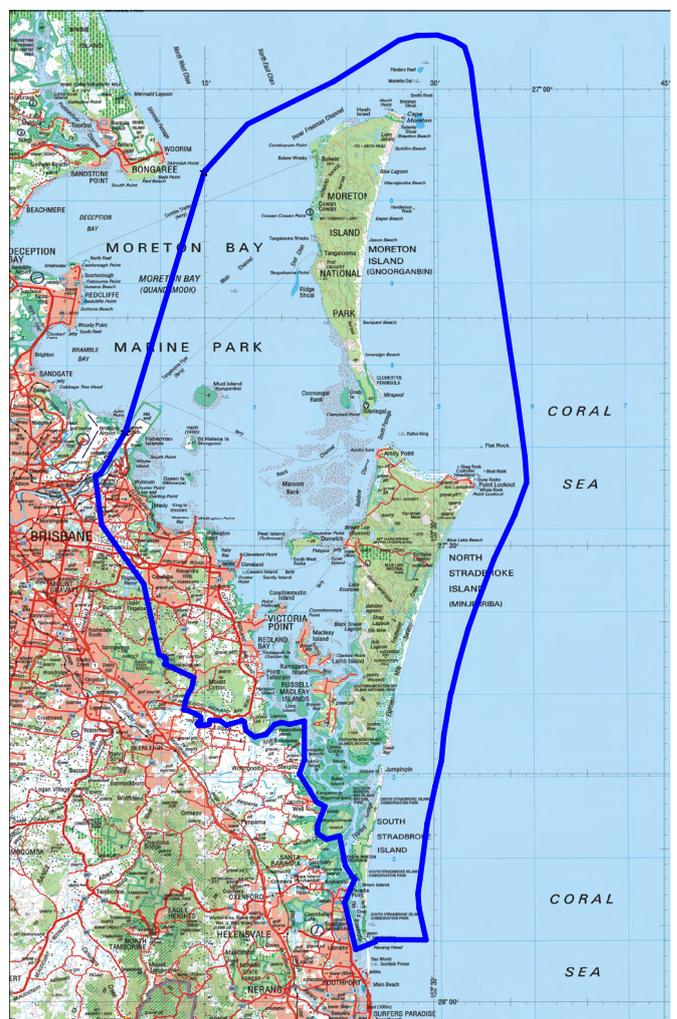
Our land and sea

The Quandamooka Peoples are a First Nation of over 2000 traditional owners from Moreton Bay, South East Queensland, Australia. The clans of the Quandamooka include the Nunukul, Ngughi and Goenpul.

According to the 2011 Census, there were 425 Aboriginal residents* on Minjerribah (North Stradbroke Island) out of a total resident population of 2025. It is estimated that about two-thirds of Quandamooka people live away from the Island. QYAC membership figures indicate a significant number of Quandamooka live ‘off-country’ in South East Queensland, with a number of families also living in the North and Far North Queensland regions. It is recognised by ABS that a significant undercount exists for Aboriginal people in the region and that the actual figures are considerably higher.

The Quandamooka Peoples’ territory (Map 1), known as “Country”, comprises the waters and lands of and around Moorgumpin (Moreton Island), Minjerribah, the Southern Moreton Bay islands and South Stradbroke Island. It includes the mainland from the mouth of the Brisbane River, Wynnum, Chandler, Lytton, Belmont, Tingalpa, south to Cleveland, to the Logan River. Quandamooka Country crosses the boundaries of four Queensland local governments.

The Quandamooka have never ceded sovereignty of their Country and this issue remains live for the Quandamooka Peoples. The Quandamooka Peoples continues to operate under their own distinct system of laws and customs.



Map 1 - Quandamooka land and waters

The Quandamooka Peoples are also recognized within the Australian legal system under its Native Title Laws. The Federal Court of Australia formalized this recognition on 4 July 2011, when Justice Dowsett made a binding order on all governments to recognize the society known as the Quandamooka Peoples and its enduring connection to a claim area comprising waters, islands and land on and around Minjerribah:

“I find that the Quandamooka People are descended from a society of Aboriginal people who were in occupation of the land and waters of the determination area at the time of first assertion of British sovereignty. Those people formed a society, united in and by their acknowledgment and observance of traditional laws and customs. Through the observance of these traditional laws and customs, the Quandamooka People have maintained a connection with the Determination Area.”

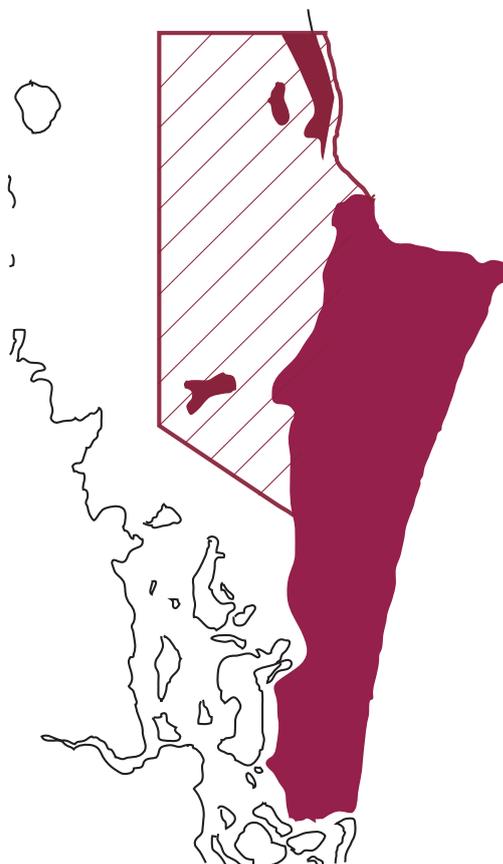
The binding orders included two native title consent determinations recognising the Quandamooka People’s native title rights and interests over land and waters over the Determination Area. The combined area is about 54,472 hectares, with native title determined to exist over about 54,408 hectares of land and waters, including areas of national parks, reserves, unallocated State land and other leases. Included was:

Exclusive native title rights (to possess, occupy, use and enjoy the area to the exclusion of all others) over about 2,264 hectares of land,

Non-exclusive Native Title onshore rights over about 22,639 hectares of land,

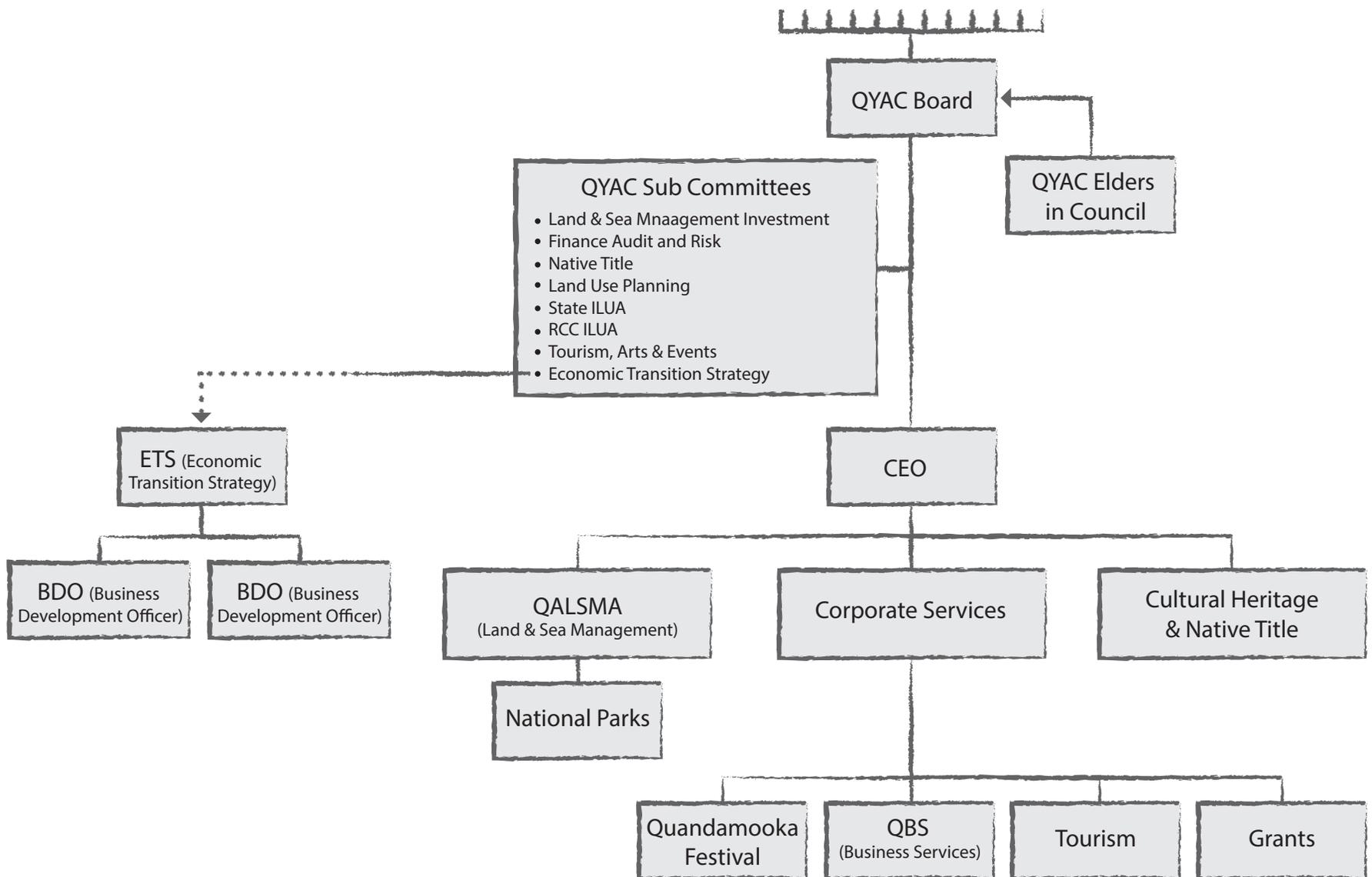
Non-exclusive Native Title offshore rights over about 29,505 hectares of offshore areas.

The Quandamooka Peoples also negotiated two Indigenous Land Use Agreements (ILUAs) with the QLD State Government and the Redlands City Council that establish how rights and interests will be exercised on the ground. The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) was established in 2011 under the *Native Title Act 1993* as the Prescribed Body Corporate (PBC) to manage these rights on behalf of all Native Title holders.



Map 2 - Native Title Determination Area

QYAC Members (12 Families)



QYAC is also the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003 (QLD)*. It is responsible for cultural heritage management across the Quandamooka estate.

In addition, QYAC has a number of statutory obligations and key links with the following legislation:

- *North Stradbroke Island Protection and Sustainability Act 2011 (QLD)*
- *Nature Conservation Act 1992 (QLD)*
- *Recreation Area Management Act 2006 (QLD)*

QYAC also has a key role to play in the following local plans and strategies:

- North Stradbroke Island Economic Transition Strategy
- Quandamooka Action Plan
- North Stradbroke Island Indigenous Business Development Plan
- Quandamooka Aboriginal Community Plan

There is an important relationship between the *North Stradbroke Island Protection and Sustainability Act 2011* and the plans listed above. The Act paves the way for North Stradbroke Island to move beyond a sand-mining economy to a more diversified and sustainable economy. This strategy, complemented by the plans listed above, is key to help focus the efforts of the Quandamooka Peoples to make this transition in a culturally and economically sustainable way.

QYAC'S SITUATION

Where we stand now

The Quandamooka Peoples now have formal recognition of their estate, but securing the land and sea is just the start

While Native Title was a clear goal that drew all Quandamooka Peoples together, building a new Quandamooka nation is a different kind of challenge that requires creating our goals together. As one Elder said: **“We’ve been fighting a war for 20 years in the trenches. On the 4th July we won the war. Now we have to draw together, heal and nation-build.”**

Native Title has brought a new system that will take some getting used to. As one elder said: **“Getting Native Title changed our relationships to each other as families. We had to form a board and become ‘proper’.”**

In a modern world, caring for the Quandamooka estate requires not just sustaining our land and cultural knowledge, but ensuring its legal protection and directing its economic use.

A learning journey awaits for those that have always identified AND for those who have more recently learned of their Quandamooka heritage

Some Quandamooka Peoples have maintained a constant connection to culture and land, some having lived all their life on country. Others have only recently learned of their Quandamooka heritage. This represents both a challenge and an opportunity for QYAC when engaging the Quandamooka Traditional Owners.

has threatened our spirit, our people and Elders have dispersed, and our cultural knowledge and connections undermined

Colonial history has left the Quandamooka Peoples deeply hurt, the outward signs of which are instances of ‘lateral violence’ (jealousy and bullying) and other forms of abuse. Our hope lies in taking responsibility, not blaming others. As one Elder said: **“The past is for learning from, not living in. We can cry a pool of tears for ‘poor black fella me’ or look to our heroes like Kath Walker, Jackie Huggins...”**

In a situation of so much need, QYAC must play the long game. QYAC needs to clarify, communicate and commit to its priorities to minimise the risk of burning out and failing to provide for future generations.

For many reasons history has seen the Quandamooka Peoples leave their country to settle in greater Brisbane as well as further afield in Queensland and beyond. QYAC’s challenge is to find ways to successfully engage the widely distributed Quandamooka family.

We have many talented people, but how do we harness their passion and skills?

Despite the Quandamooka population is being spread across a wide geographic area, with many residing outside of Quandamooka Country, we have a wealth of talent and good will. The challenge for QYAC will be harnessing this going forward.

We are resilient and strong, but dispossession

QYAC'S OWNERS

Understanding those who QYAC serves

WE ARE UNITED BY

- Quandamooka
- Fear of losing land
- Traditional decision making processes
- Elders

WE ARE DIVIDED BY

- Personal agendas
- Perceptions of self-entitlement
- Sovereignty vs Native Title
- Mining

RISK AVERSE

We have history of institutionalisation on the island that has left many of us risk averse

FAMILY CONNECTIONS

Community need Elders to be a cohesive force

HOPE IN RESPONSIBILITY

Not blaming others - the past is for learning not living in

STRONG

Adaptive, strong willed and resilient

HEALTH OF SPIRIT

Dispossession of our land impacts our health and relationships with each other

TALENTED

We have strong family members, but many do not live on country

LIVING OFF COUNTRY

We are spread across a wide geographic area, with many of us residing outside of Quandamooka Country- Brisbane and regional QLD, interstate and overseas- and there can be a trust gap with islanders

NEW AND OLD

Some have maintained a constant connection, but many have recently discovered they are Quandamooka

QYAC'S PRIORITIES

What should QYAC spend its time attending to?

The graph on the opposite page comes from the 'buckets' prioritisation exercise completed as part of the consultation workshops and the online survey. All up, this represents the voice of 81 people. It shows three priorities:

1

“Make QYAC a strong organisation”

The clearest signal from all the consultation work was the community's conviction that ensuring and strengthening QYAC's ability to operate was fundamentally important and the number 1 priority for the organisation in the near-term:

2

“Ensure our country and knowledge are cared for”

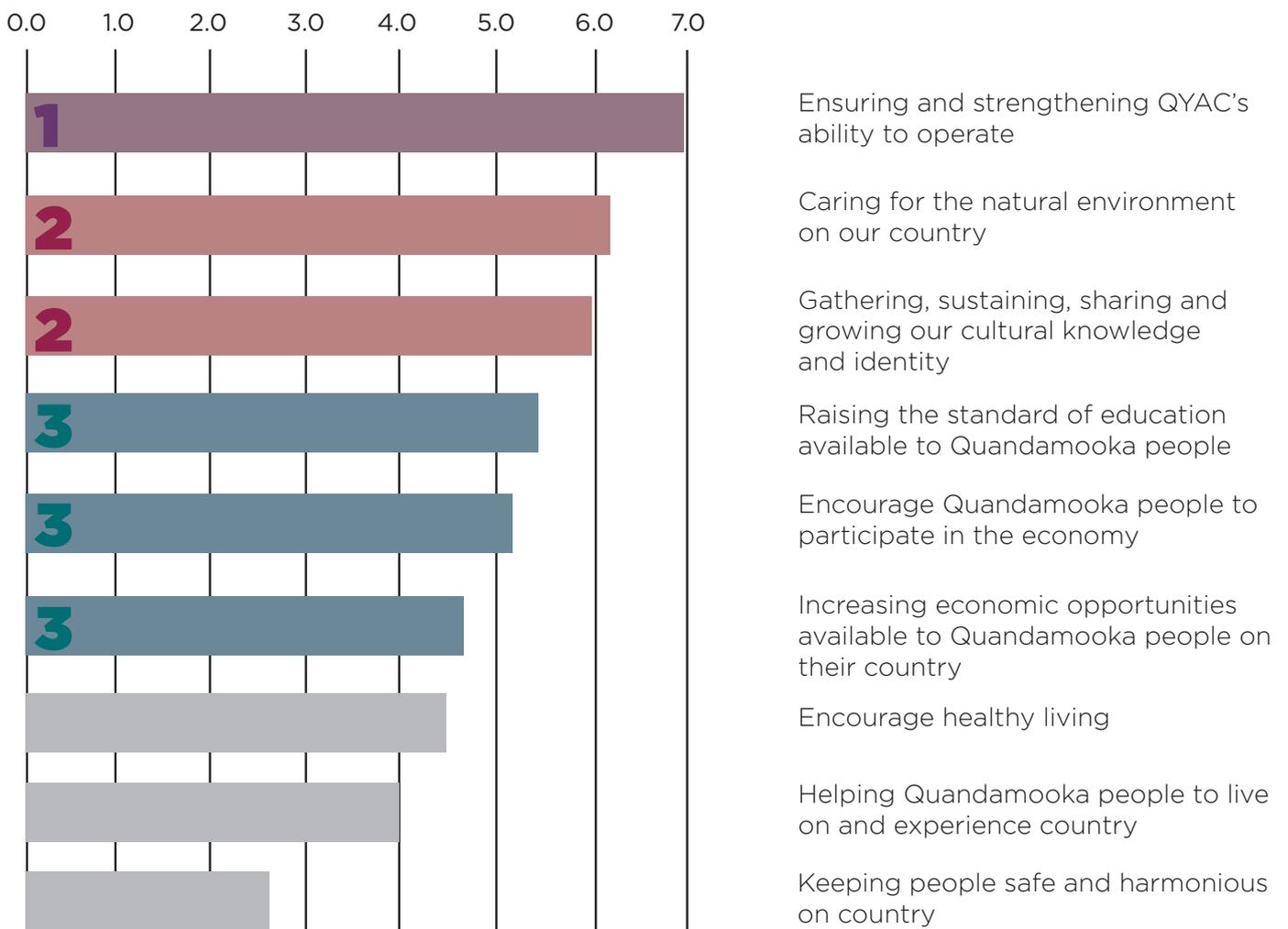
This second grouping gives us an insight into the community's view of what QYAC's core business should be – to care for the natural environment on country AND to gather, sustain, share and grow the Quandamooka cultural knowledge and identity. Many people saw country and knowledge as inseparable.

3

“Help Quandamooka Peoples to get well educated and employed (ideally on country)”

This third grouping covers the pathway to employment – from raising the standard of education to encouraging participation in the economy to increasing the amount of opportunities for employment on country.

Average importance rated by 81 Traditional Owners - scored out of 9 Through consultation with over 140 people, the Quandamooka voice has been clearly heard.



QUANDAMOOKA ENTERPRISE PRIORITIES

What kind of industries and economic activity do Quandamooka Peoples want to see on country?

As part of the consultation work, people were asked to rank 15 different types of economic activity that could happen on Quandamooka country (see page right). While this ranking did not happen in the workshops, it was completed by 24 survey respondents, and gives the Board an indication of what kinds of economic activity to foster on country.

1

Educational enterprises were a clear top priority, covering both employment-focused training as well as businesses that focused on sharing Quandamooka culture and heritage

2

Enterprises that centre on caring for and sustaining Quandamooka people, land, rights and culture are strongly desirable

3

Productive industry came next, focusing on products from the sea, forestry and agriculture

4

Provision of services for tourists and the island in general were bottom of the priority list, underlining the message from the points above: that Quandamooka people want to see industry that is meaningful in some way to them rather than simply ways to earn money

QUANDAMOOKA ENTERPRISE PRIORITIES

What Quandamooka People want!

Retail and supplies on the island

Providing for sport and recreation

Providing general services to residents, businesses and the government

Harnessing our native title rights

Educating and training people

Island transport services Providing products from the sea

Constructing buildings and managing property

Managing the land and sea

Providing transport and accommodation for tourists

Sharing our Quandamooka culture and heritage

Providing medical services and care

Providing general services to residents, businesses and the government

Using the island's natural resources

Island forestry and agriculture

Providing activities for tourists

QYAC'S CHALLENGES

Four main challenges were identified through consultation with Traditional Owners, Board and Staff

Community Engagement

Consultation highlighted how not only Quandamooka people, but also an array of organisations (including government, Quandamooka and other island-based organisations) have a low level of understanding of QYAC's core business.

A significant proportion of Traditional Owners seek to be better informed to increase level of member engagement, trust and support for QYAC.

Following consultation, the Quandamooka board gave a clear indication that Community Engagement was the most important factor for the organisation to attend to. QYAC membership numbers just over 500, thought to be only about a quarter of eligible Quandamooka Peoples.

Organisation Stability

The ambiguity inherent in being a very young organisation has resulted in staff and board requiring clarity about their roles and priorities.

Consultation highlighted the need for a new model for communications between QYAC and family groups that is less dependent (and burdensome) on board members. It also flagged the need for the board to grow their capability in the areas of business acumen, governance and keeping more of a 'finger on the island pulse'

Consultation also highlighted a strong need for clarity about the role of Quandamooka Aboriginal Land and see management agency (QALSMA) and how it relates to QYAC.

Compliance with LAW on QYAC land

Prior to Native Title there have been many people occupying and using land that has now been granted to QYAC. A number of aspects of this situation have led to it being an urgent issue:

- the need to acknowledge and fairly deal with long-standing occupants and land-users as well as those who have more recently become aware of their Quandamooka heritage,
- the need to ensure homes and buildings on Native Title land comply with community expectations and government regulations,
- the question about how to ensure culturally and environmentally sustainable conduct on country.

In the absence of an endorsed land use policy, perhaps the toughest challenge QYAC faces is agreeing and then ensuring consistency with the way Quandamooka land is used by Quandamooka traditional occupants. In this and many other aspects of its operations QYAC must find ways to achieve compliance with Quandamooka Law, Australian Law and International Law.

Sustainable Finances

QYAC's cash resources fall into three categories:

1. The Quandamooka Peoples – This is money that is received by QYAC as a result of the ILUAs, the main current contributor being mining royalties. QYAC receives this money on behalf of the Quandamooka Native Title Holders. It is held on trust and use of this money requires endorsement at a Native Title Holder Authorisation Meeting.

2. Government funded projects - This is money that can only be spent on activities relating to specific activities. Current projects include the Joint Management Coordinator (JMC) and the Land Use Planning Process.

3. QYAC Operations – This money can be spent at QYAC's discretion. This includes Minjerribah Camping revenues, although the current strategy is to re-invest these earnings to grow QYAC's share of the business. Currently the only other funding sources are external grants which are subject to ongoing renewal and approval.

PART 3

WHAT DO WE DO TO
GET THERE?

**Acquire, engage, manage
and strengthen**

Our Money Story:
Let it grow so it
is strong enough
before we take



Stabilise
(Our focus to
2016)

Grow

Extend

2016

QYAC'S HIGH LEVEL STRATEGY

Walk in two worlds to stabilise, grow, and extend

Walk in two worlds

Bringing two worlds together

As owners and managers of their traditional country in this modern context, the Quandamooka Peoples sit squarely between two worlds: the Western way and the Quandamooka way of governing and doing business. QYAC believes that its role as the Native Title Prescribed Body Corporate (PBC) is to bring those two worlds together and to help parties on both sides to understand each other and work together to care for country.

Stabilising the relationship

QYAC is the legal and financial mediator between the Quandamooka Peoples and the Government. In that role, it has responsibilities to both. As the agent of the people, QYAC must follow the traditional decision-making processes and has an obligation to facilitate the Quandamooka Peoples' informed engagement in that process. QYAC must be committed to being a financially sustainable and diligently follow the letter and spirit of Australian law, in particular the *Native Title Act* and the *Corporations (Aboriginal and Torres Strait Islander) Act*.

Our Money Story

The Quandamooka Peoples know how to use resources wisely. We manage our natural food sources so they can continue thrive and we can survive beyond this season. Our ancestors were hard workers – they worked to support their families and used what they had to live within their means. Sometimes, it may not have been much but they were creative, they were resourceful and they managed.

While the modern context changes the nature of the economy required to live, we believe our inherent wisdom can be extended to the management of our traditional estate. New knowledge will need to be built, but the stories are transferable.

In this challenging stabilisation period, we need to treat our finances like our other resources – we need to ensure we have enough to survive beyond this season. We need to think and act like our ancestors who adapted their life to live with what they had. It means we have to be innovative as well as being prudent. We have work to do on behalf of the Quandamooka Peoples now but we also have to think about next year, five, ten years and beyond. Just like our ancestors, we want our children and their descendants to have more than we did.

Stabilise

This work is about laying stable foundations for QYAC to stand the test of time as a strong organisation. To do this we must learn to engage with the Quandamooka Peoples, secure our estate, developing a sustainable funding model and become masterful governors and managers of our Native Title PBC.

Grow

This work is about enabling Quandamooka Peoples to care for their country. To do this we need to learn to facilitate community participation in the gathering, protecting and teaching of Quandamooka knowledge, as well as helping to create conditions where Quandamooka people are able to care for country because they are educated, employed, running thriving businesses and living well.

Extend

This work is about stretching the organisation to take on challenges that extend beyond its core business - such as working directly to increase access education and health services for Quandamooka people. To do this we need to learn to leverage the firmly established community assets and strategic partners.

QYAC'S STRATEGIC GOALS

What we will achieve by 2016



Secure the Quandamooka Estate

1. Strengthen the QYAC organisation
2. Complete the acquisition of other areas of Quandamooka Country
3. Through QALSMA become the lead agency in the region for land and sea management and co-ordination
4. Achieve Indigenous Protected Areas (IPA) status for appropriate areas of the Quandamooka Estate



Engage the Quandamooka People

5. 80% of eligible people are now QYAC members and we have seen constant growth in formal meeting attendance over the last three years (Dunwich Hall is too small to host the 2016 AGM)
6. The 'Quandamooka brand' has the beginnings of a visible presence on country



Nurture Quandamooka Knowledge

7. Key QYAC strategic and operational knowledge is safely stored and accessible to staff, Board and members where appropriate
8. Members know about (and are teaching others about) our Native Title journey, and their Native Title rights and responsibilities



Encourage Innovative Thinking

9. Strengthen QYAC's Financial Base and establish a Gift Fund charity
10. All projects and operations have been self-funded
11. Fund received from royalties and Native Title compensation has been retained on trust and all returns re-invested (subject to Native Title holders' authorisation)



Secure the Quandamooka Estate

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
1. Strengthen the QYAC organisation	1.1 Design a new organisational structure - Continue with existing plans to engage a consultant to design an organisational structure that will deliver QYAC's Strategic Goals.	YES	YES
	1.2 Create an Operational Plan - which allocates all 2016 Strategic Goals for roles in the organisation and agrees performance measures to each goal.	YES	YES
	1.3 Establish a quarterly strategic reporting process - to track and review progress against 2016 Strategic Goals and agree plans for the next three months. This will most likely include a quarterly staff meeting run by the CEO. Annual reporting on The Strategic Plan should occur at the QYAC AGM.	YES	YES
	1.4 Establish a system to filter incoming requests – Design, prototype and implement a simple process for receiving and logging all incoming requests for QYAC's resources and staff time. This will likely involve: <ul style="list-style-type: none"> • Developing (and training staff to use) a process for receiving, logging and assessing all incoming requests – from anyone. A simple approach could be to develop a simple form that needs to be filled out by anyone who is making a request for QYAC staff attention. This process could have a clear statement that all requests will be responded to within 48 hours, preventing staff from being interrupted to constantly respond to queries, • The 2016 Strategic Goals and the Investment Strategy can both be used to assess incoming requests. 	YES	YES
	1.5 Establish agreed 'Spending Rules' – particularly for QYAC Operations, to support the control of costs. Spending rules could include: <ul style="list-style-type: none"> • Giving direction to what kinds of outcomes QYAC's cash reserves should be spend on (sourced directly from the Community Needs Analysis), • Clarifying what kinds of items that money can and cannot be spent on, • Designating limited spending authority for staff members, • Process for escalation / dealing with situations where spending rules have been breached. 	YES	YES

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT YES
1. Strengthen the QYAC organisation	1.6 Develop the governance capability of the Board – ensure all Board members achieve a clearly defined level of governance skills and ILUA knowledge. Governance training can be obtained through ORIC or other providers while ILUA training can be delivered through QYAC’s legal advisors.	YES	YES
	1.7 Operate separate bank accounts for budgets with different spending rules – for the various pots of money that have different rules governing the way the funds are used. A Finance, Audit and Risk Committee should be established to oversee strategic direction and compliance.	NO	YES
	1.8 Design and implement internal QYAC policies - for HR, Financial Management and Procurement.	YES	NO
	1.9 Establish strategic partnerships – with other organisations (including government) who QYAC can: <ul style="list-style-type: none"> • Engage to help deliver its core business, • Deliver on business that is not core business for QYAC, but that is still important to the Quandamooka peoples. See Appendix 1 for a list of potential partner organisations compiled during the strategy project.	YES	NO
	1.10 Create a Succession Plan – to develop young Quandamooka people as the emerging leaders of tomorrow. This will likely involve creating ways to identify emerging young leaders and creating opportunities for them to learn about QYAC’s business.	NO	NO
	1.11 Develop QYAC’s business skills – this could start with educating both board and staff members by: <ul style="list-style-type: none"> • Facilitating business knowledge transfer from the QYAC Investment Advisory Committee to Board members and relevant staff, • Assisting the Board and staff to fully understand QYAC’s current and projected financial position. 	NO	NO



Secure the Quandamooka Estate

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
2. Complete the acquisition of targeted assets	<p>2.1 Complete the Land Use Planning process - by continuing to support the existing process, ensuring that it:</p> <ul style="list-style-type: none"> • Pursues the highest and best social, cultural and economic use of all Quandamooka lands from a Quandamooka perspective, • Minimises risk to QYAC and the Traditional Owners e.g. by ensuring that any assets taken over by QYAC do not carry unreasonable financial risks such as compliance, maintenance or any other condition that may incur cost to QYAC. 	YES	YES
	<p>2.2 Commence and advance QP3, 4 & 5 - by continuing to support the existing process for the outstanding Native Title claims.</p>	YES	NO
	<p>2.3 Consolidate the transfer of the Quandamooka Land Council, One Mile and State Housing (identified in the ILUA)</p>	YES	YES
	<p>2.4 Work with Queensland South Native Title Services to defend QP1 and 2</p>	YES	NO
3. Through QALSMA become the lead agency in the region for Land and sea management and co-ordination	<p>3.1 QALSMA will co-design and implement a Land and Sea management framework - that includes policies, regulations and enforcement regime for:</p> <ul style="list-style-type: none"> • Land and sea natural resource management, • Use of all QYAC-held Quandamooka land – including the zoning of all land for types of occupation and use, and the agreement of standards for occupation and use, • QYAC’s Cultural Heritage obligations. • Environmental and Cultural Heritage recovery from the 2014 Bushfire Disaster 	YES	YES
	<p>3.2 Environmental and Cultural Heritage Implement the Indigenous Management Agreement – for joint management of National Parks with the State Government.</p>	YES	NO
	<p>3.3 Develop a Land and Sea Committee within QYAC - to assist QALSMA</p>	YES	NO
4. Achieve Indigenous Protected Areas (IPA) status for appropriate areas of the Quandamooka Estate	<p>4.1 Negotiate for the IPA declaration - of appropriate areas of the Quandamooka Estate.</p>	YES	NO





Engage the Quandamooka people

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
<p>5. 80% of eligible Traditional Owners are now QYAC members and we have seen constant growth in formal meeting attendance over the last 3 years (Dunwich Hall is too small to host the 2016 AGM)</p>	<p>5.1 Review the communication roles and responsibilities of QYAC Directors - to reduce the communication burden currently experienced by Directors.</p>	YES	YES
	<p>5.2 Co-design and implement an Engagement Strategy – this should be done with input from Traditional Owners, and should start with documenting the engagement and communication needs of all of QYAC’s key internal stakeholders. Strategies for meeting those needs could involve:</p> <ul style="list-style-type: none"> • QYAC staff visiting other Aboriginal corporations who have been highly successful at engaging their members – to get ideas for engaging Quandamooka Traditional Owners e.g. Darkinjung Land Council in NSW, • Launching a QYAC website with members area, • Creating a system that enables Traditional Owners to ask questions and contribute positive ideas to QYAC, • Finding new ways to enable Quandamooka people to volunteer to help QYAC achieve its aims e.g. running a series of events that are publicised to all Traditional Owners, • Creating opportunities for people to learn about the history and current status of our claims, • Creating a communications plan to ensure the consistent provision of accurate information to Traditional Owners (so they are well informed about what they are voting on), • Making key QYAC corporate knowledge more easily available to all members including: ILUAs, a resolution book and meeting minutes, • Starting a newsletter to regularly communicate to all Members and Traditional Owners. <p>See Appendix 1 for a list of stakeholders and potential partners (identified during the strategy process) who may play a role in QYAC’s engagement strategy.</p>	YES	YES

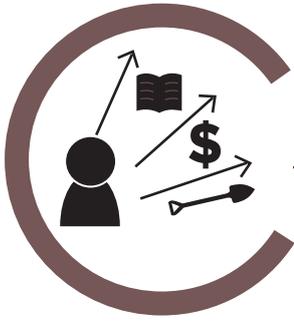
2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
5. 80% of eligible Traditional Owners are now QYAC members and we have seen constant growth in formal meeting attendance over the last 3 years (Dunwich Hall is too small to host the 2016 AGM)	5.3 Utilise the knowledge of Quandamooka Elders – this can be done by: <ul style="list-style-type: none"> • Formalising the roles and responsibilities of the QYAC Elders in Council as stated in the QYAC constitution, • Establishing a regular forum to convene the Elders in Council to deal with Native Title issues, • Engaging broadly where appropriate with as many Quandamooka Elders as possible. 	YES	NO
6. The ‘Quandamooka brand’ has the beginnings of a visible presence on country	6.1 Develop the Quandamooka brand identity – by using a branding consultant to develop and document the Quandamooka brand in a ‘style guide’ document. This document can then be used to ensure standardised application of the Quandamooka identity in all visual applications – physical signage, web sites, documentation etc.	YES	NO
	6.2 Erect acknowledgement and welcome signage on country	YES	NO
	6.3 Establish a Tourism, Arts and Events Committee within QYAC to facilitate Quandamooka aspirations in the tourism, arts and events sectors.	YES	NO



Nurture Quandamooka knowledge

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
7. Key QYAC strategic and operational knowledge is safely stored and accessible to staff and Board	7.1 Create a QYAC knowledge management system - to ensure that key information is recorded and accessible and reduce the knowledge/information dependency on key individuals.	YES	NO
8. Members know about (and are teaching others about) our Native Title journey, and their Native Title rights and responsibilities	8.1 Educate Traditional Owners about Native Title – both the Quandamooka journey to achieve Native Title and their rights and responsibilities that have come from Native Title. This could be done by creating and distributing a simple, inspiring and succinct document for Quandamooka Traditional Owners, that answers the following example questions: <ul style="list-style-type: none"> • How did we achieve Native Title? What were the key points? Who were the key people? • Now that we have Native Title, what are my rights and responsibilities? • How does QYAC help me with these rights and responsibilities? QYAC may also ask Traditional Owners and members about additional information they would like relating to Native Title.	NO	NO





Encourage Innovative Thinking

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
9. Strengthen the QYAC organisation	<p>9.1 Establish a QYAC Investment Advisory Committee – made up of a small number (3-5) experienced and passionate high-calibre individuals. This committee will be the ‘business mind’ of QYAC, supporting the Board by:</p> <ul style="list-style-type: none"> • Guiding the development of an appropriate investment strategy for the funds held on trust for Quandamooka People, • Advising on new revenue streams, including business proposals, land use and other economic opportunities, • Providing general financial/corporate advice to the Board, • Facilitating knowledge transfer to Board members and relevant staff. 	YES	YES
	<p>9.2 Create options for and implement an investment strategy authorized by Native Title Holders for trust funds - that is appropriate to the risk appetite of the Native Title Holders. This will likely include:</p> <ul style="list-style-type: none"> • Agreeing the level of risk that is acceptable for trust funds considering how this may change as it matures, • Establishing a means of assessing investments and economic opportunities, in terms of: <ul style="list-style-type: none"> • Viability – is the risk acceptable and is the return attractive enough? • Desirability - is there a market for the product or service? • Feasibility – is this technically plausible? • Establishing a set of investment thresholds i.e. until the trust funds reaches a certain size, we will only consider business opportunities that do not require funding by QYAC, and involve a minimal amount of staff time e.g. businesses opportunities that are self-sustaining, opportunities that leverage ILUA rights etc, • Appointing and managing an appropriate fund manager (where relevant). 	YES	NO
	<p>9.3 Establish a large-scale Gift Fund – as a registered not for profit Charity to enable QYAC to receive philanthropic funds for the benefit of the Quandamooka People.</p>	YES	NO

2016 STRATEGIC GOALS	KEY ACTIVITIES: HOW WE WILL ACHIEVE THIS GOAL	IMPORTANT	URGENT
10. All projects and operations have been self-funded	<p>10.1 Establish a Quandamooka Business unit in QYAC to access new revenue sources:</p> <p>Pursue project and operational funding/grants,</p> <ul style="list-style-type: none"> • Identify and assess prospective business opportunities - see appendix 2 for a list of all economic opportunities identified during this strategy project, • Identify potential philanthropic partners, • Pursue recuperation of all royalties and compensation owed to Quandamooka Peoples. • Identify and drive procurement opportunities for QYAC with key stakeholders 	YES	NO
11. Seek authorization by the Quandamooka Peoples for the ex gratia payment principal to be retained and all returns re-invested	<p>11.1 Conserve ex gratia royalties and other native title compensative monies – Over the period to December 2016, this money will be held in a trust account, treated as ‘principal’ and not be used to fund QYAC’s operations. It will be invested and all interest conservatively re-invested to securely grow a financial base.</p>	NO	NO

APPENDIX 1

Potential Partners and Stakeholders

Community / Educational / Cultural

- Yulu-Burri-Ba
- Minjerrabah Moorgumpin Elders in Council
- Salt Water Murris
- North Stradbroke Aboriginal and Islander Housing Co-op
- Quandamooka Lands Council
- Quandamooka Forum
- QLD Department of Natural Resources and Mines
- Redlands City Council

Educational / Universities / Academic

- AFL Sports Ready
- University of Queensland
- Griffith University
- QUT Queensland University of Technology
- Southern Cross University
- Dunwich State School
- Cleveland High School
- Private Schools
- Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)
- Centre for Island Learning
- TAFE

Employment / Encouraging entrepreneurs

- Qld Govt State Development - John Gillespie (Senior Regional Development Officer , Indigenous Support, Ipswich Office, Ground Floor 114 Brisbane St (near Ipswich Post Office), t:0733817571, m:0429270505, e:john.gillespie@dndip.qld.gov.au
- Work Ventures Australia - Traineeships, access to technology, and skills training
- Enterprise Learning Projects <http://www.elp.org.au/> - Small scale entrepreneurship in remote areas

Commercial

- Australian Indigenous Minority Supply Council
- CSIRO
- Business Enterprise Centre – Redlands Bay
- Indigenous Businesses Australia
- SE QLD Indigenous Chamber of Commerce
- Straddie Chamber of Commerce

Financial

- National Australia Bank (NAB) - Reconciliation Action Plan
- Social Enterprise Finance Australia
- Many Rivers Microfinance

Advice / Structural / Governance

- Lazard & Australian Sports Commission - John Wylie
- Wot-if.com – Andrew Brice
- Office of the Registrar of Indigenous Corporations (ORIC)
- KPMG
- Second Road
- Mick Gooda – Social Justice Commissioner
- Australian Institute for Company Directors
- Social Ventures Australia
- Deloitte Access Economics

APPENDIX 2

QYAC Business Opportunities Analysis

The following table contains a set of 74 business opportunities for starting / developing on Quandamooka Country. It has been synthesized from two sources:

1. **Second Road's research** – including interviews and workshops conducted during the project
1. **NSI Indigenous Business Development Plan 2011** - by Pete Kelleher

The purpose of this document is to draw together a comprehensive list of business opportunities that have been considered to date, in order that it can be used for further assessment of feasibility, viability and desirability.

We note that there is no suggestion here that QYAC ought to enter into any of these businesses. A larger strategic question exists about QYAC's role in business i.e. whether it wishes to:

- Run businesses e.g. have employees on its payroll, buy stock with QYAC money etc
- Own businesses e.g. own shares in businesses and participate in their direction via arrangement such as places on boards (Minjerribah Camping is an example of this)
- Encourage businesses e.g. incubate or in some other way encourage the growth of businesses (not necessarily participating in the ownership or running of those businesses)

Activities for tourists to do on the island

1	Adventure Tourism and water sports school business	Providing tourists, school and business groups with adventures such as diving, surfing, quad bike tours, mountain biking, triathlons, skydiving, ropes courses etc. Could including equipment hire, lessons, guides etc.
2	'Experiencing Quandamooka' guided cultural and eco-tour business	Air tours of Quandamooka country.
3	Regional visitor hub business - one stop shop for tourists and educators coming to Straddie	4x4 island tours, horses, guided walks, bush tucker, Aboriginal hunting, self-guided tours, making and throwing boomerangs, boiled cornmeal lunches...
4	Take tourists fishing' business	Providing customers and bookings for various tourist services (including activities and accommodation). The business model for this could involve taking a share of bookings in exchange for 'whole of Quandamooka' marketing, thus the paying customers for this business would be tourist operators and accommodation providers. Additional funding support could be gained from other sources e.g. government grants.
	Transport and 'island equipment' hire business	<ul style="list-style-type: none"> Fishing charters, education in Aboriginal fishing methods. Hire of all kinds of equipment that tourists may want to make the most of the island, that they may not already have e.g. 4WDs, cars, scooters, kayaks, pushbikes, surfboards, wetsuits, fishing equipment, kite surfing, catamarans etc. Lessons in various activities are an obvious addition to this business.

Constructing buildings and managing property

7	Business focussed on appropriate building and technology solutions for remote living	Helping to meet the needs for affordable but compliant housing by developing a knowledge base around the development of new buildings on country and the upgrading of existing housing to comply with regulatory codes.
8	Joinery / cabinet-making business	Joinery services to local building construction and property management.
9	Property development business	Providing property development services to investors, government and locals e.g. application processes for land and housing, project management.
10	Property management services business (e.g. maintaining govt housing handed over to QYAC)	Property management services to islanders and local businesses. Could include the ownership of property handed over to QYAC by previous owners e.g. land council, state and federal governments.

Educating and Training People

11	Indigenous boarding and day school (primary and possibly secondary)	Something potentially similar to Djarragun College near Cairns. Could be in partnership with another education organisation. Could be primary or secondary or both.
12	Leadership and aspirations training business for young people	Business that runs programmes for primary and secondary kids from Minjerribah and mainland to help raise their aspirations, set goals and realise their potential. Could include outdoor experiential learning, as well as academic tutoring and coaching services.
13	Ranger training business	Supplying government or privately funded ranger training via a Ranger Training Centre. Could have accommodation and conference facilities. The training centre may be best co-located with the proposed Quandamooka Research and Training Centre (Dunwich Adult Education Campus).
14	RTO business to teach trades and skills needed for local jobs	Provision of training services particularly relevant to Quandamooka country e.g. land and sea management, mining skills.
15	University (or branch) with Indigenous focus	Partnership with an Australian university to capitalise on Australia's journey toward Indigenous understanding.

Forestry and Agriculture

16	Bush-tucker plantation and production business	Business focussed on production of bush-tucker foods.
17	Carbon farming business	Selling carbon offsets generated from the management of existing vegetation in the context of a future carbon trading economy. Support is available to Indigenous Australians who are interested in participating in the Carbon Farming Initiative (CFI) through the Indigenous Carbon Farming Fund (\$22.3 million over five years from 2012). University of Queensland has already expressed an interest in the purchase of carbon offsets from the Island.
18	Flowers and Wildflowers production business	Flower collection and production for local and mainland flower markets.
19	Honey production business	Hives and honey production and marketing facilities. Providing honey and other bee products to local and mainland businesses.
20	Nursery	Supplier of plants to local and mainland customers including businesses, QPWS, RCC, mines rehab and the private market.
21	Organic Farming business(es)	Developing agriculture or horticulture primary industry on Quandamooka country.
22	Tree-farming and milling (Forestry) business	Plantations and milling of timber on Quandamooka land e.g. Cypress, blackbutt.

Harnessing our new native title rights

23	National Park access fees	Permits to access national parks on country.
24	Permits for access to Native Title sea areas for commercial fishing companies	Depending on the outcome of the latest Native Title claim on sea areas.

Managing the Land and Sea

25	Culturally aligned Land and Sea management and consulting services business	Supplying a range of land and sea management and rehabilitation services including pest and waste control, as well as consulting services to QYAC, as well as government and businesses on and off the island.
26	Mining Rehabilitation business	Harnessing local knowledge and expertise to provide a range of rehabilitation services to mining operations on the island.

Sport and fitness activities business

27	Sports and fitness activities business	Providing tourists and locals with access to various sports and fitness activities on the island e.g. tennis, football, swimming pool etc.
----	--	--

Providing general services to residents, businesses and the government

28	Accommodation services business	Business focussed on production of bush-tucker foods.
29	Accounting and clerical services business	Providing services to local businesses.
30	Boat building, maintenance and services business	Servicing local and mainland boaties and businesses.
31	Catering business	Providing catering services to local events and businesses. A focus on bush-tucker and locally sourced foods could open mainland markets.
32	Childcare business	Facilities and services to support local families.
33	Funeral Services business	Providing funeral services to the Quandamooka diaspora, but also anyone wanting to be buried on the island.
34	Gardening and landscaping business	Servicing the local and potentially mainland public and business markets. Could develop an expert focus on 'sandy soils'.
35	Legal and Contract management services business	Providing services to local businesses.
36	Marketing and business development consulting business (esp for incubating and servicing Indigenous businesses)	Provision of a range of services to existing local businesses, entrepreneurial start-ups and mainland businesses wanting to come to Quandamooka country. Services could include advice (governance, marketing, supply chain, joint ventures etc) strategic links to investors and business support organisations, management training and harnessing of Quandamooka ILUA privileges e.g. preferred supplier status for govt. contracts.
37	Mechanic business	Providing mechanical services to islanders and local businesses (including mining) for cars, trucks and other mechanical equipment used on the island.
38	Mining support business(es)	Business that provides services specifically to local mining operations e.g. labour hire, catering, cleaning, etc.
39	Security business	Provision of security services to islanders and local businesses. Could include secure parking near ferry terminals.

40	Signage business	Signage manufacture - including functional and interpretive signs for local businesses and government.
41	Trade equipment hire and supplies business(es)	Supplying trade supplies and equipment to local businesses and mining operations e.g. concrete, timber, plant and tool hire.
42	Trades and construction business(es)	Provision of a range of services needed by islanders, local government contracts and local businesses e.g. plumbing, building maintenance, construction, electrical, planning, metal fabrication etc.
43	Venue hire and event management business (perhaps with an Indigenous focus e.g. run Indigenous conferences)	Venue and Event Management for large events e.g. markets, shows, carnivals, weddings, functions, corporate events. The business would service locals, but also mainland businesses and entertainment organisations looking for event venues. Could include the development of a large events precinct on lands opposite Adams Beach in Dunwich.
44	Waste management and remediation business	Servicing government contracts and local businesses and public with waste removal and management services. Could also include motorhome waste stations.

Providing medical services and care

45	Animal Care Centre	Animal hospital, veterinary and kennel services (for locals and tourists), wildlife rescue and rehabilitation.
46	Support Yulu-Burri-Ba ACCH to provide Health and Medical Services Centres	Range of professional medical and health services including GP, Respite, Dental, Physio, counselling etc., servicing islanders and local businesses e.g. mining companies.
47	'Indigenous Spa' - Traditional and alternative therapies business	Providing both remedial and luxury / spa services including massage, Indigenous therapies and treatments etc. to public - locals and mainlanders.
48	Support North Stradbroke Island Housing Co-op to provide Retirement and Aged Care Facility	Aged care facilities to cater to an increasing demand from locals and mainlanders. A mainstream retirement village and graded aged care facility could complement the existing Moopi Moopi Pa facility.

Providing products from the sea

49	Aquaculture business using existing Cleveland fish farming facility	QYAC is already in discussion with the government regarding the existing, disused Cleveland facility.
50	Aquaculture businesses eg. prawns, Beche de Mer, using existing oyster farming leases and equipment	Utilising Quandamooka's historical strength in sea-farming eg. Oyster production which was once a big thing on the island. Although growing cycles are no longer here, apparently the Oysters are of a very high quality.
51	Commercial fishing business	Aboriginal owned and run commercial fishing business, potentially leveraging Native Title sea rights.
52	Fishing bait production business	Land and/or sea based bait production for sale to businesses or public.
54	Seafood processing business	Processing plant for local seafood production, servicing wholesale / retail food-based businesses on and off the island.

Providing transport and accommodation for tourists

55	Bed and breakfasts	Mid-range tourist accommodation with 'island hospitality'.
56	Eco-Resort	High-end tourist accommodation that showcases and compliments our natural landscapes.
57	New Campgrounds	Additional places to camp in the island (particularly 'on country'). Could include rehabilitated sand mining areas, a focus on school camps.

Retail and supplies

58	4WD food van business / mobile or semi-permanent cafes	4WD food vans to service worksites, events, beaches and campgrounds at peak tourism periods e.g. back-beach near causeway, town based campgrounds.
59	Bushtucker Restaurant	Aboriginal restaurant owned and served by Aboriginal people, serving nature foods, fish and local produce.
60	Cafe and small terminal facility to service the One Mile jetty commuters	Providing supplies to people travelling to and from the island - captive audience as they wait for the ferry.
61	Fresh seafood supply business	Retail and wholesale supply of seafood to the public, as well as food-based businesses on and off the island .
62	Recycling outlet - Tip shop	Provision of recycled items to the local market.
63	Toursim Café near hub for tourists in Dunwich	Café services for tourists co-located with a key tourist hub e.g. welcoming centre to the island.

Sharing our Quandamooka Culture and Heritage

64	Cultural Education Centre	An organisation or centre that provides cultural products and services based on Quandamooka heritage and assets e.g. performances, story sharing, art and craft activities and sales, museum, educational experiences / classes, and potentially educational material for mainland educational organisations. This centre is likely to leverage government agreement in the RCC ILUA to support the development of a cultural centre to support Quandamooka people to retain and develop their culture and history, and provide community support. Location could be the surf club at Point Lookout (via a land swap).
65	Support Salt Water Murri's Quandamooka to sell art, framing and educational experiences	Art sales & framing, Aboriginal art education for general public and education organisations. Could include extending reach by having other areas and places where Quandamooka art is placed - hotels, restaurants, government buildings etc.

Transport services

66	Island bus services business	Could include 4WD transport services to beach campsites and tours, as well as regular bus services on the island.
67	New water taxi business	Water taxi services to complement existing ferry services could operate out of normal hours, pick up and deliver from non-standard destinations and service niche markets.
68	New Barge / Ferry services	This was an opportunity on the cards some time ago. No opportunity is currently evident.

Using the islands minerals and resources

69	Alternative energy production company (wind, solar...)	Partnership with energy companies to develop electricity generation or distribution facilities on Quandamooka country.
70	Neutraceuticals (native plant based medicines) Business	Supplying native plant based medicines and ingredients to islanders, mainlanders and potentially mainland pharmaceuticals and retail businesses.
71	Rock and sand quarrying business	Servicing local / mainland business and government needs.
72	Water bottling company	Leveraging the island's high quality water to supply locally and throughout Australia.

