



North Stradbroke Island Economic Transition Strategy



September 2016



Queensland
Government

The Department of State Development

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Foreword

North Stradbroke Island is a paradise close to the heart of many Queenslanders. This stunning sand island—also known as Minjerrabah to the Traditional Owners the Quandamooka people—is the perfect balance of nature, Indigenous culture and modern lifestyle with a vibrant, passionate community.

The island's economy is supported by several industries, including tourism and education. Since the 1940s, it has also been supported by sand mining. However, sand mining leases prevent public access to approximately 40 per cent of the island, 20 per cent of which is also national park. As with other regions before it, the time has now come to stop mining.

North Stradbroke Island is the only place in Queensland where an active mining lease exists over a national park, restricting the enjoyment of a public asset by Traditional Owners and all Queenslanders.

In 2010, the Labor Government made a promise to the region's Quandamooka people to substantially end mining activities in the north Stradbroke region by 2019. In 2016, the government re-confirmed this commitment, by legislating to substantially cease sand mining on North Stradbroke Island by 2019.

To support the transition away from sand mining, we have developed an exciting strategy, including a series of carefully considered initiatives, to create new jobs and ensure the island's sustainability for future generations.

We are allocating \$20 million to build on the island's current capacity and economy over the next five years, and \$5 million for a Workers Assistance Scheme to help mine workers transition into new employment.

The \$20 million economic transition strategy has been developed following extensive engagement with key stakeholders and the community. The initiatives outlined in this strategy include both on the ground actions and a range of studies that will position the island to capture further private sector investment, and inspire local businesses and community organisations to continue the initial work.

Key stakeholders on the island will be invited to sit on the North Stradbroke Island Economic Transition Strategy Implementation Committee. This committee will maintain strong communication and engagement with the community whilst overseeing the delivery of the initiatives.

This is a long-term strategy, but we're starting now by keeping the promise we made. We look forward to working with the people of North Stradbroke Island to ensure a bright and sustainable future for the island.



JACKIE TRAD MP

Deputy Premier, Minister for Infrastructure, Local Government and Planning and Minister for Trade and Investment



ANTHONY LYNHAM MP

Minister for State Development and Minister for Natural Resources and Mines



STEVEN MILES MP

Minister for Environment and Heritage Protection and Minister for National Parks and the Great Barrier Reef

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Vision

To become Australia's most desirable island community, striking a balance between sustainable economic growth and protection of the island's unique environment and cultural heritage

Strategy

Increase economic activity and employment in sectors where North Stradbroke Island has a competitive advantage:



Sustainable tourism



Education and training



Local business

Executive summary

The Queensland Government has committed to phasing out sand mining on North Stradbroke Island by 2019 and expanding the island's existing industries to ensure a strong, sustainable economy for all who live and work there.

To deliver this commitment, the Queensland Government has developed the North Stradbroke Island Economic Transition Strategy with initiatives which aim to:

- ▶ diversify and expand the current tourism industry
- ▶ expand education and training opportunities
- ▶ stimulate local business development and growth.

The Queensland Government has allocated \$20 million to drive this strategy and facilitate stakeholder co-investment to deliver a sustainable economy. The strategy is further supported by an additional \$3.87 million in-kind Queensland Government contributions for identified initiatives and \$5 million to help mine workers pursue new employment opportunities.

The strategy presents a range of exciting future opportunities for North Stradbroke Island including:

- ▶ up to 151 direct and ongoing jobs
- ▶ ability to leverage \$40 million private sector and stakeholder co-investment
- ▶ growth in international and domestic tourism markets
- ▶ establishment of new adventure tourism operations
- ▶ new training and educational service offerings
- ▶ growth in existing local business services
- ▶ development of new industry sectors focusing on seafood, forestry and timber products, and traditional medicines through capability development and business development funds.

The first step in implementing the strategy will be the establishment of the North Stradbroke Island Economic Transition Strategy Implementation Committee. With representation from key stakeholders on the island, the committee will review the scope of each initiative to ensure it captures the local knowledge of stakeholders. The committee will also oversee the implementation of the initiatives including scheduling of activities. The committee will have an important role in continuing effective communication and engagement with the community and key stakeholders during implementation of the strategy.

The North Stradbroke Island Economic Transition Strategy is only part of the Queensland Government's broader plan to bring more opportunities to the region. This includes:

- ▶ the facilitation of the estimated \$1.3 billion private investment in the Toondah Harbour redevelopment project, which has the potential to generate 1000 construction jobs and 500 jobs per year at completion
- ▶ over \$12 million in Queensland Government funding for Naree Budjong Djara National Park and structure planning for One Mile
- ▶ \$1.68 million in Queensland Government funding to work with the island's native title owners, the Quandamooka people, in relation to the landmark Indigenous Land Use Agreement.

Additionally, Redland City Council's planning scheme includes future development of housing, local services and facilities in the island's townships. Several sites around Dunwich Harbour are identified as commercial industry zones, creating employment opportunities during construction and increased commercial activity.

Introduction

Our commitment

North Stradbroke Island is the second-largest sand island in the world. It boasts stunning natural features, a rich Indigenous culture, more than 2000 residents and thousands of visitors every year.

For more than 60 years, the island has been supported by sand mining, tourism and education. However, future tourism development has been limited by sand mining activity. To allow for the jobs of the future the time has now come to end sand mining. In 2010, the Queensland Government committed to phase out sand mining by 2019 and expand the island's other competitive industries to ensure a strong, sustainable economy for all who live and work there. During the 2015 election, the government recommitted to this 2019 timeframe.

This will benefit the island and the state, as Queenslanders rediscover this piece of paradise right on their doorstep.

The Queensland Government has allocated \$20 million to start to expand the island's economy and capacity, and attract private investment and other new business opportunities. The government has also committed a further \$5 million to help mine workers transition into new employment and an additional \$3.87 million of in-kind contributions for implementation of the strategy.

The Queensland Government will work closely with the island's residents and workers to create more long-term employment opportunities that promote sustainable economic growth, and protect the island's natural environment, cultural heritage and community vision for the future.

Regional economies are always evolving, with unsustainable industries giving way to new opportunities. In the 1950s, Moreton Island's main industry was whale processing, which gave way to sand mining until they transitioned into eco-tourism in 1993. Now, Tangalooma Resort showcases all the island has to offer to many thousands of visitors every year.

Similarly the closure of Fraser Island's longstanding timber industry provided new opportunities. The island now boasts thriving businesses, including Kingfisher Bay Resort, and a strong economy based on tourism.

North Stradbroke Island can offer all this and more once sand mining is phased out by 2019.

Our commitment

**\$20
million**

to implement initiatives
identified in the strategy

**\$5
million**

for a Workers Assistance Scheme
to help sand mining workers
transition to other employment

**\$3.87
million**

additional in-kind Queensland
Government support to implement the
economic transition strategy

Our strategy

Objective: To increase economic activity and employment in sectors where North Stradbroke Island already has a competitive advantage.

Long-term goal: For the Queensland Government's initial financial injection to stimulate economic opportunities. Private investors, local entrepreneurs, and existing businesses and community organisations will be inspired to continue the initial work.

Our approach: Balancing economic activity, protection of the island's natural environment and cultural heritage, and community aspirations. In developing this strategy, the Queensland Government has considered existing land use and tenure, physical and social infrastructure, and the desires and needs of the island's residents.

Additionally, the Queensland Government has identified opportunities to provide mine workers with employment following the cessation of mining.

For example, redevelopment of Dunwich Harbour and township could provide construction and operational jobs for residents and mine workers.

These opportunities and the Queensland Government's \$20 million funding injection will then encourage investment from the private sector, other levels of government and community organisations, who will take this strategy and further develop it into something transformative for the island and its people.

A partnership with the community is essential for transitioning the economy. Key stakeholders on the island will be invited to sit on the proposed North Stradbroke Island Economic Transition Strategy Implementation Committee. Many of the initiatives in this strategy require the support of a number of organisations and the community to be effectively implemented.

In collaboration with key stakeholders and the community, the committee will further plan and potentially refine the scope, timing and other details of initiatives to ensure they consider stakeholder and community needs.

Key milestones for commencement and completion of the components of each initiative will also be developed, communicated and regularly reviewed by the committee. This will enable the committee to maximise local input, respond to issues as they arise and ensure efficient delivery of initiatives.

The initiatives outlined in this strategy are wide-ranging and the Queensland Government's financial investment is only the start in achieving them. The opportunities in terms of broader stakeholder and private sector co-investment will ensure North Stradbroke Island has a strong and sustainable future.

Opportunities

151

potential direct and ongoing jobs driven through this strategy and predicted growth, including 50 through rehabilitation works

\$40 million

potential co-investment funding opportunities and potential to grow small business

\$1.3 billion

potential private investment in the Toondah Harbour redevelopment project

1000

potential construction jobs for the Toondah Harbour redevelopment and 500 jobs per year at completion

North Stradbroke Island Sand Mining Workers Assistance Scheme

The \$5 million assistance scheme will support affected sand mining workers to transition to alternative employment through:

- ▶ job search support
- ▶ training, employment and relocation assistance
- ▶ housing assistance
- ▶ commuting subsidy
- ▶ income supplementation
- ▶ dislocation assistance.

This will be available for permanent workers and eligible casual workers. Assistance under the scheme is expected to be available for five years.

The scheme is intended to transition permanent workers affected by the cessation of sand mining to new jobs and careers. Central to the scheme will be the appointment of case managers to work one-on-one with affected workers, tailoring solutions based on individual skills and needs.

Consultation and feedback

The Queensland Government released the draft North Stradbroke Island Economic Transition Strategy for public consultation in December 2015.

During the public consultation period between December 2015 and February 2016, information was collected from 191 online surveys, 110 stakeholder comments, and 30 written submissions.

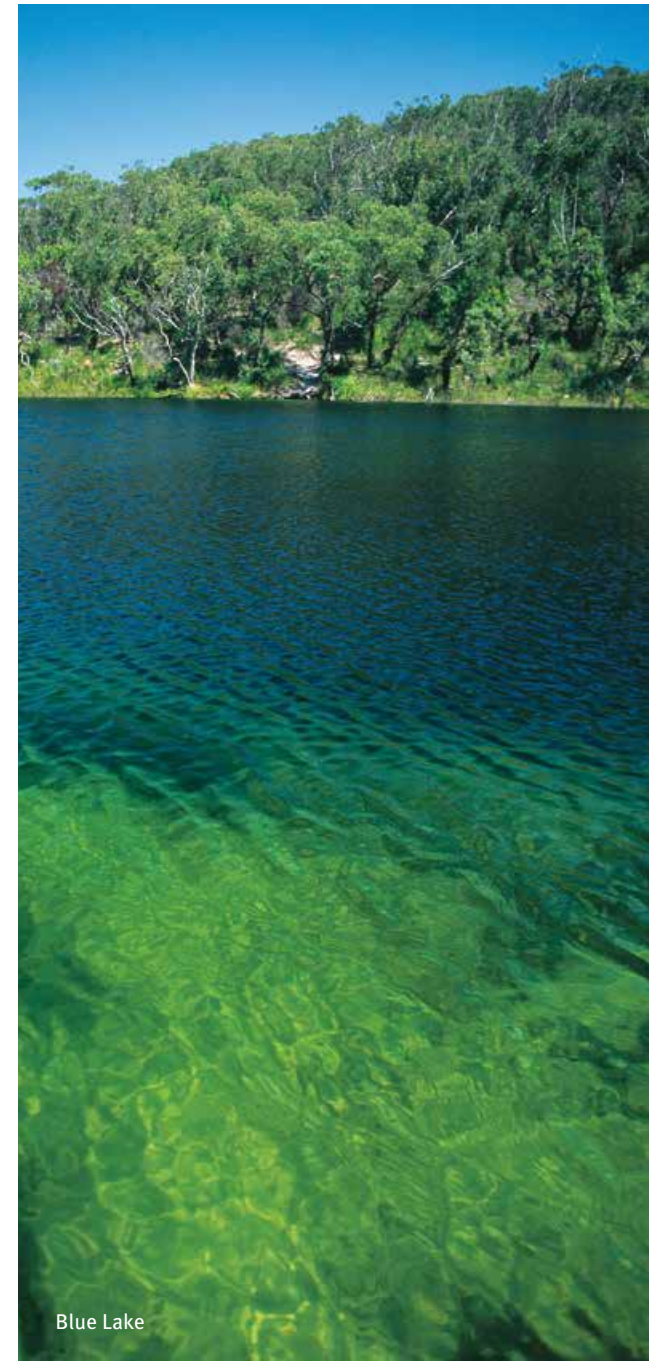
Feedback indicated a strong desire to contribute to the growth of a more sustainable and diverse North Stradbroke Island economy.

Overall results for the strategy were positive, with 59 per cent of online respondents indicating support for the key themes for development on the island (tourism, education and training and local business) and 52 per cent of respondents indicating support for the initiatives in the strategy.

Common themes which were raised throughout consultation included the need for the strategy to produce on the ground outcomes as early as possible and concerns over transport accessibility and cost.

In response, the draft strategy was amended to reflect the feedback, including reprioritisation of some initiatives and the original transport related initiatives have been revised into a comprehensive integrated transport study.

The final strategy also considers feedback from the Parliamentary Finance and Administration Committee.



Blue Lake



“Redland City Council is committed to working with the Queensland Government in supporting the North Stradbroke Island community and securing the best outcomes for its residents.

The transition from mining presents significant

challenges and to be successful requires appropriate resourcing and ongoing collaboration between federal, state and local governments; Traditional Owners—the Quandamooka people, island businesses and all community members.

There is no doubt that the island holds enormous untapped potential. Opportunities exist to expand the local tourism industry to further capitalise on the island’s stunning natural landscapes, marine access, welcoming community and rich Aboriginal culture and history. It also lends itself to further marine-based industries such as education and research.

For these opportunities to become a reality, job creation requires not only support through the North Stradbroke Island Economic Transition Strategy and Fund, but also business investment from those who share a vision for an environmentally and culturally sensitive economy in keeping with the island’s unique attributes.

I acknowledge that this is just the beginning of a long process and I applaud the work to date. I am committed to working with the Queensland Government to generate additional investment opportunities for North Stradbroke Island in the future.”

Mayor Karen Williams
Redland City Council



“North Stradbroke Island has the essentials of a perfect ecotourism destination—pristine beaches, native bush, rich Indigenous heritage and sought-after tourism experiences including, the many whale-watching viewing points on the

island. Add all of this to strong and viable access from the mainland and nearby international airports, and you have the potential for a world-class destination. In many places right around Australia and the world, tourism is a strong contributor to the economy and this is no different for North Stradbroke Island. As sand mining is phased out, tourism can be an important part of a sustainable economic future.”

Grant Hunt
Former CEO and Managing Director of Voyages and founder of Anthology, leading the development of unique tourism experiences including Longitude 131 at Uluru and Qualia at Hamilton Island

\$18.1 million

in Queensland Government funding has been budgeted over 2015–16 to 2017–18 for a range of existing services such as:

- ▶ educational and training programs
- ▶ social and community infrastructure
- ▶ fire safety and refurbishment of associated facilities
- ▶ maintenance of park facilities and equipment, access tracks and cultural heritage areas
- ▶ land planning, surveys and assessments on the island
- ▶ primary healthcare, and specialist and allied health services.

How we got here

Mineral sand mining has occurred on North Stradbroke Island since the late 1940s when Australian Consolidated Industries commenced operations.

Several companies have operated the mines over time. Today, Sibelco Australia is responsible for operating the sand mining sites on the island: Enterprise, Yarraman and Vance. The Yarraman site ceased operation in August 2015 and is subject to rehabilitation, while the Vance site has been non-operational since 2013.

In 2010, the Queensland Government released plans to phase out mining on the island and focus on building a stable, sustainable economy to support all who live and work there.

The subsequent *North Stradbroke Island Protection and Sustainability Act 2011* provided for the:

- ▶ phasing out of all mining operations on North Stradbroke Island
- ▶ designation of the majority of the island as 'protected area' to be managed jointly by the Traditional Owners and Queensland Government.

An Indigenous Land Use Agreement (ILUA) with the Traditional Owners—the Quandamooka people—was finalised in 2011, committing the parties to working together to manage the national park, and create new opportunities for the community and the island.

During 2011, the Queensland Government consulted with island stakeholders to develop a three-part economic transition strategy: a situational analysis, an economic transition strategy and an action plan.

In 2013, upon taking government, the Newman Government amended the legislation to extend the length of time and extent of mining possible on North Stradbroke Island to 2035. This amendment stalled transition efforts that were underway.

However, in 2015, the Queensland Government recommitted to keeping its promise to the custodians of the land, to reinstate the original mining phase-out dates through legislation. These legislative amendments were made in May 2016, ensuring the substantial ending of sand mining on North Stradbroke Island by 2019.

These legislative amendments and the economic transition strategy are the first steps in a new and exciting chapter in the island's long history.



Cylinder Headland

Vision and aspirations

A clear vision for the future of North Stradbroke Island has emerged through various consultation opportunities since 2011.

The vision

To become Australia's most desirable island community, striking a balance between sustainable economic growth and protection of the island's unique environment and cultural heritage.

Goals and aspirations

Shared goals for the island's future include:

- ▶ Expand on the island's existing capacity and thriving economy to make it an iconic destination.
- ▶ Make North Stradbroke Island Australia's most accessible and sustainable island community.
- ▶ Create fulfilling employment opportunities that support all communities on the island while enhancing its ecological and cultural values.
- ▶ Increase education and training opportunities to build on the community's existing skills and business strengths.
- ▶ Identify and develop further business opportunities for the island that incorporate Indigenous and other local culture and knowledge.
- ▶ Utilise the island's ecological values as a key attraction to residents and visitors.
- ▶ Export knowledge, culture, arts, goods and services that reflect the island's unique qualities.
- ▶ Create economic activity that connects different cultures and connects people with the environment.
- ▶ Create an accessible playground for Queensland families.



Aerial of Boat Harbour

Understanding the island



Sunset, Amity Point jetty

To achieve the vision for North Stradbroke Island, it is important to truly understand the island as it is today.

The island is a perfect balance of cultural heritage, natural wonder, thriving community and modern economy. Any plans for the island's future must consider all these diverse aspects.

This section will examine these aspects.



“QYAC’s vision is for Minjerrabah to be a global eco cultural tourism destination that showcases the island’s natural beauty and our 20,000 year old Quandamooka cultural heritage. The Economic Transition Strategy lays

a good foundation and framework for the Quandamooka People to generate business opportunities and employment, especially in eco cultural tourism, hospitality, construction and other sustainable industries.”

Cameron Costello

CEO

Quandamooka Yoolooburrabee Aboriginal Corporation

Cultural heritage

Quandamooka people

The Quandamooka people comprise the Nunukul, Gorenpul and Nughi clans, who live mainly on Moreton Island and North Stradbroke Island. They have lived in the Moreton Bay region for at least 20,000 years and call North Stradbroke Island, Minjerribah.

The Quandamooka people share their cultural heritage through storytelling, art and dance performances. Island visitors can attend cultural talks to get an understanding of the island's unique Aboriginal culture, as well as taste bush foods and visit Aboriginal sites. The Quandamooka people have an important connection to this land.

Native title

On 4 July 2011, the Federal Court of Australia made two native title consent determinations recognising the Quandamooka people's native title rights and interests over land and waters on and surrounding North Stradbroke Island, and some islands in Moreton Bay. The combined determination 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. This recognises their right to conduct traditional ceremonies, use traditional natural resources, conduct burial rites, teach about the physical and spiritual attributes of the area, and maintain places of importance and areas of significance (subject to state and federal laws).

The Queensland Government and the Quandamooka people then entered into an ILUA that establishes how the parties will manage and use Minjerribah in the future.

Working together

The ILUA provides opportunities for further economic development on North Stradbroke Island through the joint management of some protected areas, and income and revenue-sharing opportunities.

Government and industry could partner with the Quandamooka people to create or expand Indigenous tourism opportunities.

Ultimately, the experiences and wishes of the Quandamooka people are a vital part of the vision for North Stradbroke Island's future. The Quandamooka Yoolooburrabee Aboriginal Corporation manages cultural heritage across the Quandamooka estate and the Queensland Government will work closely with them to implement a plan for the island that protects this important heritage.

**\$1.68
million**

over two years (2015–16 to
2016–17) to implement the
Indigenous Land Use Agreement

Cultural heritage

Naree Budjong Djara National Park

Naree Budjong Djara National Park is jointly managed by the Quandamooka people and the Department of National Parks, Sport and Racing.

The Traditional Owners and departmental officers work together to develop visitor management policies and operational procedures for the national park.

The Queensland Government is providing an additional:

\$12.1 million

over four years (2015-16 to 2018-19) to jointly manage the island's protected areas

Plans for Dunwich

Dunwich is the gateway to the island and has great potential for development. Attractions offered at Dunwich provide a unique tourism product on which to capitalise.

Better integration of public transport connections between Dunwich and the townships of Amity Point and Point Lookout could reduce the need for visitors to bring cars. This would provide the perfect destination for Brisbane residents looking for a stress-free getaway.

QYAC has identified plans for Dunwich Secondary Campus that include developing the Minjerribah Cultural Centre. This facility could be part of a larger Dunwich education and training precinct incorporating the existing Moreton Bay Research Station and Dunwich Primary School.

A master plan for a tourism, education and training precinct, incorporating Dunwich Harbour and the One Mile ferry, would ensure that all opportunities are considered and where appropriate, integrated into future land development.

One Mile structure plan

One Mile, a settlement just north of Dunwich, is home to many Indigenous residents.

The Queensland Government is working with QYAC and the Redland City Council to develop a structure plan for One Mile.

The structure plan will outline the best way to accommodate residential development at One Mile to meet the needs and aspirations of Indigenous residents, and to improve living conditions in the area.

By working closely with QYAC and Redland City Council, this project will explore a range of innovative solutions to give the community access to safe, appropriate and affordable potable water, sewerage, power and road access.

This project will pave the way for a statutory planning instrument which will give the structure plan effect under Queensland's planning framework, and provide development opportunities for One Mile into the future.

\$450,000

for structure planning for the One Mile settlement



Point Lookout



How the island is used

The island's 275.2 square kilometres of land comprises urban and conservation areas, as well as designated mining areas.

Each area of the island has its own history and uniqueness, which must be embraced and incorporated in any future plans.

Urban areas

North Stradbroke Island has three major townships: Dunwich, Amity Point and Point Lookout. Urban development on the island has been largely limited to these townships, as well as the settlement at One Mile.

These areas have a mix of land uses, including low density residential, short-term tourism accommodation and local-scale commercial.

North Stradbroke Island is a one hour trip from Brisbane and a 90 minute trip from the Gold Coast. The water taxi from Cleveland is a short 25 minute trip to Dunwich.

Dunwich

As the main gateway to the island, Dunwich is the largest town with close to 900 residents. Most of the island's services are located here, including postal, medical and educational.

Dunwich has a strong marine industry, which includes ferry operations, and recreational boating and fishing.

Sibelco Australia, which operates the island's sand mines, also has major infrastructure in Dunwich and most of its employees live there.

The redevelopment of Dunwich will provide new employment opportunities and build on the already thriving industry located there.

Amity Point

Amity Point is a small seaside community with around 350 residents. The township has low density residential development and areas of open space.

While Amity Point does have some local community facilities, residents tend to travel to Dunwich or Point Lookout to access health and education services.

Point Lookout

Point Lookout is a popular tourist destination with around 680 residents. The township has a mix of retail, tourism accommodation and infrastructure, and residential land uses.

Any development at Point Lookout must meet specific codes to ensure that building designs preserve the area's scenic value and fragile physical features.

One Mile

While not a major township, One Mile—just north of Dunwich—is home to many Indigenous residents. The Queensland Government is working with QYAC to develop a structure plan for One Mile that will create opportunities for the area and its residents.



Protected areas

About 50 per cent of North Stradbroke Island is designated ‘protected area’. This includes national parks and other conservation zones, such as the Naree Budjong Djara National Park.

These areas cover several high-value conservation areas and various special habitats, including endangered heathlands, freshwater lakes and woodlands. Several endangered species can also be found in protected areas.

Mining areas

Active extraction of minerals is only currently occurring at Enterprise mine in the centre of the island. The mining lease for this site makes up 3235 hectares or 13.2 per cent of the island. However, the area under active mining is much smaller at around 400 hectares or less than 2 per cent of the island. Yarraman mine has recently ceased operation and is currently being rehabilitated. Mining leases make up 40 per cent of the island. The mines are operated by Sibelco Australia.

Active rehabilitation of mining areas

Once mining at Enterprise mine ends in 2019, Sibelco will be required to rehabilitate all disturbed areas.

An estimated 50 jobs will be created to undertake the rehabilitation work at the Yarraman and Enterprise mining sites.

About the people



Resident profile

North Stradbroke Island has:

- ▶ around 2025 residents
- ▶ around 420 Indigenous residents—a larger-than-average proportion
- ▶ a high proportion of people aged 45 and older compared with the Queensland average
- ▶ a low proportion of people aged 5 to 44 compared with the Queensland average.

Figure 1 illustrates North Stradbroke Island’s population by age.

What this means for the island

These figures show that there may be:

- ▶ fewer workforce participants over the next decade as the largest proportion of the population—those aged 55 to 64—start to retire
- ▶ increased demand for aged care-based industries and facilities, providing employment for carers, nursing staff, and other facility and service workers
- ▶ increased demand for local conveniences, medical and community facilities, and public transport.



Education profile

On North Stradbroke Island:

- ▶ there are many people with certificate-level education
- ▶ just over 40 per cent of residents have completed year 12 compared with more than 50 per cent in Queensland.

Figure 2 shows the level of educational attainment of North Stradbroke Island residents compared with Queensland.

What this means for the island

These figures suggest that:

- ▶ there are opportunities to increase education and training availability for residents
- ▶ there is potential to upskill the local labour force
- ▶ new employment and business opportunities could be created through the provision of education and training services
- ▶ there is an opportunity to improve education levels and, subsequently, increase workforce participation on the island.

The Queensland Government will help foster these opportunities with the \$5 million North Stradbroke Island Sand Mining Workers Assistance Scheme to support mine workers with training and education to transition into alternative employment.

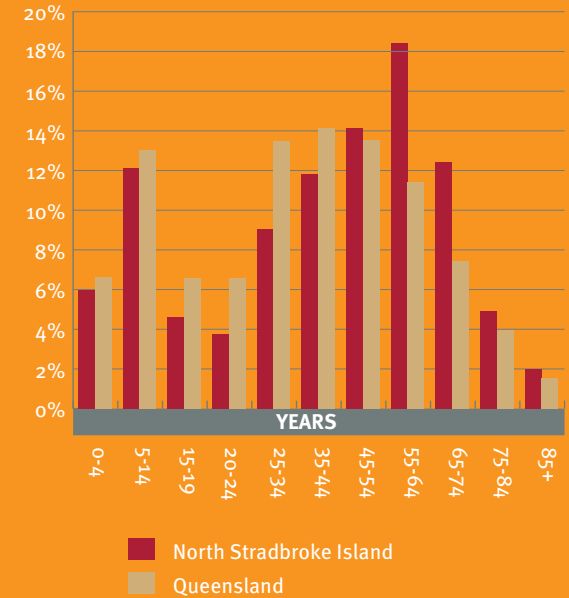


Figure 1: Population by age—North Stradbroke Island and Queensland comparison

Source: ABS Census of Population and Housing – 2011

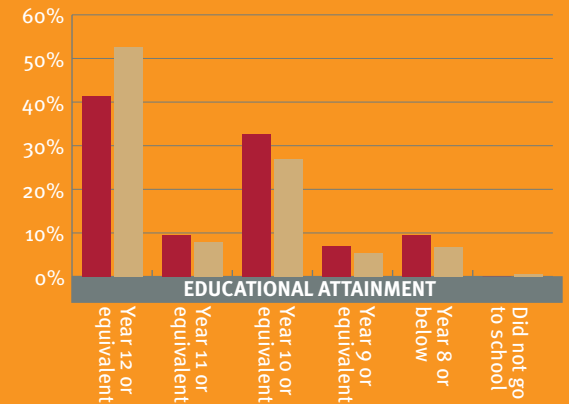


Figure 2: Educational attainment—North Stradbroke Island and Queensland comparison

Source: ABS Census of Population and Housing – 2011

Employment and business



Employment profile

On North Stradbroke Island:

- ▶ around 850 residents (out of 2025) are employed
- ▶ 620 employed residents work in local jobs
- ▶ 230 employed residents travel to the mainland for work
- ▶ 20 per cent of local workers are employed in accommodation and food services
- ▶ 18 per cent of local workers are employed in mining
- ▶ the local economy relies on six main industries.

Figure 3 shows the major industries and the percentage of employment by industry.



Business on the island

North Stradbroke Island has around 180 local businesses. Of these:

- ▶ more than 70 per cent are directly or indirectly related to the tourism sector, including accommodation, retail, food and beverage, tours and attractions and general services
- ▶ around 12 per cent are trades related.

What this means for employment and business on the island

These figures suggest opportunities to:

- ▶ expand existing sectors and emerging industries
- ▶ increase education and training opportunities (see the education profile on previous page).

This should increase the supply of local workers and the availability of relevant jobs.

It will also encourage the many tourism-related businesses on the island to expand and take up new ideas.

In the long term, stable employment will encourage more people to remain living and working on North Stradbroke Island.

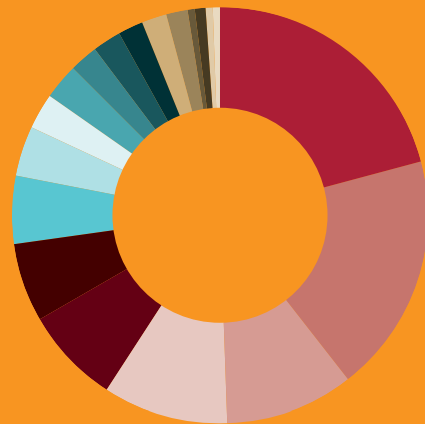


Figure 3: Employment by industry, North Stradbroke Island

Source: ABS Census of Population and Housing – 2011

Fraser Island: a success story

History

Fraser Island is a much-loved destination for local and international visitors.

The island contains rainforest, freshwater lakes, sand dunes and surf beaches that attract hundreds of thousands of visitors annually. This stunning natural wonder is supported by a strong, diverse and sustainable tourism industry.

For much of the last century, Fraser Island was also supported by two other industries: timber logging and sand mining.

However, over time, it became clear that both industries were causing environmental damage that, if allowed to continue, would be near impossible to undo.

Source¹: www.fido.org.au
Source²: www.npsr.qld.gov.au
Source³: www.environment.gov.au
Source⁴: www.kingfisherbay.com

Turning it around

Sand mining began in 1949 and continued until the Australian Government cancelled the mining licence in 1976. Timber logging occurred for longer.

Logging began in 1863, mainly for blackbutt timber, leaving the island's rainforest untouched. However, by the 1960s, 30 per cent of the logged timber was from rainforest; by the 1980s, it was more than 65 per cent.¹

In 1991, the Queensland Government ended logging on Fraser Island. The Queensland and Australian governments jointly funded a growth and development program to assist those affected by the industry closure.¹

The 60 people employed in logging transitioned into other industries.¹

A new chapter

Once sand mining and timber logging ended, the amount of national park increased from 140,000 to 220,000 hectares.² Fraser Island's already successful tourism industry boomed. Visitor numbers doubled in 15 years.³

Although the Kingfisher Bay Resort Group had been operating since the 1970s, it experienced massive growth after the end of timber logging, and now includes resorts, tours and a barge. Kingfisher Bay Resort is an award-winning eco-tourism facility.⁴

Today, the Group employs about 600 staff at Kingfisher Bay Resort, Eurong Beach Resort and other tourism-related businesses on the mainland.⁴

Fraser Island also offers adventure tourism with outdoor camping, four wheel driving, and lake and forest exploring.

It also provides educational tourism facilities for many university and school groups each year. Dilli Village—once a sand mining camp—comprises the Fraser Island Research and Learning Centre, cabins, camping grounds and an open classroom for lessons. Resources and activities have been developed to assist the groups on their trip.

Fraser Island has flourished since the end of logging and sand mining, and is now a favourite for Queenslanders, and an internationally recognised tourism destination.

Strategy and initiatives

Developing a strategy for growth

The cessation of sand mining in 2019 will give existing industry sectors the opportunity to grow and allow new industry sectors to emerge.

In determining the appropriate themes for action, the Queensland Government focused on industry sectors that:

- ▶ currently exist and have potential for growth
- ▶ are emerging and would evolve without government intervention
- ▶ capitalise on the iconic characteristics of North Stradbroke Island.

The Queensland Government's approach is to work closely with the community and key stakeholders to build on the island's competitive advantages, including in its existing tourism and education sectors, and ensure that local businesses are appropriately skilled and developed to take advantage of natural growth.

The Queensland Government has a deliberate and well-planned strategy for achieving this and a commitment of \$20 million to kick-start the initiatives that are part of it.

This funding injection is only a start in implementing this long-term strategy. The Queensland Government expects the expansion of the island's existing sectors to encourage further investment from the private sector, which will take up and progress many of these initiatives—and create more.

Multiple co-investment opportunities will emerge, leading to strong partnerships among local businesses, community organisations and various levels of government. This co-investment will leverage the Queensland Government's \$20 million funding to develop new ideas and strategies that will further transform the economy of North Stradbroke Island.



Strategy priorities

The Queensland Government has identified a number of initiatives to be progressed through this strategy. These initiatives address the following priorities:

- ▶ Diversify and expand the current tourism industry.
- ▶ Expand the education and training sector.
- ▶ Stimulate local business development and growth.

This is supported by the 'employment by industry' profile on page 17, which shows that education and training, and tourism (combining accommodation and food services, and retail trade), are already existing, profitable industries.



Sunset over Moreton Bay



State contribution
\$13.48
million



Direct jobs created
43



Approximate ongoing
jobs created
40



Diversify and expand the current tourism industry

North Stradbroke Island's tourism industry is a thriving contributor to its economy.

Tourism is the island's largest employer, with 20 per cent of the island's workforce employed in accommodation and food services. At least 70 per cent of small businesses on the island are in this sector.

Approximately 800,000 people visit the Cleveland–Stradbroke region each year with an average total expenditure of \$111 million.¹

In 2014, there was a 5.5 per cent increase in day visitors and a 1.9 per cent increase in overnight domestic visitors, though the island currently captures only 4.4 per cent of the Brisbane market.¹

Additionally, since 2010, the number of international visitors from China has increased by 70.4 per cent each year.¹

Opportunities

These figures show that, although the island does have a thriving tourism sector, there are still many opportunities to expand and diversify current tourism offerings to create an iconic tourism destination for the state.

Possibly the greatest opportunity is the latent domestic market—visitors from the Brisbane region. As the island currently captures only 4.4 per cent of the Brisbane market, there is a major opportunity to create tourism products and services that will attract more of this market.

Increasing this market would have many positive impacts for the island, including expanding local businesses, encouraging new businesses to start, encouraging more private investment and providing new employment opportunities.

The growth in visitors from China also presents an opportunity to capitalise on the island's competitive advantages—nature, adventure and culture-based tourism.

Fraser Island has achieved exactly this with its successful Kingfisher Bay Resort. The Kingfisher Bay Resort Group currently employs around 600 staff who live and work on the island.²

During the construction of the resort, around 150 workers lived on site. At the peak of construction, more than 600 workers were on site. This is the kind of opportunity that is available on North Stradbroke Island.²

Challenges

Several challenges that could affect the long-term viability of the island's tourism industry must also be addressed:

- ▶ the critical need for private sector investment in new developments
- ▶ fluctuating seasonal visitor numbers
- ▶ infrastructure capacity during peak periods
- ▶ inconsistent quality of tourism product
- ▶ ease of access from tourist departure points, including Brisbane.

Source ¹: *North Stradbroke Island: Tourism Project Prioritisation for the Economic Transition Plan*, August 2015, EC3 Consulting

Source ²: www.kingfisherbay.com

Tourism initiatives

Expanding the island’s already thriving tourism industry will make North Stradbroke Island an iconic tourism destination.

To support this priority, the Queensland Government has identified initiatives that will help:

- ▶ drive industry growth
- ▶ maintain quality tourism experiences
- ▶ strengthen the island’s market appeal to visitors and private sector investors.

The state will contribute up to \$13.48 million to these initiatives.

\$600,000 in joint funding has been committed by the Queensland Government and Redland City Council for the Gorge Walk Trail Head Lookout project.

The project will deliver a new viewing platform, upgraded toilet facilities, information and interpretive signage and seating at the trail head.

The viewing platform will provide an exceptional vantage point to enjoy the natural wonders of the island and marine wildlife in Moreton Bay.

This project will be delivered through the Queensland Government’s Scenic Lookout Upgrade Program and will enhance the island’s reputation as an emerging eco-tourism destination.

Develop more nature and adventure-based activities

Almost half of the 800,000 visitors to the region engage in nature-based activities and a further 254,000 visitors engage in adventure-style activities.¹

Developing more facilities and infrastructure in national park, protected estates and urban areas could attract more and repeat visitors. This could include private nature-based ventures, including kayaking, whale watching and walking tours.

There are significant development opportunities—for the Quandamooka people in particular—within nature-based tourism ventures.

Private adventure-based ventures, such as cycling and quad bike tours or four wheel drive tours and training, could also be created or expanded.

Initiatives include:

- ▶ developing and improving recreational trails, such as pedestrian trails and cycle tracks
- ▶ developing a strategy for expanding national parks and other protected areas and transferring expired mining leases in stages, with funded joint-management arrangements.

¹ North Stradbroke Island: Tourism Project Prioritisation for the Economic Transition Plan, August 2015, EC3 Consulting

Improve existing built infrastructure and facilities and develop boutique accommodation

The existing caravan and camping facilities are an important tourism asset to support affordable beach holidays for families.

The Straddie Camping venture has enhanced these facilities; however more investment could increase visitor numbers and their length of stay.

Overnight ‘glamping’ is an increasing visitor trend. The market is growing for luxury, boutique accommodation experiences associated with cultural tours, local produce and food tours, and involvement in conservation projects.

This may convert day-trippers into overnight visitors and attract more visitors from Brisbane who are looking for a comfortable and beautiful location away from the city but still close to home.

Improved ferry access to the island, supported by an increase in international tourism into Brisbane will also increase demand for the development of boutique eco-tourism and resort accommodation.

Initiatives include:

- ▶ developing camping infrastructure, in partnership with Straddie Camping, to improve existing facilities such as amenities, cabins and road access
- ▶ identification of locations suitable for development of eco-tourism opportunities including current mining sites
- ▶ conducting a Tourism Investor Summit to attract private investment to the island, particularly in boutique accommodation.

Create marketing campaigns and program of events

It is vital to increase awareness of North Stradbroke Island in interstate and international markets, but particularly to increase visitors from South East Queensland.

A coordinated and creative marketing and events program will entice people to visit North Stradbroke Island. The campaign needs to highlight the island's distinctive cultural and environmental assets.

Collaboration between the island's tourism industry and the Quandamooka people will be central to a successful campaign, as the heritage of Indigenous people is a point of difference. This could also provide employment for local Indigenous people.

Initiatives include:

- ▶ conducting marketing campaigns to increase awareness of North Stradbroke Island and increase local, interstate and international visitors
- ▶ creating an events program to increase visitor numbers in the tourism low season (February to August).

Create more cultural tourism opportunities

North Stradbroke Island could become a place to connect with and learn about its natural and cultural history. Cultural tourism, particularly Indigenous cultural tourism, is a key motivator for the international market.

Initiatives include:

- ▶ progressing the Minjerribah Cultural Centre project and promoting the centre as a centrepiece for cultural tourism and education on the island
- ▶ growing and promoting the Quandamooka Festival as a unique cultural festival, particularly to the local Brisbane market, to increase attendance
- ▶ granting an exclusive whale-watching permit to the Quandamooka people to increase Indigenous tourism business opportunities and complement their other whale-related tourism ventures
- ▶ constructing a world-class whale interpretive facility, including a high quality natural museum with audio-visual facilities.

Enhance the visitor experience

Visitor information is important for attracting new visitors and ensuring that visitors return. Gateway, locational and interpretive signage can showcase the island's assets, and educate visitors about the unique cultural and environmental values.

This builds on work done by Straddie Chamber of Commerce to update the existing website and develop a new mobile-friendly website.

Initiatives include:

- ▶ providing locational and interpretive signage at key locations on the island, including a Quandamooka-designed entrance statement
- ▶ implementing a six-year visitor research program on the island to better understand the market and its needs, including advertising awareness tracking.

Unlocking Peel Island

Peel Island—Teerk Roo Ra National Park—is located four kilometres east of Cleveland.

The island has significant cultural heritage values and natural conservation values, and is one of the few Moreton Bay Islands with a fringing reef.

Peel Island is perfectly placed to attract nature-based visitors. Currently, there is a lack of access to the island. The development of a jetty has the potential to attract private investment in trails and snorkelling-based tourism.

Initiatives include:

- ▶ confirm the feasibility and optimal design leading to construction of a jetty on Peel Island aimed at unlocking its tourism potential.

Investigate improvements to North Stradbroke Island public transport options

Improving access to, from and on the island is a vital component of tourism development.

The current Brisbane market for visitors to the island presents an opportunity to operate a ferry service between Brisbane and Dunwich on North Stradbroke Island.

Once visitors have arrived, it is just as important that they are able to move around the island to enjoy the breadth of experiences that North Stradbroke Island has to offer. Investigating improvements to on-island travel will assist visitors without cars and provide solutions for residents who require public transport.

Initiatives include:

- ▶ an initial study to explore and evaluate possible integration and transport improvements for North Stradbroke Island, including access to and from the mainland and on-island transport.

Whale watching priority invitation

The Queensland Government has provided a priority invitation to QYAC for whale-watching tours.

QYAC has had a long-standing interest in taking up the third whale-watching authority available for the area and received in-principle support from the Queensland Government in 2012.

Whale-watching is now more viable since the industry started in the 1980s, as the humpback whale population has grown in that time from a few thousand to more than 20,000 passing the east coast each year.

The tours will be part of a tourism package including land-based infrastructure and activities, including a whale interpretive centre at Point Lookout that will display a whole whale skeleton.



“The revitalised Howard Smith Wharves provides the perfect front door to connect Brisbane to Stradbroke Island and transition its economy to a greater tourism

focus which in-turn will generate long term economic benefits and jobs.”

Luke Fraser
Development Director
Howard Smith Wharves



“As Executive Chairman of Carnival Australia, the local arm of the world’s largest cruise business, I know how important tourism is right around the world. In this job

I’ve seen firsthand what tourism offers in terms of economic opportunity. Brisbane is home to me and I grew up holidaying on North Stradbroke Island, or ‘Straddie’ as the locals know it. Straddie has huge potential from a tourism perspective, including opportunity for local jobs and opportunities for small business.”

Ann Sherry AO
Executive Chairman
Carnival Australia



State contribution

**\$5.2
million**



Direct jobs created

6



Expand the education and training sector

Education and training is currently a relatively small sector on the island, employing around 6 per cent of island residents.

However, educational tourism is a growing market in the Cleveland–Stradbroke region with 8500 visitors and 13,500 visitor nights, with an average stay of 1.6 nights. Additionally, 5.7 per cent of international visitors engage in education experiences while in the region.

Opportunities

With the visitor figures in mind, there is potential to:

- ▶ develop new learning products based on the island's unique assets and apply them to school camps and corporate retreats to attract more visitors
- ▶ offset the seasonal nature of tourism sector employment by encouraging education-related visitors in the tourism low season (February to August)
- ▶ create more jobs through school camps and field studies, but also by leveraging existing tertiary research facilities like the Moreton Bay Research Station
- ▶ increase education and training opportunities for residents to create a higher skilled workforce, with greater flexibility and capacity to adjust to changing economic circumstances
- ▶ increase teaching spaces and facilities for visiting students.

Challenges

The challenges for developing education and training on the island include:

- ▶ access to transport services
- ▶ limited library and computer facilities
- ▶ lack of ongoing support for adult learners.

Education and training initiatives

The state will contribute up to \$5.2 million towards initiatives which will assist to develop skills and improve local training opportunities for residents, and establish education as a source of income and employment. These initiatives will benefit the whole community in addition to the \$5 million North Stradbroke Island Sand Mining Workers Assistance Scheme.

Develop new education and training products

There are several opportunities to develop education and training products for the island that will increase visitor numbers.

Providing new or extra materials and products will also increase the total visitor spend.

Initiatives include:

- ▶ establishing a Centre for Island Learning to:
 - develop new island-related education and training materials for primary and secondary levels
 - organise practical research about social and cultural issues, and scientific and environmental issues
 - research possibilities for intensive and immersion studies that attract fee-paying students
- ▶ expanding the Indigenous land and sea ranger program on the island.

Create a service to administer and coordinate learning activities

Coordination of all the education and training products on the island—especially as new ones are created as part of this strategy—would help residents looking for appropriate education and training, and administer the island’s physical and virtual learning spaces.

Initiatives include:

- ▶ creating a service such as an education exchange to administer and coordinate all the education and training products on the island. An education exchange would provide residents with:
 - information, support and mentoring
 - physical and virtual learning spaces on the island
 - access to tertiary education
 - an information service on career course choice, tertiary study, financial issues, advanced standing, recognition of prior learning and education administration.
- ▶ It would also:
 - act as a broker between training organisations and community or business in arranging training
 - promote the island for education activities such as school field work, English language and university courses
 - support QYAC and the tertiary education sector to:
 - establish the feasibility of developing Indigenous-related courses
 - consider the protocols needed to establish and manage these courses
 - provide information on post-secondary education and training with information sessions and career counselling.

Improve education and training facilities

Improving the island's physical education and training facilities will encourage a broader range of students, particularly secondary, tertiary and adult students.

Delivering training courses at these improved facilities will reduce student travel costs and time, and provide local employment.

Initiatives include:

- ▶ refurbishing the existing Dunwich Secondary Campus to provide a hub for education and training on the island, including a modern resource and information centre.

North Stradbroke Island as an education destination

The island is already a destination for school camps, field studies and tertiary research. By expanding this existing market, it can increase visitor numbers and even attract a broader range of visitors.

Other initiatives outlined in this strategy will benefit here, including those which focus on developing new learning products, increasing nature-based recreation and cultural education opportunities, and creating high-quality tourism accommodation and facilities.

Initiatives include:

- ▶ researching new opportunities and potential barriers to expanding the market for school camps, field studies and tertiary research.





South Gorge



State contribution

**\$4
million**



Direct jobs created

5



Approximate ongoing
jobs created

7



Stimulate local business development and growth

Currently, 180 local businesses provide just over 80 per cent of jobs on the island. Most are small businesses employing a small number of people.

More than 70 per cent of local businesses are directly or indirectly related to the tourism sector, including accommodation, retail, food and beverage, tours and attractions, and general services. Around 12 per cent are trades related.

North Stradbroke Island needs development that supports diversity and resilience. Success is more likely to come from initiatives that emerge from the island business community itself once they experience business success.

QYAC and Indigenous businesses, such as Straddie Camping, are continuing to grow. QYAC wants to continue to grow existing businesses and further invest in the island.

Some residents have expressed interest in developing businesses in seafood harvesting, fish processing and marketing, forestry and timber products, and traditional medicine.

It is important to draw on existing opportunities in tourism, education and training, and other sectors like service industries to help generate economic activity and employment growth.

The island may attract private sector investment through existing business owners expanding their operations or new investors identifying an opportunity.

Opportunities

Many opportunities are emerging that will create additional economic activity, and encourage business creation and expansion, including:

- ▶ development on the island to create construction jobs for locals and bring workers to the island, creating additional economic activity
- ▶ subject to development approval, the Toondah harbour revitalisation project on the mainland has the potential to create local jobs
- ▶ development of Dunwich as a day destination and expansion of aged care facilities to increase employment in various sectors
- ▶ business capacity building and grants to help local business people and entrepreneurs develop their ideas into profitable businesses. e.g. forestry and timber products and traditional medicines.
- ▶ a broad range of commercial opportunities are expected to arise from increased visitation as a result of the success of other initiatives.

Dunwich Harbour redevelopment

In parallel with this economic transition strategy, Redland City Council is implementing initiatives from its own planning scheme, which includes future development on North Stradbroke Island. The scheme identifies several sites around Dunwich Harbour as commercial industry zones.

Some of these sites are currently used by Sibelco for sand mining operations. Once sand mining ends in 2019, there is an opportunity to incorporate these sites as part of a broader redevelopment of Dunwich Harbour.

As the gateway to North Stradbroke Island, Dunwich Harbour could support various land uses. As tourism on the island grows and visitation increases, Dunwich Harbour must be able to capitalise on the economic opportunities as they arise.

This would require partnerships with the private sector, but would increase local investment, economic activity and job creation.

Toondah Harbour revitalisation project

Toondah Harbour was declared a Priority Development Area by the Queensland Government in 2013.

The Queensland Government is working in partnership with Redland City Council and the private developer, the Walker Group, to facilitate the redevelopment of this site.

It is estimated that subject to development approvals, the proposed \$1.3 billion redevelopment of Toondah Harbour will create more than 1000 jobs during construction and an estimated 500 jobs a year post-construction.



Connecting business through the National Broadband Network

The Queensland Government recognises the importance of high speed broadband as an enabler of economic growth. During the transition period and throughout implementation of this Strategy, the Queensland Government will work with the Commonwealth Government to facilitate North Stradbroke Island's access to the National Broadband Network as soon as possible.

Local business development and growth initiatives

The Queensland Government will contribute up to \$4 million towards initiatives which help stimulate local business development and growth on North Stradbroke Island.

Destination Dunwich

Dunwich is the entry point to the island, home to most residents and mining workforce, and host to attractions such as the historic cemetery, museum, Aboriginal middens and the annual Quandamooka Festival.

Initiatives include:

- ▶ conducting master planning to develop a day visitor precinct for Dunwich that offers tourism experiences for nature, adventure and education-based visitors, including:
 - improved signage and walking trails connecting significant areas
 - better integrated public transport connections between Dunwich and the townships, and reduce car numbers and expense
 - development of the Minjerribah Cultural Centre as part of a large education and training precinct.

Expand existing aged care facilities

On North Stradbroke Island, the proportion of people aged 45 or over is significantly higher than the Queensland average, creating an aging population.

This presents an opportunity to expand current facilities to accommodate this and provide job opportunities in this field.

Initiatives include:

- ▶ investigating the expansion of the existing aged care facilities on the island to:
 - double the existing capacity
 - create employment opportunities in the health care sector and the supply chain (service and maintenance).

Deliver training and support programs to build local business capacity

Helping operators who deliver a quality service by identifying new ways to create value will promote a strong and sustainable industry.

Other state and federal government programs may be available to help local business development, including Indigenous businesses. Information on these programs will be made available to the island community.

Initiatives include:

- ▶ implementing an operator training and capacity-building program for existing businesses.

Support Indigenous business development

There are many opportunities for new business enterprises on North Stradbroke Island.

Increasing the number of small business ventures that deliver high quality products and services will promote strong and sustainable industries.

This fund will be set up to support Quandamooka business start-ups and joint ventures e.g. new industry sectors focusing on seafood, forestry and timber products, and traditional medicines. A number of different business ventures have already had preliminary analysis undertaken, such as QYAC working with CSIRO on a new aquaculture industry at Amity Point. With additional resources it is envisaged that QYAC will be able to work with other organisations to develop new ecologically sustainable industries on North Stradbroke Island.

Initiatives include:

- ▶ establishing an Indigenous Business Development Fund to investigate new business opportunities for North Stradbroke Island.

Redland City Council's development focus

In parallel with this economic transition strategy, Redland City Council is implementing initiatives from its own planning scheme (RPS 2006 v7). This scheme includes future development on North Stradbroke Island.

Like the Queensland Government, Redland City Council also sees the potential to grow the island's already thriving tourism industry. Council's planning scheme sets out the commitment to encouraging growth which is of an appropriate scale and density, that balances liveable communities, economic activity and protection for the natural environment.

Redland City Council's planning scheme recognises that safe, efficient and effective infrastructure is essential to ensure that North Stradbroke Island has the capacity to service future development.

The scheme flags future development of housing, local services and facilities in the island's three main townships: Dunwich, Amity Point and Point Lookout. Providing infrastructure in these populated areas will ensure the maximum number of users will benefit.

Development within these townships could create additional employment opportunities during construction and increase commercial activity.

Short-term initiatives

Investments that can commence immediately to stimulate early economic activity. These are initiatives that are expected to be commenced within one year.

1 Gateway master planning (Dunwich)

Long-term master planning for Dunwich focusing on the waterfront and adjacent areas, to improve the functionality and appearance and capitalise on commercial and recreational opportunities that will arise following the cessation of sand-mining. Master planning may identify opportunities for a day visitor precinct for Dunwich that offers tourism experiences for nature, adventure and education based visitors.

Expected key activities and outcomes: Gateway master plan focused on the Dunwich Harbour and surrounds developed in partnership with the community that will inform land use planning and help drive future commercial, cultural and recreational opportunities. An essential first step in this process, will be the development through community engagement of a vision and guiding principles for the master planning process. This will inform preparation of a draft master plan for consultation leading to the final master plan.

Rationale: There is broad recognition of the importance of the Dunwich Harbour as the main entry point to the island. The harbour creates the first impression for island visitors and it is essential that this impression supports and aligns with the overall vision to create Australia's most desirable island community. The cessation of sandmining provides an opportunity to address existing constraints and unlock new opportunities to improve the efficiency and aesthetics of the harbour and foreshore.

Proposed project coordinator: DILGP
Proposed major project partners: RCC/SCoC/QYAC

2 Eco-tourism site identification study

Identify optimal locations for boutique eco-tourism development opportunities including current mining sites. This initiative will build on existing studies and analysis and will include opportunities that may be identified as the staged transfer of expired mining leases occurs and strategies for expansion of national parks and other protected areas are developed.

Expected key activities and outcomes: Evaluation of the feasibility and identification of boutique eco-tourism development opportunities including size/scale/location and private sector interest. This initiative aims to identify potential locations with sufficient certainty to be able to attract prospective investors focusing on the Tourism Investor Summit (Initiative Number 18). Key activities will include engagement with industry, tourism experts and the community to identify optimal locations, characterise the development potential of these locations and develop the strategies to market them.

Rationale: Capitalising on the growing demand for boutique 'high-quality eco-chalets' and 'glamping' has been identified as a significant economic development opportunity for North Stradbroke Island. This initiative aligns with a number of other initiatives including market research, tourism profile development, strategies for expansion of national parks and other protected areas and Tourism Investor Summit (e.g. Initiatives 5, 14, 15, 18).

Proposed project coordinators: EDQ/DTESB/DSD
Proposed major project partners: QYAC/RCC/DNPSR/EHP/DNRM/TEQ

3 Expanding the market for school camps, field studies and tertiary research

Research new opportunities to expanding the market for school camps, field studies and tertiary research. This initiative will identify opportunities for local businesses to capitalise on nature-based, cultural and educational tourism opportunities and may include the repurposing of existing infrastructure.

Expected key activities and outcomes: Enhanced profile of North Stradbroke Island as a destination for school camps, field studies and tertiary research leading to increased visitor numbers and increased understanding and appreciation of the rich natural, cultural and historic values of North Stradbroke Island. The key deliverable under this initiative will involve working with industry and the community to produce a detailed report on the current offering and the new opportunities in this sector. This research will assist the growth of the education tourism market, including any staging recommendations.

Rationale: North Stradbroke Island is already a destination for school camps, field studies and tertiary research; however there are opportunities to expand the island's offering through the development of the sustainable tourism and the education and training sectors. The expansion of this market will assist to broaden the range of visitors to the island, especially during the tourism low season.

Proposed project coordinators: SCoC/DET/DTESB
Proposed major project partners: RCC/QYAC

Short-term initiatives

Investments that can commence immediately to stimulate early economic activity. These are initiatives that are expected to be commenced within one year.

4 Minjerribah Cultural Centre

Commence the first stage of the Minjerribah Cultural Centre as a centrepiece for cultural tourism and education on the Island. Funding has been allocated towards the feasibility, detailed design, approvals and tender process.

Expected key activities and outcomes: To advance the development of the Minjerribah Cultural Centre to an investment ready stage. Activities under this initiative will include site selection, design and the preparation of a tender for construction. Construction of the cultural centre is dependent on further funding from public or private sources.

Rationale: The opportunity exists for North Stradbroke Island to become a place for connecting to, and learning about, the natural and cultural history of the island. Of particular relevance is the recognition of the Quandamooka people as native title holders of Minjerribah and the preservation of their history, language, culture and tradition. Cultural tourism, in particular Indigenous cultural tourism, is a key motivator for the international market. The proposed Minjerribah Cultural Centre can be the centrepiece for cultural tourism and education on the island.

Proposed project coordinator: QYAC
Proposed major project partners: DET/RCC

5 NSI Visitor Research Program

Implement a six-year visitor research program on the island to better understand the market and its needs, including advertising awareness tracking.

Expected key activities and outcomes: Surveys of visitors and non-visitors will enable the barriers, product opportunities and the key messages which influence travel to North Stradbroke Island to be better understood. This initiative will be implemented over an extended period and will inform a comprehensive marketing strategy for North Stradbroke Island as well as provide feedback on the effectiveness of marketing campaigns and investment in tourism infrastructure on the island.

Rationale: Understanding the needs of visitors to North Stradbroke Island will enable development of an integrated and effective marketing program for the Island and also enable individual tourism providers to effectively tailor their specific products to meet the market. The information obtained through this initiative may also inform future infrastructure/ services planning which will ensure that North Stradbroke Island is positioned to capitalise on tourism growth as it occurs.

Proposed project coordinator: DTESB
Proposed major project partners: RCC/QYAC/TEQ/SCoC

6 Grow and promote the Quandamooka Festival

Grow and promote the Quandamooka Festival as a unique cultural festival, particularly to the local Brisbane market.

Expected key activities and outcomes: Higher public profile of, and increased attendance at, the festival, promoting the rich cultural heritage of the island and allowing the natural environment and history to be showcased. Attraction of new visitors to the island through the festival will broaden the visitor market and lead to increased numbers over the long-term. The primary activity proposed under this initiative will be funding to support the planning and running of the festival. The additional resources are expected to lead to preparation and roll-out of a promotional package for the festival, resulting in new partners and sponsorships, and a richer festival program creating revenue and enabling reinvestment.

Rationale: The Quandamooka Festival is already a successful annual event. Expansion of the festival will increase visitation to North Stradbroke Island during the tourism low season. This will assist to generate year-round economic activity, support the growth of new/existing business and provide local employment opportunities.

Proposed project coordinator: QYAC
Proposed major project partners: RCC/TEQ/DATSIP

Short-term initiatives

Investments that can commence immediately to stimulate early economic activity. These are initiatives that are expected to be commenced within one year.

7 Identify and assess options to improve NSI public transport

Investigate improvements to NSI's public transport options.

Expected key activities and outcomes: The key deliverable under this initiative will be a comprehensive report which identifies and evaluates the feasibility of options for improving public transport on, to and from North Stradbroke Island. This would include not only the existing transport network but also alternative routes that have been proposed by stakeholders including connections to the Southern Moreton Bay Islands and Brisbane CBD.

Rationale: Competitively priced and convenient travel on, to and from North Stradbroke Island is essential for commuting residents and visitors and to support existing and new businesses. As new educational and tourism opportunities arise, the transport network needs to be fit for purpose and ensure it enables these businesses to reach their full potential.

Proposed project coordinator: DTMR
Proposed major project partner: RCC

8 Business operator training and capacity building

Provide an operator training and capacity building program for existing businesses on North Stradbroke Island.

Expected key activities and outcomes: Increased capacity of local business to innovate and capitalise on new business opportunities. This initiative will be used to develop and deliver a targeted business package which may include business skills training, benchmarking of business performance and mentoring. This will help local businesses develop through improved planning, performance and productivity. It will also aim to broaden business networks, which can help identify new opportunities, ideas and innovative solutions for businesses to expand.

Rationale: The business operator training program will ensure that current business operators on North Stradbroke Island can access training to increase their capacity to adjust to changes in the local economy as well as identify and capitalise on new market opportunities as they arise. Assisting business operators who deliver a quality service on the island by identifying new ways to create value, will promote strong and sustainable local business and drive employment creation and ongoing investment in the island's economy.

Proposed project coordinator: SCoC
Proposed major project partners: DSD/RCC

9 Indigenous Business Development Fund

Establish an Indigenous Business Development Fund to support emerging Indigenous business opportunities for North Stradbroke Island.

Expected key activities and outcomes: The establishment of new Indigenous business ventures in strong, sustainable industries; which deliver high quality products and services and generate local employment opportunities. This initiative will operate as an administered grant program in line with similar business grants programs operating elsewhere in the state. Funds are proposed to be released to successful applicants in accordance with eligibility criteria and conditions.

Rationale: This initiative will support the establishment of new Indigenous business ventures on North Stradbroke Island. The establishment of Indigenous businesses will help to create long-term employment and training opportunities for Quandamooka people.

Proposed project coordinator: QYAC
Proposed major project partners: DSD/RCC

Short-term initiatives

Investments that can commence immediately to stimulate early economic activity. These are initiatives that are expected to be commenced within one year.

10 Expand the Indigenous Land and Sea Ranger Program

Expected key activities and outcomes: Employment and training of Indigenous rangers and enhanced management of North Stradbroke Island's cultural and environmental assets.

Rationale: The Indigenous Ranger Land and Sea Program is an established program administered by the Department of Environment and Heritage Protection (EHP). The program provides skills development and employment opportunities for Indigenous people which assists in preserving and enhancing the Islands natural and cultural assets leading to wider social, cultural and economic benefits.

Proposed project coordinator: EHP
Proposed major project partner: QYAC

11 Straddie camping infrastructure development and improvement

Develop and upgrade infrastructure, in partnership with Straddie Camping, to diversify accommodation options and improve existing facilities such as amenities, cabins and road access.

Expected key activities and outcomes: This initiative will assist with the construction and upgrading of camping facilities, for example new eco-cabins at Straddie Camping sites at Bradbury's and Adam's Beach. Activities under this initiative will include the detailed design, costing and building of new infrastructure for Straddie Camping.

Rationale: Improvement to camping infrastructure and new products that increase the supply and diversify the type of tourist accommodation provided by Straddie Camping, will attract a greater range and number of visitors. An increase in visitors will contribute to greater tourist spend on the island benefiting existing business and encouraging the start-up of new businesses. Bradbury's Beach and Adam's Beach are within close proximity to Dunwich Harbour and have therefore been identified as easily adaptable for campers with a disability.

Proposed project coordinator: QYAC
Proposed major project partner: RCC

12 Refurbishment of Dunwich Secondary Campus

Refurbish the existing Dunwich Secondary Campus to provide a hub for education and training on the Island including a modern resource and information centre.

Expected key activities and outcomes: Once refurbished, the Dunwich Secondary Campus site will be the educational and training hub of North Stradbroke Island, helping to develop skills on the island through training in areas such as hospitality, tourism and environmental and cultural management. This may include adult training including online and video on demand courses. Activities under this initiative may include the design, tendering and refurbishment of the campus in conjunction with the Department of Education and Training (DET).

Rationale: This initiative will repurpose an existing facility that is strategically located within Dunwich and easily accessed by students and visitors. It is proposed that a number of other initiatives utilise this site helping to reduce construction costs and enable the sharing of facilities.

Proposed project coordinator: QYAC
Proposed project partner: DET

Short-term initiatives

Investments that can commence immediately to stimulate early economic activity. These are initiatives that are expected to be commenced within one year.

13 Location and interpretive signage

Provide locational and interpretive signage at key locations on the island, including a Quandamooka designed entrance statement.

Expected key activities and outcomes: This initiative will provide gateway and interpretive signage that showcases the island's assets, assists visitors to navigate the island and educates visitors about the island's unique natural and cultural values.

Rationale: This initiative will improve legibility and enhance the visitor experience. The welcome and township entry statements have been identified as a high priority in the Redland City Council North Stradbroke Island Signage Program. Consistent signage will help to link and promote North Stradbroke Island's unique tourism product and experiences. The Quandamooka designed entrance statement will become a recognised landmark on the island and contribute to creating a sense of place and local identity.

Proposed project coordinator: RCC
Proposed major project partner: QYAC



Deadman's Beach

Medium-term initiatives

Investments that can commence within two years and will facilitate future sustainable economic and employment opportunity.

14 NSI marketing campaign and events program

Develop and conduct coordinated marketing campaigns to increase awareness of North Stradbroke Island and increase local, interstate and international visitors.

Expected key activities and outcomes: This initiative will promote North Stradbroke Island's cultural and environmental assets as well as the tourism experiences available. This initiative will lead to increased visitation to the island, with a focus on attracting visitors in the tourism low season. Key activities for this initiative will include the development of an integrated marketing campaign to improve the promotion of key events and attractions. An annual North Stradbroke Island Events Calendar will also be developed to promote events and festivals on the island.

Rationale: Tourism is a competitive industry and key to economic growth on the island. Increasing destination awareness in interstate and international markets, as well as increasing visitation rates by South East Queensland residents is essential to growing the island's tourism economy. This promotional activity will be essential as new visitor experiences are developed through this strategy.

Proposed project coordinators: SCoC/DTESB
Proposed major project partners: RCC/QYAC/TEQ

15 Expansion of national park and other protected areas

Develop a strategy for expanding the island's national parks and other protected areas and for the staged transfer of expired mining leases with funded joint-management arrangements.

Expected key activities and outcomes: The progressive transfer of land to national park and other protected area estate including management arrangements and funding.

Rationale: This initiative will provide for the protection of land currently under mining lease from inappropriate development and ensure that arrangements are in place to manage the island's protected estate. This initiative will help to provide greater certainty to investors and the community about where development can occur on the island and the future use of rehabilitated mine sites. This initiative is central to balancing sustainable economic growth with the protection of the island's unique environment and cultural heritage.

Proposed project coordinator: DNPSR
Proposed major project partners: DNRM/QYAC/EHP/
RCC/DTESB/DILGP

16 Develop and improve recreational trails on the Island

Develop and improve recreational trails on the island such as pedestrian trails and cycle tracks.

Expected key activities and outcomes: Contribution to the long-term development of a cycle and trail network on the island, with funding available for the Dunwich to Amity Point section of the trail. Key activities under this initiative will include the planning and approvals for trails, in consultation with the community prior to commencement of construction.

Rationale: This initiative will help to expand the nature and adventure-based tourism market on North Stradbroke Island by creating unique attractions that encourage new and repeat visitation. Once fully implemented, it is intended that pedestrian trails will create a cohesive trail network away from roads while cycle trails will focus on linking the three townships.

Proposed project coordinator: RCC
Proposed major project partners: QYAC/SCoC

Medium-term initiatives

Investments that can commence within two years and will facilitate future sustainable economic and employment opportunity.

17 Quandamooka whale watching permit

Grant an exclusive whale watching permit to the Quandamooka People to increase Indigenous tourism business opportunities and complement other whale-related tourism ventures.

Expected key activities and outcomes: This initiative will facilitate the establishment of a whale watching business operated by the Quandamooka People.

Rationale: There is significant opportunity for QYAC to establish a whale watching venture which will be enhanced by their knowledge and cultural connection to Minjerrabah's natural environment. This initiative will provide long-term sustainable employment opportunities for Indigenous residents, complement the development of a world class whale interpretive facility, increase tourist visitation to the island and create supporting business opportunities.

Proposed project coordinator: DNPSR
Proposed major project partner: QYAC

18 Tourism Investor Summit

Conduct a Tourism Investor Summit to attract private investment to the island, particularly in boutique accommodation.

Expected key activities and outcomes: Showcase existing and new tourism opportunities on the island including potential investment opportunities for eco-tourism sites identified through the eco-tourism site identification study.

Rationale: Stimulating new investment on North Stradbroke Island is necessary to grow the island's economy and create sustainable long-term employment opportunities for residents. By identifying and promoting investment including optimally located eco-tourism investment opportunities, potential investors will have greater certainty surrounding the type and scale of development which is supported on the island. This initiative aligns with not only the eco-tourism site identification study but also initiatives including the market research and the marketing campaigns and events program.

Proposed project coordinators: DSD/DTESB
Proposed major project partners: QYAC/SCoC/RCC/TEQ/TIQ/EHP/DNPSR

19 Peel Island jetty

Construction of a jetty on Peel Island.

Expected key activities and outcomes: Investigation works (feasibility and business case including construction and maintenance costs) leading to the construction of a jetty on Peel Island.

Rationale: Peel Island is significant cultural and historical site in Moreton Bay, in close proximity to Dunwich Harbour. There is currently no infrastructure to support commercial tourism access to Peel Island. There are opportunities to improve access to culturally significant sites and to expand North Stradbroke Island's eco-tourism offering to include the natural environment and historical sites of Peel Island.

Proposed project coordinator: RCC
Proposed major project partners: DNPSR/QYAC

Medium-term initiatives

Investments that can commence within two years and will facilitate future sustainable economic and employment opportunity.

20 NSI education exchange

Create a service, such as an 'education exchange', to administer and coordinate all the education and training products on the Island.

Expected key activities and outcomes: Through providing resources to build and administer the physical and virtual learning spaces, the service will promote the island as a destination for education and training, and act as a broker in arranging and conducting training. Through this initiative, North Stradbroke Island will be further promoted as a destination for education and training activities.

Rationale: There is significant opportunity to expand the education sector on North Stradbroke Island for both the education of residents, through improving local training and skills development; and as a source of income and employment, through development of niche education products that capitalise on the rich environment, culture and heritage of the island.

Proposed project coordinator: QYAC

Proposed major project partners: SCoC/DET

21 NSI education and training products

Develop new education and training products and establish a Centre for Island Learning.

Expected key activities and outcomes: Funding will be provided to develop a suite of education and training products focused on the island's unique social, cultural and environmental attributes. This will further promote North Stradbroke Island as an education destination. In addition to the development of education and training materials for primary and secondary students, the Centre for Island Learning will also be responsible for organising practical research on social, cultural, scientific and environmental issues and investigating possibilities for intensive and immersion studies.

Rationale: There are significant opportunities to capitalise on North Stradbroke Island's unique environmental and cultural heritage in a sustainable manner which creates long-term employment opportunities for residents. Increased visitation of school groups will also benefit other sectors of the economy, such as the accommodation and local business sectors.

Proposed project coordinator: QYAC

Proposed major project partner: DET

Long-term initiatives

Co-investment opportunities that build on the short-term and medium-term actions. These initiatives are expected to build on work in previous years ramping up in years 3-4 of the strategy to deliver further economic opportunities.

22 Whale interpretive facility

Construct a world-class whale interpretive facility.

Expected key activities and outcomes: The construction of a world class whale interpretive facility which includes a high quality natural museum with audio-visual facilities and adult humpback whale skeleton. The Economic Transition Strategy allocates funding for Stage 1 of this initiative (feasibility, detailed design, approvals and tender). Full delivery of this initiative will be contingent on securing additional funding.

Rationale: To create critical infrastructure and a focal point for whale watching industry opportunities at Point Lookout and to provide an attraction which also drives visitation during the non-whale watching/migration periods of November/December and May/June.

Proposed project coordinator: QYAC
Proposed major project partner: RCC

23 Expansion of aged care facilities

Investigate the potential expansion of existing aged care facilities on the island.

Expected key activities and outcomes: This initiative will provide for the expansion of the existing aged care facility on North Stradbroke Island, doubling it's current capacity. The Economic Transition Strategy allocates funding for Stage 1 of this initiative (feasibility, detailed design, approvals and tender). Full delivery of this initiative will be contingent on securing additional funding.

Rationale: The current 14-bed facility, Nareeba Moopi Moopi Pa, provides accommodation for island residents. It is proposed that this facility be expanded to cater for the aging population on North Stradbroke Island. The expansion of this facility may lead to the creation of additional, high value jobs in the health care sector. Other employment may also be created in the supply chain such as service and maintenance jobs.

Proposed project coordinator: QYAC
Proposed major project partner: RCC

Acronyms

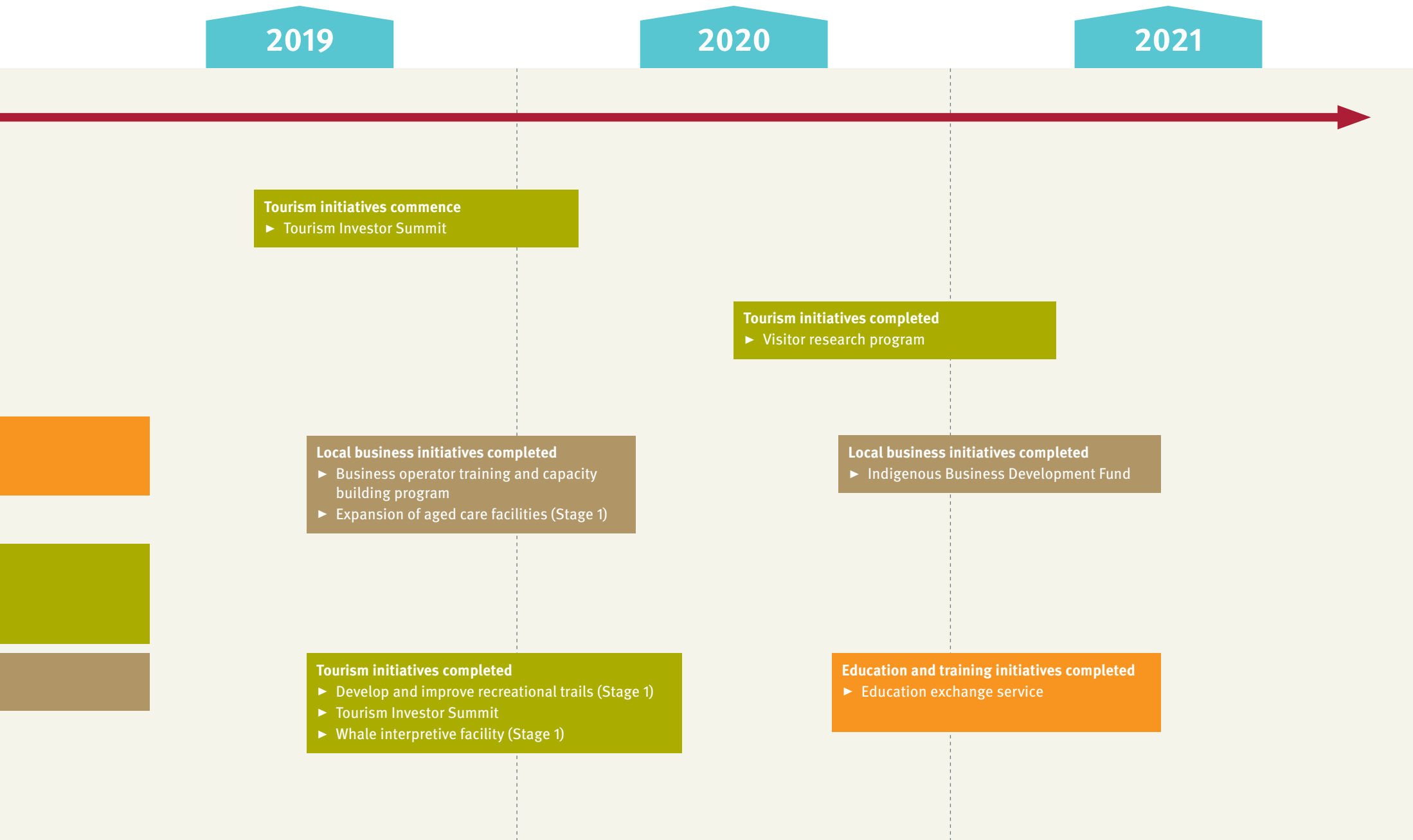
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DET	Department of Education and Training
DILGP	Department of Infrastructure, Local Government and Planning
DNRM	Department of Natural Resources and Mines
DNPSR	Department of National Parks, Sport and Racing
DSD	Department of State Development
DTEBS	Department of Tourism, Major Events, Small Business and the Commonwealth Games
EDQ	Economic Development Queensland
EHP	Department of Environment and Heritage Protection
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RCC	Redland City Council
SCoC	Straddie Chamber of Commerce
TEQ	Tourism and Events Queensland
TIQ	Trade and Investment Queensland



Indicative timeframes for implementation of initiatives



Indicative timeframes for implementation of initiatives



Co-investment opportunities

It is important to note that the Queensland Government funding injection is only a start in progressing this expansive, long-term strategy.

It is expected that co-investment opportunities will emerge as the strategy is implemented. The resulting growth will be a catalyst for private sector investors to create partnerships with local businesses and organisations, or create something entirely new, to continue the initial work.



Diversify and expand the current tourism industry

- ▶ New adventure tourism operations, such as cycling, four wheel driving, bush walking and water-based activities.
- ▶ Private investment in boutique eco-tourism accommodation, such as 'glamping' and resort facilities.
- ▶ Scenic tours of cultural heritage and iconic natural features.
- ▶ Promotion of new and existing community and cultural events and attractions.
- ▶ New hospitality, retail and accommodation services to meet diverse visitor markets.



Expand the education and training sector

- ▶ Educational tours focusing on the natural environment and Indigenous history.
- ▶ Training and educational support and service offerings.
- ▶ Youth camping and adventure learning programs.



Stimulate local business development and growth

- ▶ Expansion of existing local business offerings and services that cater to new visitor markets.
- ▶ Investment in construction, trade and maintenance sectors to support growing tourism operations.
- ▶ Aged care and health services to support an aging population.
- ▶ New industry sectors focusing on seafood, forestry and timber products, and traditional medicines.

Implementing the strategy

Many of the initiatives in this strategy require the support and input of a number of organisations and the community and a partnership with the community is essential for transitioning the island's economy.

Redland City Council, QYAC and the Straddie Chamber of Commerce will be invited to represent the community on the proposed North Stradbroke Island Economic Transition Strategy Implementation Committee. The committee will oversee implementation of the strategy including refinement of the scope, timing and other details of initiatives to ensure they consider stakeholder and community needs.

Key milestones for commencement and completion of the components of each initiative will also be developed, communicated and regularly reviewed and reported by the committee.

**\$3.87
million**

in-kind government contribution
to coordinate and implement the
strategy's actions

This will enable the committee to maximise local input, respond to issues as they arise and ensure efficient delivery of initiatives.

In addition to the \$20 million allocated to the economic transition strategy, the Queensland Government is applying other funding and resources to implement the strategy.

This includes appointment of a senior officer to coordinate strategy implementation for five years. This 'island coordinator' will operate from office space on the island and work closely with key stakeholders and the broader community as well as supporting the operation of the implementation committee.

Note: Each proposed initiative will be planned out in detail and subject to relevant development approvals. As part of this process, the community will have opportunities to provide input on some of these initiatives.

Ongoing monitoring

As part of the strategy implementation, the Queensland Government will continue to monitor progress and assess any impacts on business and the community, including the existing ferry services and business input costs, as a result of the sand mine closures.

The Queensland Government will regularly collect and analyse relevant data to determine any future actions that may be needed to mitigate these impacts and protect the island's existing, thriving businesses.

For further information or to obtain a copy of the strategy, please contact the Department of State Development.

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