



Draft North Stradbroke Island Economic Transition Strategy



December 2015



Queensland
Government



Headland at Point Lookout

Cover image: Main Beach, Point Lookout

Foreword

North Stradbroke Island is an island paradise close to the heart of many Queenslanders. This stunning sand island—also known as Minjerribah 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 so it can be opened up for all Queenslanders and visitors to enjoy.



JACKIE TRAD MP

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



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 put legislation in place and made a promise to the region's Quandamooka people—through a landmark Indigenous Land Use Agreement—to substantially end mining activities in the north Stradbroke region by 2019.

Now is the time to make good on this promise so all Queenslanders can enjoy what North Stradbroke Island has to offer. We have prepared amendments to the existing legislation to reinstate the original mining phase-out dates.



ANTHONY LYNHAM MP

Minister for State Development and Minister for Natural Resources and Mines



We have developed an exciting strategy, including a series of carefully considered actions, to ensure North Stradbroke Island's stability 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.

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 future for North Stradbroke Island.



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 is 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 a Draft North Stradbroke Island Economic Transition Strategy supported by 16 actions, which aim to:

- ▶ drive sustainable tourism
- ▶ expand education and training opportunities
- ▶ foster 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 actions 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 such as seafood and forestry and timber products.

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 \$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, the Redland City Council's planning scheme includes future development of the housing, local services and facilities in the island's townships and identifies several sites around Dunwich Harbour 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, a community of more than 2000 residents and thousands of tourist visitors every year.

For more than 60 years, the island has been supported by sand mining, as well as tourism and education. However, future tourism development has been limited by sand mining activity on the island. 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.

This will benefit the island but also the state as a whole, as local 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 Queensland Government has committed a further \$5 million to help mine workers transition into new employment and an additional \$3.87 million in in-kind contributions for identified actions and implementation.

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 1950's, 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. The following section outlines the Queensland Government's strategy for achieving this.

Our commitment

**\$20
million**

to implement actions
identified in the strategy

**\$5
million**

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

**\$3.87
million**

available in 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—and the resulting growth—to result in a flood of opportunities through private investment and organic growth. 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.

This document identifies potential growth industries on the island that can provide more long-term employment for residents through a diverse and sustainable economy.

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 operation jobs for residents and mine workers. As could the Toondah Harbour revitalisation project on the mainland.

This is only part of a broader whole-of-government plan to bring more opportunities to the region.

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.

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

Opportunities

151

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

private investment in the Toondah Harbour redevelopment project

1000

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

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

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.

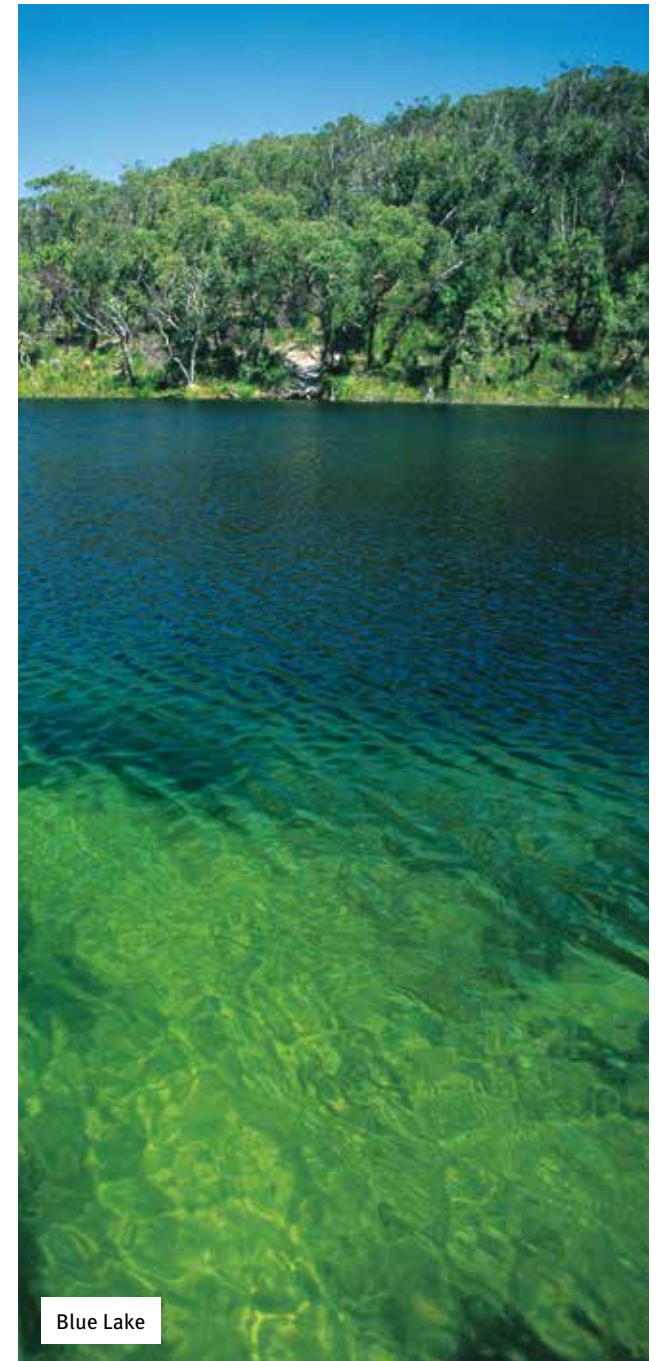
This strategy builds on these documents, accounting for advances on the island since 2011.

To develop this strategy, consultation has occurred with: the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) on behalf of the Quandamooka people; the Straddie Chamber of Commerce; the Redland City Council; Sibelco Australia; representatives of the workforce; and Walker Corporation Pty Ltd.

The Queensland Government has also considered:

- ▶ the Redland City Council's vision, outlined in several of its plans and strategies
- ▶ QYAC's publication, 'Through Native Title, to a Glad Tomorrow', which identifies opportunities to advance the economic and social advantage of the Quandamooka people.

However, the economic transition strategy is still subject to broader stakeholder consultation and agreement. Feedback is welcome on the actions outlined in this document. See the 'Have your say' section on how to submit your feedback.



Blue Lake



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

The transition from mining presents significant

challenges and to be successful requires ongoing collaboration between federal, state and local governments; Traditional Owners—the Quandamooka people, other 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 the next three years (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 1940's 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—committed the parties to working together to manage the national park, and create new opportunities for the community and the island.

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 has recommitted to keeping its promise to the custodians of the land. It has prepared amendments to the existing legislation to reinstate the original mining phase-out dates.

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.



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

\$275,000

in 2015-16 to develop infrastructure with the Traditional Owners

Plans for Dunwich

Dunwich has great potential for development (see Theme 3, Action 1: Create a master plan for Dunwich). 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 the 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.

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.

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.

Active rehabilitation of mining areas

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 Workers Assistance Scheme to support mine workers with training and education to transition into alternative employment.

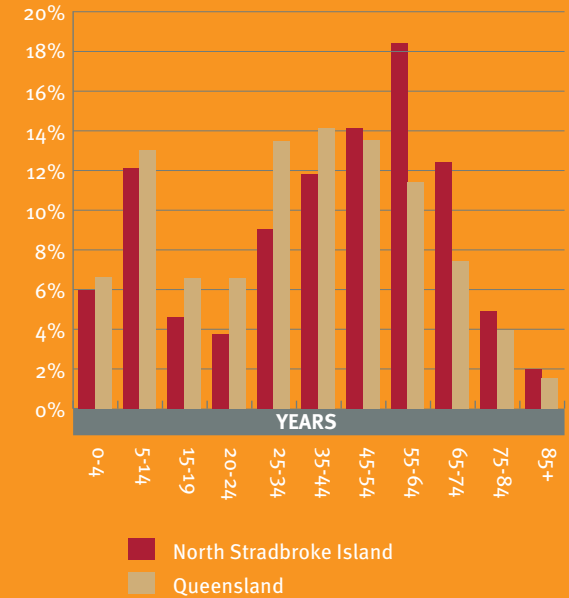


Figure 1: Population by age—North Stradbroke Island and Queensland comparison

Source: ABS Census of Population and Housing – 2011

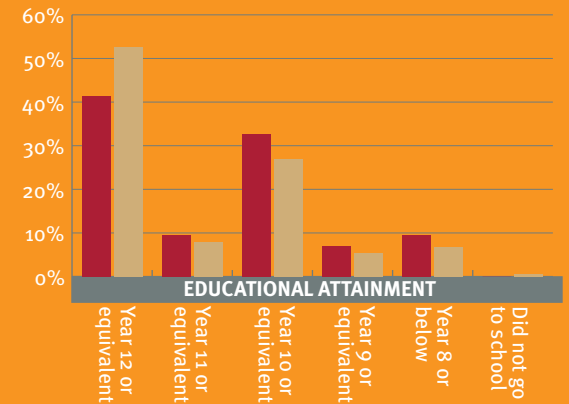
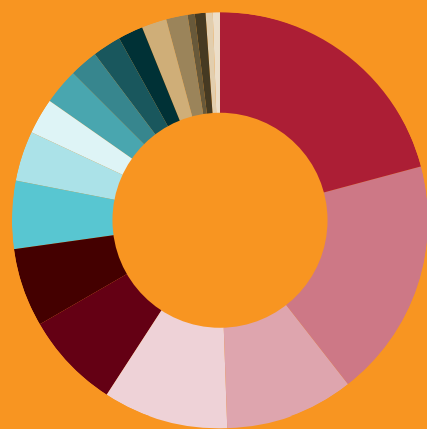


Figure 2: Educational attainment—North Stradbroke Island and Queensland comparison

Source: ABS Census of Population and Housing – 2011



- Accommodation and food services
- Mining
- Health care and social assistance
- Retail trade
- Construction
- Education and training
- Public administration and safety
- Administrative and support services
- Transport, postal and warehousing
- Manufacturing
- Other services
- Professional, scientific and technical services
- Rental, hiring and real estate services
- Arts and recreation services
- Agriculture, forestry and fishing
- Inadequately described
- Electricity, gas, water and waste services
- Information media and telecommunications
- Wholesale trade
- Not stated
- Financial and insurance services

Figure 3: Employment by industry, North Stradbroke Island
 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.

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 1960's, 30 per cent of the logged timber was from rainforest; by the 1980's, 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 1970's, 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 local Queenslanders.

Strategy and action plan

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 with the island's competitive advantage, 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 actions recommended as 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 actions—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.



Themes for action

The Queensland Government has identified three themes for action:

- ▶ Diversify and expand the current tourism industry.
- ▶ Expand the education and training sector.
- ▶ Inspire 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.

The actions are categorised as short-, medium- and long-term actions:

- ▶ short-term actions—investments that can occur in the next year to stimulate economic activity immediately
- ▶ medium-term actions—investments that can commence in two years and will open up sustainable economic and employment opportunities
- ▶ long-term actions—a further wave of growth from co-investment opportunities that will build on short- and medium-term actions. This will complete the initial transition phase and embed North Stradbroke Island as Australia's most accessible and sustainable island community.



Sunset over Moreton Bay



State contribution
\$13.48
million



Direct jobs created
43



Approximate ongoing
jobs created
40



Theme 1: 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 City.

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

Source ²: www.kingfisherbay.com

Actions

Seven actions for tourism development have been identified to expand the island's already thriving tourism industry to make North Stradbroke Island an iconic tourism destination.

To support each action, 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 proposed actions.

Action 1: 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.

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 that support this action 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 transfer expired mining leases in stages, with funded joint-management arrangements.

Action 2: 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 from Toondah Harbour and Brisbane, supported by an increase in international tourism into Brisbane will also increase demand for the development of boutique eco-tourism and resort accommodation.

Initiatives that support this action include:

- ▶ developing camping infrastructure, in partnership with Straddie Camping, to improve existing facilities such as amenities, cabins and road access
- ▶ conducting a Tourism Investor Summit to attract private investment to the island, particularly in boutique accommodation. This includes:
 - an investment demand study to identify the level of demand for eco-tourism and resort accommodation associated with expected increased levels of international tourists into Brisbane and South East Queensland supported by better access to and from the island
 - an expression of interest to gauge interest in developing accommodation on the island
- ▶ a planning study which identifies areas and sites suitable for development of eco-tourism and resort accommodation including current mining sites.

Action 3: 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 that support this action 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).

Action 4: 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 that support this action 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
- ▶ constructing an observation platform near Point Lookout with interpretative signage, primarily for watching marine species like whales and dolphins
- ▶ 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 interpretation facility, including a high quality natural museum with audio-visual facilities.

Action 5: 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 that support this action include:

- ▶ providing locational and interpretative 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.

Action 6: 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.

A major initiative to support this action involves:

- ▶ construction of a jetty on Peel Island.

Action 7: Conduct a feasibility study into a Brisbane CBD–Dunwich ferry service

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

Access is a vital component in tourism development. Once increased visitors are attracted to the island, there needs to be a way to get them there and back comfortably, easily and quickly.

Developments like Queen's Wharf will increase international tourist numbers and may also attract local visitors from Brisbane. So this ferry service would ensure ease-of-access for a resulting increase in visitors to the island.

A Brisbane–Dunwich ferry service would give North Stradbroke Island direct access to the tourism market in Brisbane (around 300 trips per year), increasing the number of visitors per year and the average visitor nights.

However, a study would be necessary to investigate the market for this service and any potential impact on other ferry services to establish its viability.

A major initiative to support this action involves:

- ▶ conducting a feasibility study to establish the viability of a Brisbane CBD–Dunwich ferry service.

Whale watching priority invitation

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

QYAC have 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 the CEO 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
Chief Executive Officer
Carnival Australia



State contribution

**\$5.2
million**



Direct jobs created

6



Theme 2: 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 fields 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.

Actions

Six actions have been identified to develop skills and improve local training for residents, and to establish education as a source of income and employment.

The state will contribute up to \$5.2 million to these proposed actions. These actions will benefit the whole community in addition to the \$5 million Workers Assistance Scheme for mine workers.

Action 1: 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 that support this action 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.

Action 2: 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 to support this action 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.

Action 3: 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 would reduce student travel costs and time, and provide local employment.

A major initiative to support this action involves:

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

Action 4: Expand market for school camps, field studies and tertiary research

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 priority actions outlined in this strategy will benefit here, including developing new learning products, increasing nature-based recreation and cultural education opportunities, and creating high-quality tourism accommodation and facilities.

A major initiative to support this action involves:

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

Action 5: Improve public transport options

The availability and cost of existing transport creates barriers to study and difficulties for visitors without cars.

Possible changes to public transport must be assessed to improve access and reduce travel costs.

A major initiative to support this action involves:

- ▶ investigating improvements to the island's public transport options, including integration to TransLink.





South Gorge



State contribution

**\$4
million**



Direct jobs created

5



Approximate ongoing
jobs created

7



Theme 3: Inspire 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
- ▶ the Toondah Harbour revitalisation project on the mainland, which will create jobs for locals
- ▶ development of Dunwich as a day destination and expansion of aged care facilities to increase employment in various sectors
- ▶ a one-to-one mentoring program to help local business people and entrepreneurs develop their ideas into profitable businesses.

Dunwich Harbour redevelopment

In parallel with this economic transition strategy, the 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. The redevelopment of Toondah Harbour could attract more visitors to the island, so Dunwich Harbour must be able to capitalise on economic opportunities as they arise.

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

A master planning process would consider the development of appropriate transport services and amenities, and complementary tourism services and accommodation.

Toondah Harbour revitalisation project

The Toondah Harbour revitalisation project has the potential to transform the gateway to Moreton Bay and North Stradbroke Island, supporting more ongoing jobs and business opportunities for locals.

This \$1.3 billion project will create more than 1000 jobs during construction and an estimated 500 jobs a year post-construction.

The project will deliver a world-class ferry terminal and marina, waterfront retail and commercial space, apartments and public parks on a 67 hectare site at Cleveland.

The Toondah Harbour revitalisation project is expected to create additional jobs for residents on North Stradbroke Island, particularly in the construction phase, which coincides with the end of sand mining.



opportunities such as an island and bay-based tourism initiatives. We envisage excited tourists embarking for a whale watching tour from the harbour or enjoying a meal or a coffee in one of the signature restaurants before catching the ferry to Straddie. We'll ensure that visitors heading to the island or taking to the bay have a first class experience on the mainland.

We also acknowledge that, as one of the largest construction projects in the Redlands for a generation, there's an opportunity to assist island residents who are currently employed in the sand mining sector to develop new skills. We plan to directly support the economic transition strategy for North Stradbroke Island by working with the Queensland Government and Construction Skills Queensland to develop a construction training program for those Stradbroke residents”.

Peter Saba
General Manager - Queensland
Walker Corporation Pty Ltd

“Toondah Harbour is the gateway to Moreton Bay and North Stradbroke Island and all the natural, cultural and recreational attractions these iconic places offer. We expect that a revitalised Toondah Harbour will play a meaningful role in supporting post mining

Actions

Four actions have been identified to develop local businesses on the island.

The state will contribute up to \$4 million to these proposed actions.

Action 1: Create a master plan for 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 to support this action 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.

Action 2: 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.

A major initiative to support this action involves:

- ▶ 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).

Action 3: 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.

An initiative to support this action involves:

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

Action 4: Establish an Indigenous Business Development Fund

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. 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 ecological sustainable industries on North Stradbroke Island.

An initiative to support this action involves:

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

Redland's development focus

In parallel with this economic transition strategy, the 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, the Redland City Council sees the potential to grow the island's already thriving tourism industry. Additionally, the council is committed to encouraging growth which is of an appropriate scale and density, that balances liveable communities, economic activity and protection for the natural environment.

The 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.

Summary of initiatives

Diversify and expand the current tourism industry

Short-term initiatives

- Develop a strategy for expanding national parks and other protected areas and transfer expired mining leases in stages, with funded joint management arrangements.
- Undertake a planning study which identifies areas and sites suitable for development of eco-tourism and resort accommodation including current mining sites.
- Conduct marketing campaigns to increase awareness of North Stradbroke Island and increase local, interstate and international visitors.
- Create an events program to increase visitor numbers in the tourism low season (February to August).
- Progress the Minjerribah Cultural Centre project and promote the centre as a centerpiece for cultural tourism and education on the island.
- Grow and promote the Quandamooka Festival as a unique cultural festival, particularly to the local Brisbane market, to increase attendance.
- Provide locational and interpretative signage at key locations on the island, including a Quandamooka-designed entrance statement.
- Implement a six-year visitor research program on the island to better understand the market and its needs.
- Conduct a feasibility study to establish the viability of a Brisbane CBD–Dunwich ferry service.

Medium-term initiatives

- Develop and improve recreational trails on the island, such as pedestrian trails and cycle tracks.
- Develop camping infrastructure, in partnership with Straddie Camping, to improve existing facilities such as amenities, cabins and road access.
- Conduct a Tourism Investor Summit to attract private investment to the island, particularly in boutique accommodation.
- Construct an observation platform near Point Lookout with interpretative signage, primarily for watching marine species like whales and dolphins.
- Grant an exclusive whale-watching permit to the Quandamooka people to increase Indigenous tourism business opportunities and complement their other whale-related tourism ventures.
- Construct a jetty on Peel Island.

Long-term initiatives

- Construct a world-class whale interpretation facility, including a high quality natural museum with audio-visual facilities.

Expand the education and training sector

Short-term initiatives

- Research new opportunities and potential barriers to expanding the market for school camps, field studies and tertiary research.
- Investigate improving the island's public transport options, including integration into TransLink.
- Develop new education and training products through a Centre for Island Learning.
- Create a service, such as an 'education exchange' to administer and coordinate all the education and training products on the island.

Medium-term initiatives

- Refurbish the existing Dunwich Secondary Campus to provide a hub for education and training on the island, including a modern resource and information centre.
- Expand the Indigenous land and sea ranger program on the island.
- Expand the Indigenous land and sea ranger program on North Stradbroke Island.

Inspire business development and growth

Short-term initiatives

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

Medium-term initiatives

- Conduct master planning to develop a day visitor precinct for Dunwich that offers tourism experiences for nature, adventure and education-based visitors.
- Establish an Indigenous Business Development Fund to investigate new business opportunities for North Stradbroke Island.

Long-term initiatives

- Investigate the expansion of the existing aged care facilities on the island to double the existing capacity and create opportunities for employment in the aged care field.

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.



Inspire 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

Additional funding

In addition to the \$20 million allocated to the economic transition strategy, the Queensland Government is providing \$3.87 million to implement and coordinate the strategy. This funding is being provided by a number of agencies and will go towards implementation of a number of specific actions in the strategy.

These additional funds will also provide:

- ▶ a committee to guide the strategy implementation. The committee will be formed after public consultation and agreement on priority actions. It will comprise representatives of Redland City Council, QYAC and Straddie Chamber of Commerce at a minimum

**\$1.19
million**

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

- ▶ a senior officer to coordinate strategy implementation for five years. The coordinator will also manage the governance committee
- ▶ offices on North Stradbroke Island and in Cleveland to ensure close working relationships with stakeholders and the broader community.

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 more opportunities to provide input on some of these actions.

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.

Have your say

Community input and support is vital to achieve the goals of this economic transition strategy.

This document is not Queensland Government policy, but is designed to generate community input on actions that will make a difference for North Stradbroke Island.

To provide feedback or get a copy of the document, please contact the Department of State Development:

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Published by the Queensland Government, December 2015, 100 George Street, Brisbane, Qld, 4000.

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