Hi Trevor,

As discussed, here is the wording we have put together to procure some independent economic modelling around the impact of cessation of sand mining on NSI in as announced by Minister Miles. We have been asked to get this out as quickly as possible. Are you happy with this wording? If you have any suggestions we would be grateful to hear from you.

Kind regards

The Queensland Government has recently announced it will end sand mining on North Stradbroke Island (NSI). The North Stradbroke Island Protection and Sustainability Act 2011 (NSIPS Act) was enacted to protect the unique natural and cultural environments of NSI, the second largest sand island in the world. Amendments made by the previous Government in 2013 extended the length of time and extent of mining which could occur on NSI. The North Stradbroke Island Protection and Sustainability and Other Acts Amendment Bill 2015 (the Bill) implements the Government’s election commitments in relation to NSI.

A report is sought on the likely economic and employment impacts of closing sand mining operations on the island, and the broader region. The report must include:

The response to this request must specifically outline the proposed economic modelling approach. Proposals must provide a justification for the proposed approach along with a discussion of assumptions, issues and any limitations.
Good morning,

Yesterday afternoon the first Ministerial Forum regarding the cessation of mining on North Stradbroke Island was held.

In attendance were Hon Jaquie Trad, Hon Kate Jones, Hon Steven Miles and Hon Anthony Lynham.

One of the outcomes of the forum was the decision to create a second inter-departmental committee (IDC) whose sole purpose is to drive the development of the North Stradbroke Island Economic Transition Strategy. Membership will include DSD, DTESB (Tourism), DPC, EHP, NPSR (National Parks), DNRM and Treasury. DSD have been asked to chair the committee and I will take this role.

DSD has been advised that a draft of the strategy will be required by Government no later than the end of August for consideration alongside EHP’s amendments to the North Stradbroke Island Protection and Sustainability and Another Act Amendment Bill 2013. To assist with this, DSD is procuring an independent analysis of the economic impact of the cessation of sand mining of the island. This work should also be completed by the end of August. I have attached the requirements for the analysis that were included in the request for quote for your information. Responses to the request to quote close today.

The first meeting of the North Stradbroke Island Economic Strategy Development IDC is tentatively scheduled for 12pm – 1 pm Wednesday afternoon next week (22/07/15) and I would appreciate your participation. If you are unable to attend, please nominate an alternate.

Thank you in advance for your efforts with this project.

Kind regards
Matthew
Page 5 redacted for the following reason:

-----------------
Sch.3(2)(1)(b) - Reveal Cabinet consideration or otherwise prejudice confidentiality of Cabinet considerations or operations
Good afternoon all,

Further to the email below, please find attached the Meeting Agenda and Draft North Stradbroke Island Economic Transition Strategy Outline.

Kind regards,

Jody Proud
A/Executive Assistant to
Matthew Andrew
A/Deputy Director - General
Department of State Development.
Queensland Government

Tel: 07 3452 7907
PO Box 15009, City East Qld 4002
Level 9, 63 George Street, Brisbane
Tel: 07 3452 7907
Email: jody.proud@dsd.qld.gov.au
www.statedevelopment.qld.gov.au

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From: Matthew Andrew [mailto:Matthew.Andrew@dsd.qld.gov.au]
Sent: Friday, 17 July 2015 11:47 AM
To: ROBSON Geoff; RYAN Sue; CAMBOURN Neil; Craig Wilson; tony.callaghan@dtesb.qld.gov.au; Anthony.Crack@premiers.qld.gov.au; Trevor Dann
Cc: Danielle Ellem; JONES Mark; Kirsten Stewart
Subject: Second Inter-departmental Committee - North Stradbroke Island

Good morning,
Yesterday afternoon the first Ministerial Forum regarding the cessation of mining on North Stradbroke Island was held.

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One of the outcomes of the forum was the decision to create a second inter-departmental committee (IDC) whose sole purpose is to drive the development of the North Stradbroke Island Economic Transition Strategy. Membership will include DSD, DTESB (Tourism), DPC, EHP, NPSR (National Parks), DNRM and Treasury. DSD have been asked to chair the committee and I will take this role.

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Kind regards
Matthew

Matthew Andrew
Acting Deputy Director-General
State Development
Department of State Development
Queensland Government

tel +61 7 3452 7288
mobile Contrary to Public Interest
post PO Box 15009 City East Qld 4002
visit Level 9 63 George Street, Brisbane
Matthew.Andrew@dsd.qld.gov.au
www.statedevelopment.qld.gov.au

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Proposed Document Outline

North Stradbroke Island
Economic Transition Strategy

Concept

Two stand-alone documents that are inter-related:
- Document A: Economic Transition Strategy
- Document B: Action Plan

Document A - Economic Transition Strategy

1. Ministerial Introduction
2. Context and rationale
   - NSIPS Act enacted to protect unique environment of NSI
   - Amendments made in 2013 extended the time and extent of mining on NSI
   - The Government has prepared amendments to return to the original phase out dates
   - $20 million has been allocated over five years to assist with diversifying the local economy
   - Strategy will focus on existing and emerging industries that capitalize on the unique features of North Stradbroke Island.
   - Reference native title and Indigenous Land Use Agreement (ILUA)
   - Reference 2011 documents: strategy, action plan, situational analysis
3. Socio-economic profile – updated from 2011 document
   - Few changes in overall situation for NSI since 2011
   - NSI has a small, aging population that is largely static
   - Higher than average proportion of indigenous residents
   - Median income only 67% of the median Queensland income
   - Levels of education are lower than the Queensland average
   - Implications: strategy needs to address social as well as economic dimension
4. Values and principles – vision for sustainable island community
   - Economic: diverse industries with sustainable jobs that are environmentally responsible
   - Social and cultural: heritage and history are preserved and promoted, social disadvantage is being addressed
   - Environmental: unique characteristics of the environment are protected.
5. Three major industries for action
   • Tourism, education and training, local businesses including indigenous businesses
   • Justification for choosing these areas:
     - Exist on NSI, potential for growth
     - Emerging or would evolve without intervention
     - Capitalise on unique assets of NSI

6. Identifying key actions
   • Chosen based on four criteria:
     - Benefit accruing to local industry or the community
     - Potential to create economic growth
     - Potential to create employment
     - Level of community support
   • Short, medium, long term actions to provide activity immediately and over the longer term.
   
   NB: broad, high level with detail provided in the Action Plan

7. Have your say
   • How to provide feedback
   • Next steps

Appendices – hyperlinks to documents
   • Economic Transition Strategy (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
   • Planning for Action (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
   • Situational Analysis (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
Document B: Action Plan
NB: subject to consultation and approvals

1. Ministerial Introduction

2. Purpose and scope
   - Refer to Document A: NSI Economic Transition Strategy

3. Three major industries for action
   - Tourism, education and training, local business including indigenous businesses
   NB: less detail than NSI Economic Transition Strategy

8. Identifying key actions: four criteria
   - Chosen based on four criteria:
     - Benefit to industry or community: does the proposed action have the potential to provide a benefit to multiple businesses in an industry, or improve social disadvantage on the island?
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     - Employment creation: does the action have the potential to create long term, sustainable employment opportunities for North Stradbroke Island residents?
     - Community support: is there support for the action from multiple stakeholders?
   NB: more detail than Economic Transition Strategy

9. Proposed Actions
   - Short, medium, long term actions to provide activity immediately and over the longer term.
   - Each action will require separate, detailed project plans once the actions have been agreed to.

   Information about proposed, high level actions provided below. More detailed actions with costings to be developed.

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<th>Short Term</th>
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10. Have your say
    - How to provide feedback
    - Next steps
Meeting agenda

North Stradbroke Island Economic Transition Strategy IDC
12pm Wednesday 22 July 2015
Level 9, 63 George St, Brisbane

Attendees:
- Matthew Andrew (DDG, State Development)
- Lyall Heinrichsen (ED, Land and Mines Policy)
- Neil Cambourn (ED, Regional Operations East)
- Anthony Crack (ED, Economic Policy)
- Dominic Ward (Director, Industry Development)
- Geoff Robson (ED, Environmental Policy and Legislation)
- Trevor Dann (Director, Economics Division)

Secretariat
- Danielle Ellem (DDG, State Development)
- ED, Land and Mines Policy
- ED, Regional Operations East
- ED, Economic Policy
- Director, Industry Development
- ED, Environmental Policy and Legislation
- Director, Economics Division

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<td>1. Welcome (Matthew Andrew)</td>
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<td>a. Purpose of the IDC NSI ETS outcomes focussed</td>
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<td>2. Roundtable (All)</td>
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<td>a. All attendees to give a brief description of potential role of agency in furthering or assisting with NSI ETS</td>
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<td>3. Discussion (All)</td>
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<td>a. DRAFT NSI ETS outline document</td>
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<td>4. Next steps (Matthew Andrew)</td>
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<td>a. Ongoing role of IDC – short-term actions – list of potential items</td>
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<td>5. Other Business (All)</td>
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Supporting documents:
- DRAFT NSI ETS outline

Next meeting: (TBA)
Dear all

As discussed at our IDC yesterday, attached are the two responses we got on our request for offer re: sand mining operations on Straddie. Please let me know as soon as possible whether you have any concerns. We would also like to invite an officer from your department to attend the inception meeting with the preferred offeror.

cheers
Danielle Ellem
Director, Economic Strategy and Policy
Office of the Chief Economist
Department of State Development

tel +61 7 3452 7275
mobile Contrary to Public Interest
post PO Box 15009, City East Queensland 4002
visit Level 2, 63 George Street, Brisbane Queensland 4000
Danielle.Ellem@dsd.qld.gov.au
www.statedevelopment.qld.gov.au

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Pages 14 through 64 redacted for the following reasons:

Sch.3(2)(1)(b) - Reveal Cabinet consideration or otherwise prejudice confidentiality of Cabinet considerations or operations
Dear all

Thanks for your time Wednesday at the IDC meeting on the North Stradbroke Island Economic Transition Strategy. As discussed, attached for your review are a number of documents:

- A more detailed actions list, going down to another level compared to that previously provided in the document outline
- An audit of the capital works, programs and services being delivered on the island 2014 – 2018
- A draft statement, based on the above audit, which could accompany an announcement on the Economic Transition Strategy (note this is yet to be reviewed and approved by agencies)

Please provide any feedback you might have by COB next Wednesday 29 July, particularly on the detailed actions list as it will provide the basis for discussions with stakeholders next Thursday 30 July. It is likely that the actions list is overcommitted compared to the $20 million budget, but actions will be revised as we get both departmental and stakeholder feedback.

As mentioned at the meeting, your feedback on the document outline (emailed prior to the meeting and attached again for convenience) is also welcome.

Regards
Matthew

Matthew Andrew
Acting Deputy Director-General
State Development
Department of State Development
Queensland Government

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10. Have your say
   - How to provide feedback
   - Next steps
Page 70 redacted for the following reason:

Sch.3(2)(1)(b) - Reveal Cabinet consideration or otherwise prejudice confidentiality of Cabinet considerations or operations
As previously announced, the Queensland Government has allocated $20 million over five years for initiatives to assist in diversifying North Stradbroke Island’s economy after sand mining ends in 2019.

State government departments are working together to ensure North Stradbroke Island is on the front foot leading into economic transition following the end of sand mining in 2019. Further to the $20 million set aside for economic transition, an injection of funds for priority programs and services over the next four years demonstrates the government’s commitment to the island.

Stakeholders have identified sustainable tourism, education and training, local small business and industry and indigenous business as priority areas to develop North Stradbroke Island’s economy through an economic transition strategy. Social conditions on the Island have also been highlighted as an area of focus. With this in mind, the Government has committed substantial investment in the following areas:

$9.58 million has been allocated to education facilities on the Island. This includes operation and maintenance costs at Dunwich School and vocational education training via the government’s Jump Start Program. The Jump Start Program provides students with additional opportunities for employment and life long careers in a range of vocational areas including business, small business, aged care, allied health, fitness and events.

$5.24 million will be invested in infrastructure over the next three years. This funding will provide for social and indigenous housing connection to new sewerage infrastructure; water treatment plant upgrades and maintenance and replacement of transformers to improve network performance on the Island.

$3.8 million has been allocated to replace the Dunwich and Point Lookout fire stations and to support fire management and planning activities. This funding will address ongoing fire safety concerns on the Island; and improve community and visitor safety and preservation of property.

$3 million will be spent on improving visitor access on North Stradbroke and Peel Islands by maintaining park management facilities and equipment, access tracks, and cultural heritage protection works in Indigenous joint management protected areas. A portion of this funding will support the Quandamooka festival which celebrates the culture, country and people of the Quandamooka region.

In honouring the Queensland Government’s commitment to its Indigenous Land Use Agreement with the Quandamooka People, $2.29 million will fund land planning, surveys and assessments on the Island. This will also provide environment management training particularly in fire management planning and hazard mitigation activities; and mangrove, coral and seagrass mapping and assessment.

Healthcare funding will ensure continued primary health care, specialist and allied health services and respite care for Indigenous and local residents. $592,000 has been allocated to Yulu-Burri-Ba Aboriginal Corporation some of which will go towards the ongoing provision of primary healthcare, specialist and allied health services on North Stradbroke Island. In addition, $318,000 has been allocated to the North Stradbroke Island Aboriginal and Islanders Housing Cooperative Society Limited for the operation of the One Mile Minjerriba Respite Care Centre.

To reduce the time and costs associated with travelling to the mainland, $176,000 has been allocated to connect the community of North Stradbroke Island with Government service providers.
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Contrary to public interest
## Capital Works, Programs and Services
### North Stradbroke Island

### Project Name and Summary

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### Funding Details

- **Total Funding**
- **Funding 2014-15 (SM)**: $2.5M
- **Funding 2015-16 (SM)**: $3.6M
- **Funding 2016-17 (SM)**: $4.8M
- **Funding 2017-18 (SM)**: $5.0M

### State Government Agency Comments

- **Agency Current**: Planning
- **Response**: Contrary to public interest

### Environmental Management

- **Overall Total**: $11.7M

### Project Details

- **Project A**
  - **Anticipated Expenditure 2014-15**: $2.5M
  - **Funding 2014-15**: $2.5M
  - **Funding 2015-16**: $2.5M
  - **Funding 2016-17**: $2.5M
  - **Funding 2017-18**: $2.5M

- **Project B**
  - **Anticipated Expenditure 2014-15**: $3.6M
  - **Funding 2014-15**: $3.6M
  - **Funding 2015-16**: $3.6M
  - **Funding 2016-17**: $3.6M
  - **Funding 2017-18**: $3.6M

- **Project C**
  - **Anticipated Expenditure 2014-15**: $4.8M
  - **Funding 2014-15**: $4.8M
  - **Funding 2015-16**: $4.8M
  - **Funding 2016-17**: $4.8M
  - **Funding 2017-18**: $5.0M

### Conclusion

- **Subtotal**: $10.9M

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### RTI RELEASE

- **RTI RELEASE**
## Capital Works, Programs and Services
### North Stradbroke Island

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### Contrary to public interest

Public interest expenditure is funded in FY 2014/15. FY 2015/16 is $0.012M and FY 2016/17 $0.012M. FPDSC is funded within (million) Management Health Program budget.

Hemorrhage Disaster Relief and Recovery Appropriation funding paid to Queensland Health, Queensland Police Service, Redland City Council and Whitsundays Healthregion for Counter Disaster Operation for 29 December 2013.

**CONFIDENTIAL PAGE 3**
Hi Trevor

Thanks for your time this morning – much appreciated. At our consultation meetings last Thursday, it came to our attention that there are a couple of actions in the NSI Economic Transition Strategy related to leasehold land. The two actions in question (from the one page table Matthew emailed on Fri 24 July) are:

Would appreciate Treasury’s thoughts on these issues – especially whether the leasehold land / private investment is a deal breaker given this is a non-competitive process for allocation of funds.

cheers
Danielle Ellem
Director, Economic Strategy and Policy
Office of the Chief Economist
Department of State Development

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visit Level 2, 63 George Street, Brisbane Queensland 4000
Danielle.Ellem@dsd.qld.gov.au
www.statedevelopment.qld.gov.au
Dear all

Please find attached an updated agenda and papers for our North Stradbroke Island IDC tomorrow at 1.30pm.

The first paper is a rough first draft of the Economic Transition Strategy. While the key elements are in place, please note it is a work in progress. We are still working on section four in particular, although overall we are working to make the language more positive. Note the action plan (a stand-alone document) is being prepared, with a first draft ready early next week.

I’ve also attached a copy of a proposal that came in from Sibelco on Friday evening, with an offer of around $21 million in project funding if sand mining is extended on the island to 2027, for discussion tomorrow.

cheers

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Director, Economic Strategy and Policy
Office of the Chief Economist
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Danielle.ELlem@dsd.qld.qov.au
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Meeting agenda

North Stradbroke Island IDC meeting
1:30 – 2:30 Tuesday 11 August 2015
Level 9 Conference Room, 63 George Street, Brisbane

Attendees:
Matthew Andrew DDG, State Development DSD
Steve Kanowski Chief Economist DSD
Sue Ryan DDG, Policy and Program Support DNRM
Neil Cambourn ED, Regional Operations East DNPSR
Craig Wilson Snr ED, Economic Policy DPC
Bruce Stewart Director, Economic Policy DPC
Kylie Williams ED, Planning DILGP
Tony Callaghan General Manager, Policy and Planning DTESB
Dominic Ward Director, Tourism Investment Attraction DTESB
Geoff Robson Executive Director, Reform and Innovation DEHR
Trevor Dann Director, Economic Policy TREA
Kathy Schaefer DDG, Regional Services DSD
James William Regional Director, SEQ North DATSIP

Secretariat
Danielle Ellem Director, Office of the Chief Economist DSD

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<td>2.</td>
<td>Update on consultation</td>
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<td>3.</td>
<td>Update on external impact analysis</td>
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<td>Update on progress of legislative change</td>
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<td>5.</td>
<td>Draft strategy document</td>
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<td>6.</td>
<td>Land use (incl. Dunwich / expansion of national park)</td>
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<td>7.</td>
<td>Sibelco proposal</td>
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RTI Document No.77
North Stradbroke Island
Economic Transition Strategy

Document A - Economic Transition Strategy

Ministerial Forward

North Stradbroke Island, known by its traditional owners as Minjerribah, is one of Queensland's natural wonders. Located 30 kilometers southeast of Brisbane's CBD, the world's second largest sand island is an idyllic island destination.

As part of this government's commitment to protect the unique cultural and natural environment of North Stradbroke Island by ending sand mining on the island, it is essential that a successful transition to other sustainable economic activities occurs.

Job creation and building the economy is the government's number one priority. More Queenslanders in work means a more prosperous and inclusive future for us all. These jobs increasingly need to be in knowledge intensive industries that boost productivity and add value to the state's economy.

To assist with creating jobs on North Stradbroke Island, the Queensland Government has committed $20 million over five years to support existing and emerging industries on North Stradbroke Island.

The activities to achieve this economic transition, outlined in this strategy and associated action plan, have been included following consultation and feedback with key stakeholders, and careful consideration of the economic and employment impacts. The actions have also been considered within the context of the current and anticipated future economic environment of the island.

Together with the key stakeholders we will work to establish a bright and prosperous future for North Stradbroke Island.

Dr Anthony Lynham
Minister for State Development and Minister for Natural Resources and Mines
1. Context and rationale

Why do we need an economic transition strategy?

North Stradbroke Island has a unique place in Queensland’s history and ecology. The island is the second largest sand island in the world, after Fraser Island. The island has exceptional features and very high conservation values—offering residents an island lifestyle and tourists a unique experience only a short distance from the South East Queensland corner.

The Queensland Government will phase out sand mining on North Stradbroke Island. The North Stradbroke Island Protection and Sustainability Act 2011 (NSIPS Act) was enacted in 2011 to protect the island’s unique natural and cultural environments. Amendments made in 2013 by the previous government extended the length of time and extent of mining which could occur on North Stradbroke Island. The government intends to prepare amendments to return to the original phase out dates.

The Queensland Government recognises a need to facilitate North Stradbroke Island’s economic transition towards a strong and sustainable economic base. There is an opportunity to reinvigorate North Stradbroke Island’s economy to align with the community’s aspirations, revive the environment and capitalise on the unique features of the island.

To this end, the Queensland Government has allocated $20 million over five years to a range of actions that focus on developing existing and emerging industries on North Stradbroke Island.

Planning is in progress to transition North Stradbroke Island towards a sustainable economic future. The draft North Stradbroke Island Economic Transition Strategy and Action Plan identify key opportunities to develop a sustainable economic base for North Stradbroke Island.

The economic transition strategy takes into account the values and vision, land use issues, current state of physical and social infrastructure, and desires and needs of the community including residents, visitors, business owners and the indigenous community.

The purpose of the economic transition strategy is to assist in diversifying the local economy as sand mining on the island comes to an end. The objectives are to assist with developing sustainable industries on the island and creating long-term employment opportunities for residents.

The economic transition action plan outlines a number of actions which will roll out over the next five years. Although initial consultation has taken place with key stakeholders – the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), the Straddie Chamber of Commerce and the Redland City Council – the action plan is still subject to consultation and agreement with stakeholders and the broader community.
Land use and the Quandamooka native title determination

In 2011 the Federal Court determined that the Quandamooka people are the traditional custodians on North Stradbroke Island.

The Quandamooka people have the right to live and 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.

As with all native title claims, determination does not cover private freehold or many types of leasehold land.

To support the determination, the State Government and the Quandamooka people have entered into an Indigenous Land Use Agreement over lands and waters within the determination areas. The agreement provides the Quandamooka people with an opportunity to own land and manage their traditional country. The Indigenous Land Use Agreement between the Queensland Government and the Quandamooka people has been registered with the National Native Title Tribunal.

The Indigenous Land Use Agreement also provides for joint management of some protected areas and income and revenue sharing opportunities for Quandamooka people. This gives an opportunity for government/industry to partner with the Quandamooka people to capitalise on indigenous tourism opportunities.

The Queensland Government is undertaking planning studies to identify the parcels of state land that may be subject to new tenure arrangements and how exclusive native title rights will be exercised on North Stradbroke Island. This will provide greater certainty regarding tenure of some land parcels on the island and the development opportunities which may be available.

Both native title and the Indigenous Land Use Agreement provide for indigenous employment based on traditional culture and heritage. This will raise economic activity on the island by attracting more visitors seeking an indigenous cultural experience or education on indigenous cultural matters.

Relevant publications

During 2011, the Government began an extensive consultation process with residents on an economic transition strategy. Three draft documents were produced:

- A situational analysis, which provided contextual information about North Stradbroke Island’s history, environment, socio-economic opportunities and challenges and industry profile.
- An economic transition strategy, which provided a framework for encouraging sustainable economic activity.
- A transition action plan that identified priority actions with the potential to contribute to sustainable economic growth for the Island and its community.

This draft North Stradbroke Island Economic Transition Strategy and the North Stradbroke Island Economic Transition Action Plan acknowledge all three of these documents. Both the strategy and action plan draw from these sources and the many hours of consultation they represent. The
strategy and action plan have also been prepared following further input from the community, industry and government.

The strategy and action plan also recognise that although the overall demographic and economic situation on the island remains similar, the local community has been proactive over the last three years and worked with government to achieve a number of outcomes. Some actions will therefore build on this progress towards a more diversified economy, while other actions identified in 2011 are now obsolete or outdated.

The Redland City Council also has a wider vision for North Stradbroke Island, which is an important part of its local government area. The council has taken North Stradbroke Island into consideration in several of its documents and publications, including the Redlands 2030 Community Plan and the council’s Corporate Plan. The need for economic transition activities is also acknowledged in the Redland City Tourism Strategy and Action Plan 2015-2020.

Similarly, QYAC produced a briefing for the Queensland Parliament called ‘Through Native Title, to a Glad Tomorrow’, outlining opportunities to advance the economic and social situation of the Quandamooka people. It similarly outlined the need for economic transition activities.
2. Social and economic profile – community issues and opportunities

The socio-economic profile of North Stradbroke Island has been updated since the publication of the 2011 situational analysis and the key challenges of the island have been reviewed. In essence, the profile, the issues and the opportunities remain similar.

Age profile

The profile shows North Stradbroke Island has a small, aging population with a larger than average proportion of indigenous residents. Most residents are located in Dunwich and Point Lookout with smaller populations in Amity Point and the One Mile Settlement.

The population of the island has not increased overall since 2001. There was a small decline between 2001 and 2006, with a small increase from 2006 to 2011. At peak times of the tourist seasons (Christmas/New Year, Easter) the population increases to over 10,000 people. Based on the static nature of the population, there is unlikely to be significant growth in the future.

The population on North Stradbroke Island is aging with the proportion of people aged 45 and older significantly higher than the Queensland average. There are also much lower numbers of people aged 5 – 44, particularly in the 15 – 19 year bracket and the 20 – 24 year bracket. This indicates that there could be fewer workforce participants over the next decade.

These figures also indicate that there will be a demand in the future for aged care based industries and facilities, including employment for key workers such as carers, nursing staff and other facility workers.

Income profile

The median weekly household income on North Stradbroke Island is $827, only 67% of the average Queensland income of $1235, and unemployment is similar to the Queensland average.

The median weekly household income for ATSI people on the island is lower than the North Stradbroke Island average at $718. Most employment is found in accommodation and food services (18.1%), mining (13.5%), healthcare and social assistance (12.0%), retail trade (9.4%) and construction (9.2%).

A range of the actions in the Action Plan will assist in the expansion of existing sectors and emerging industries. Other actions will increase education and training opportunities. Taken together, these actions should encourage the growth in supply of local workers and the availability of relevant jobs and, in the long term, could encourage people to remain living and working on North Stradbroke Island.

Education profile

Levels of education on North Stradbroke Island are generally lower than the state average. This is particularly apparent in the number of North Stradbroke Island residents completing year 12 or equivalent. Education levels of the North Stradbroke Island population are generally lower than the Queensland average, with 32% completing year 10 as the highest level of education as compared to 28% across Queensland. A much higher percentage of Queenslanders complete year 12, 52%, as compared to 42% of Island residents. Encouragingly, tertiary education levels for the island are slightly above/below the Queensland average, at the certificate level and post-graduate level.
Educational attainment is associated with improved health, employment and housing. Likewise, educational performance and attainment is adversely affected by lower socio-economic status, creating a cycle that can be challenging to reverse. There is a need to improve educational outcomes for residents as the island goes through this transition.

Education and training is one of the industries with potential for expansion as it can provide a service, provide employment and provide a business opportunity. It could also encourage increased education levels amongst residents, and increase the skills of the local labour force.

**Indigenous profile**

There is a higher proportion of Aboriginal and Torres Strait Islander (ATSI) residents on North Stradbroke Island compared to other areas of South East Queensland. The 2011 Census identified 420 ATSI residents on the island, which is over 20% of the total population. While the island's non-Indigenous population decreased slightly between 2006 and 2011 (by 42 persons), the island’s ATSI population increased (by 51 persons) over this same period. It should be noted that this data may be influenced by general inaccuracies in the Census count as post-Census surveys indicate there is typically a net undercount for ATSI people in the order of five to ten per cent across Australia.

As previously mentioned, the Quandamooka people are a great asset to the island, providing a wealth of cultural knowledge that can be tapped into, not least for educational and tourism purposes. QYAC has contributed to the Economic Transition Strategy and Action Plan. The Quandamooka people are already involved in a range of businesses on North Stradbroke Island such as Straddle Camping. Opportunities for economic growth could broaden existing education and creative programs and the sustainable development of land.
3. Values and principles – the vision for a sustainable island community

There are a number of core values and principles that have been articulated by island residents as critical in shaping their future vision for the island. These can be summarised as an aspiration for the island to become Australia’s most sustainable island community and a vision for the island’s future in which the island’s unique and special qualities are treasured, with the character and culture of the island recognised as making it an attractive place to live and visit.

The following core values and principles are considered to be critical to development of the Economic Transition Strategy Action Plan:

- **Economic:**
  - The benefits of a robust, diverse, sustainable economy are shared by all island residents.
  - Equity amongst all island townships and groups is fostered and equity with the broader Queensland population is sought. Thus the island will promote respect for all people, and equal rights and opportunities for all island residents.
  - Future development will complement the island’s natural characteristics, promoting sustainable and environmentally responsible practices and respecting the traditional owners and the cultural values of the island.
  - The significance of economic sustainability is acknowledged, placing importance on the interdependence between economic, cultural, social and environmental prosperity.
  - Capacity building and cooperative management of the economy are valued as important feature of creating wealth on the island.
  - Economic activity (and island life more generally) will need to be supported by adequate and appropriate physical and social infrastructure.

- **Cultural:**
  - A wide view of culture is embraced and its role affirmed in protecting and developing the strengths of the island community.
  - The island’s rich heritage and history are preserved and promoted.
  - The knowledge and experience of the Quandamooka people, including their connection with land and sea, are considered pivotal.
  - Sites of spiritual and cultural significance to the Quandamooka people are respected.

- **Social:**
  - Investment in social infrastructure is recognised as essential for the health, social wellbeing and economic prosperity for the community.
  - Equity and social justice are promoted in all areas of community life.
  - Maintenance of the strong sense of a safe, friendly and cohesive community that attracts many people to live on the island.
Environmental:

- The island's environment is unique and will be protected for the benefit of current and future generations
- The natural ecology of the island – its wildlife, plants, sea life and land form – is deeply respected, both on and off the national park.

Alongside these are some specific outcomes sought for the island's future economy. These include:

- Creating a range of fulfilling employment opportunities that support all communities on the island while enhancing its ecology and cultural values
- Highlighting, prioritizing and building on existing skills and business strengths through education and training
- Emphasising the importance of indigenous and other local culture and knowledge when identifying future business opportunities
- Recognising that the ecological values of the island will be a key attraction both to residents and visitors
- Seeking opportunities to export knowledge, culture, arts, goods and services that exist on the island and reflect its unique qualities
- Fostering economic activity that connects different cultures, and connects people with environment
- Promoting the aspiration for the island to become Australia's most sustainable island community through business activities that adopt environmental standards and using credible sustainable performance as a key decision making policy.
4. Three major industry sectors for action

The transition of the island economy will require existing and emerging industry sectors to grow. Not all industry sectors will be appropriate for the island, given its unique environmental, cultural, and social characteristics. It is also unlikely that a new industry transplanted on North Stradbroke Island will be accepted by the community or viable in the long term without ongoing Government support.

The issues and opportunities identified in this policy document, as well as community principles and values for development, have influenced the identification of sustainable industry sectors for future economic development of the island. Similar to the 2011 Economic Transition Strategy, this strategy focuses on industry sectors that:

- currently exist on North Stradbroke Island and have potential for growth; or
- are emerging and would evolve without Government intervention; and
- capitalise on the characteristics of North Stradbroke Island.

Other themes considered include increasing employment opportunities and workforce participation rates.

Working on this basis, and similar to the draft 2011 Planning for Action document, three major areas for action have been identified:

- Sustainable tourism
- Education and training
- Local businesses including indigenous businesses

4.1 Sustainable Tourism

Tourism has been a significant industry on the island for many years, with xxx million per year provided in direct value and an estimated xxx full-time equivalent jobs. The island attracts xxx visitors per year with research indicating that xxx percent of visitors are return visitors. Domestic overnight visitors make up the majority of visitation to the island, with day trippers and international overnight visitors accounting for the remainder.

To ensure the long-term viability of tourism on the island there are a number of key challenges identified in 2011 that remain current and need to be considered for future development:

- Low conversion of the Brisbane visitor market (xxx per cent per year) and the South East Queensland visitor market (xxx per cent per year).
- Below average visitor spend per day estimated at $20 per person.
- Highly seasonal visitation with occupancy rates between 89 – 90 percent during peak season dropping to 10 – 15 percent during the off-peak season.
- A lack of awareness of the island’s tourism assets demonstrated through a low number of interstate visitors.
- Perceptions of cost, time and distance hindering visitor conversion.
- Delivering a consistent, high cost quality visitor experience that exceeds expectations and provides value for money.
• Planning for appropriate levels of tourism growth that achieves a balance between community aspirations and visitor needs.

Given that the key challenges remain the same compared to the 2011 draft Planning for Action document, the future directions also remain the same. These can be summarised as a focus on:
• growing domestic markets and developing emerging markets
• coordinating marketing efforts
• increasing visitor expenditure and a better spread of visitor numbers throughout the year
• developing a schedule of new events to even out seasonality
• leveraging the island’s unique selling points particularly in areas like nature-based tourism and recreation
• continuing to support the caravan and camping market as a core of island visitation year-round
• becoming a showcase for environmental sustainability
• providing infrastructure and facilities to enhance the visitor experience through the delivery of information and interpretation to visitors
• planning for core infrastructure and service needs to support the long term sustainability of tourism.

Similarly, priority areas for action are the same as 2011. These have been identified as: diversifying nature-based recreation, enhancing accommodation and facilities, undertaking destination marketing and promotion, building cultural awareness and education, enhancing the visitor experience and continuing to build industry capability and capacity.

4.2 Education and Training

Education and training is currently a relatively small sector on the island, employing around xxx per cent of island residents. While the base is currently small, there are a number of reasons why education and training remains a priority area in 2015 including:
• learning opportunities for visitors around unique assets for the island, such as history, geology, ecology and indigenous culture, will generate employment opportunities
• jobs in this sector, while small in number, are generally well paid and require a higher skills base
• employment in the education and training sector has the potential to counter balance the seasonal nature of tourism jobs
• improved education and training on the island will result in a higher skills workforce, greater labour flexibility and increased capacity to adjust to changing economic circumstances.

The strategic direction for education and training on the island has two main components; improving education opportunities for residents and increasing demand for island-based education as a source of economic activity and employment.

Priority areas for action have been identified as: brokering and coordinating learning activities, developing new learning products, improving education and training facilities, expanding school camps and field studies on the island, and improving public transport options.
Detailed actions are listed in the North Stradbroke Island Economic Transition Action Plan.

4.3 Local business including indigenous business

Supporting a varied and resilient economy requires diversification of the existing island base, however success is most likely to be linked to initiatives that emerge from the island business community itself.

Unlike the previous two industry sector areas, this varies compared to the draft 2011 Planning for Action document. The draft 2011 document outlined a commitment to locally based small business and indigenous business in the priority areas of construction and housing, local seafood industry, small scale and cottage industries and commercial forestry and nursery production. Actions focused on a series of studies to identify options and barriers to development of these industries.

Initial discussions with key stakeholders indicated there were other opportunities to encourage new local businesses and develop existing island businesses. A scan of media commentary also indicated a strong desire from residents and local businesses for concrete action.

In terms of local business, the situation on the island has changed in particular due to the ongoing growth of the QYAC and indigenous businesses on the island, such as Straddle Camping. QYAC has shown initiative in exploring opportunities and seeking investment to get local businesses off the ground.

This will benefit local businesses in the short term by creating construction jobs for locals, as well as creating additional economic activity by bringing additional workers to the island in the short term. In the longer term, concentrating on these two areas will attract additional visitors to the island, and increase employment in local businesses.

These projects may also create the opportunity to start new businesses in, for example, construction or maintenance of facilities.

Dunwich – a destination for visitors and students

As the entry point to North Stradbroke Island, Dunwich is the natural destination for day visitors. There are a number of existing historic and cultural features, such as the cemetery and Aboriginal middens, that could be enhanced to attract visitors. Combined with enterprises that have started since 2011, such as the Quandamooka Festival, there is an opportunity to build on the unique attractions of Dunwich.

QYAC’s plans for the Dunwich Secondary Campus, including development of a Minjerribah Knowledge Centre, are also a potential game changer for Dunwich. There is potential to develop an education and training precinct in Dunwich that takes in the Moreton Bay Research Station, the...
Dunwich Secondary Campus and primary school to include a range of education products based on the island’s unique assets such as history, geology, ecology and Indigenous culture.

It is proposed to bring both of these elements into a master plan for redevelopment of Dunwich, with a focus on the harbour as the gate to North Stradbroke Island. The master plan would also assess and recommend uses for the existing areas of land which are currently owned by Sibelco.

The master plan is a natural response to the development of Toondah Harbour at Cleveland, which will bring additional opportunities to the island.

Any development would need to be in accordance with community aspiration and in partnership with our key stakeholders. It is essential that any master plan respects the culture and heritage of the Quandamoooka people.

Aged care – supporting the community and providing jobs

With a considerably aging population on the island, there is clearly a need to increase aged care facilities on the island. The current 14-bed facility – run by Moopi Ma Aboriginal Housing Cooperation – takes both Indigenous and non-Indigenous residents. With support from the Queensland Government, this facility will be expanded to 30 beds to cater for the aging population on North Stradbroke Island.

There is opportunity to create additional, high value jobs on the island in the medical and nursing sectors, as well as in the supply chain for the nursing home through for example ongoing building and grounds maintenance, cleaning, catering?

4.4 Our plan for action

The North Stradbroke Island Action Plan contains detailed information on how the government will grow these three industry sectors. The actions demonstrate the Queensland Government’s commitment to North Stradbroke Island, by focusing on short, medium and long term actions.

Short term actions focus on investments that can take place in the next year that will be completed once agreement reached.

Medium term actions focus on infrastructure investments over the next two years that will be completed once agreement reached. These investments are catalytic projects that will open economic and employment opportunities into the longer term.

Long term actions are focused on investments that are catalytic projects that will open economic and employment opportunities into the longer term.
5. Have your say

Community input and support is vital to achieving the goals of the Economic Transition Strategy. These documents are not government policy, but are designed to generate community input on actions that will make a difference for North Stradbroke Island.

To provide your feedback or obtain a copy of the documents, please contact the Department of State Development:

Phone freecall 1800 xxx xxx
Email nsieconomictransition@dsd.qld.gov.au

6. Appendix – hyperlinks to documents

- Economic Transition Strategy (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Planning for Action (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Situational Analysis (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
Document B: Action Plan
To be completed following internal agreement to key actions

1. Purpose and scope
   • Refer to Document A: North Stradbroke Island Economic Transition Strategy
2. Three major industries for action
   • Tourism, education and training, local business including indigenous businesses
     NB: less detail than NSI Economic Transition Strategy

4. Identifying key actions
   Over 180 actions were identified from various sources which could be included in the Economic Transition Strategy Action Plan. These came from a wide range of sources including documents from the 2011 process, QYAC issues papers, Redland City Council documents and infrastructure lists, additional research undertaken and further feedback provided by key stakeholders. In order to create a priority list, four consistent and transparent set of criteria were developed to rank potential actions. All projects needed to demonstrate:
   • a benefit accruing to local industry or the community
   • the potential to create economic growth
   • the potential to create employment
   • a reasonable level of community support.
   • Environment?

Actions have been categorised as short, medium, long term actions to provide activity immediately and over the longer term.

5. Proposed Actions
   • Short, medium, long term actions to provide activity immediately and over the longer term.
   • Each action will require separate, detailed project plans once the actions have been agreed to.

Information about proposed, high level actions provided below. More detailed actions with costings to be developed.

<table>
<thead>
<tr>
<th>Short Term</th>
<th>Medium Term</th>
<th>Long Term</th>
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<td>Camping and trails</td>
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<td>cultural centre</td>
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<td>Whale watching infrastructure</td>
<td>Master plan for</td>
</tr>
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<td>Business mentoring and</td>
<td>Cycling infrastructure</td>
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<td>capability</td>
<td>Educational facilities: adult</td>
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<td>Cultural interpretation and</td>
<td>learning, schools camps</td>
<td>Expansion of aged care</td>
</tr>
<tr>
<td>local signage</td>
<td></td>
<td>facilities (feasibility)</td>
</tr>
</tbody>
</table>

6. Have your say
   • How to provide feedback.
   • Next steps
SIBELCO, SUPPORTING THE TRANSITION OF
NORTH STRADBROKE ISLAND
INTRODUCTION

Sibelco Australia has been involved in Sand Mining on North Stradbroke Island (NSI) since the 1950s and since this time, has been a grateful guest of the NSI community. Sibelco values our long history of working collaboratively with various community groups on the island and our strategy is to have a co-ordinated approach to the end of sand mining on NSI.

During our time on the island, Sibelco has invested in the community to deliver important social infrastructure such as the water taxi and barge landing areas, the Dunwich oval, sealed roads, sports clubs, power, and sewer infrastructure and other amenities. With certainty and time to transition, Sibelco will continue to invest towards the future sustainability of the North Stradbroke Island Community.

Sibelco has identified transition projects that we can commit to with certainty of 2027. These projects are heavily focused on increasing indigenous participation and closing the gap through education and training opportunities, job creation and increasing business capabilities for both new and existing local businesses. These projects have the capacity to deliver on average 38 direct full time jobs per year from 2017 through to and beyond 2027.

These projects are listed below and are explained further in this document:

- Extension of the Moopi Pa Aged Care Facility
- Quandamooka Youth Housing and Support Project
- Privatisation of Sibelco’s Rehabilitation nursery
- Building a Yarraman Camping Ground
- Facilitating Cultural Awareness Training
- Funding short courses to upskill Sibelco employees
- Funding educational awareness lessons to high school students
- Building the Amity Swamp and Clayton’s Road bike trails
- Relinquishing 5500 hectares of land by 2019
- Supporting Feral Animal Eradication
SIBELCO ACTIVELY PARTNERS WITH THE INDIGENOUS COMMUNITY

Sibelco takes a multifaceted approach to working with the various Indigenous groups on the island including Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), Minjerribah Moorgumpin Elders in Council (MMEIC) and the recently formed ‘Jubbin’ Business Hub. Sibelco has engaged with these groups to identify projects that are important to them, and to the wider community. It is with this understanding that we believe our proposal is respectful, will add real value and help to close the gap.

“Sibelco has not only helped the local indigenous community but also the wider community as a whole, with employment and their continual community support in the past.”

Jubbin Directors

WORKING WITH QYAC

QYAC and Sibelco have continued to build an ongoing, operational relationship by working together to share our collective knowledge to tackle issues in the NSI community. Our aim is for continued engagement between QYAC and Sibelco that is applied to a number of other community projects, such as those identified in this document.

PROJECT OPPORTUNITIES BEYOND 2019

Sibelco has identified a number of projects which will strengthen our ties with the Indigenous community, provide future employment opportunities and long term benefit to the NSI community. With restriction until 2019 or 2024, due to the operational reality of a significant capital outlay required to move a power line shortly after 2020 and a low grade area immediately prior to 2024, Sibelco would not generate enough funds to account for the significant upfront costs of the projects identified. In this document Sibelco has identified transition opportunities that we can commit to with certainty of 2027.
FLAGSHIP PROJECT
ABORIGINAL & ISLANDER HOUSING CO-OPERATIVE

MOOPI PA
AGED CARE FACILITY
16 BED EXTENSION

With an end of mining date of 2027 and an agreement with the Government about this investment, Sibelco can commit $4 million to an extension of the existing Aboriginal & Islander Housing Co-operative Moopi Pa Aged Care Facility. This investment would allow for an additional 16 beds, an increase in job opportunities to the equivalent of 14 full time positions, as well as increased opportunities for local businesses in the areas of construction, catering, and health services. Sibelco will engage with Jubbin, QYAC and other Indigenous businesses to promote opportunities to local indigenous businesses as well as job seekers through their extensive database.

QUANDAMOOKA YOUTH HOUSING & SUPPORT PROJECT

Sibelco can commit up to $200,000 to renovate the Aboriginal & Islander Housing Co-operative Quandamooka Youth Housing units and establish a "Common Ground" support model program for up to 18 Quandamooka youths aged between 15 and 18, at any one time. This model will provide them with cultural awareness training and mentoring opportunities facilitated by the MMEIC elders, and registered training courses. Support programs on life skills, education and mental health will also be sought via the Queensland Government’s existing programs. This project will lead to:

• Job opportunities for local health workers/support services, as well as business contracts associated with the renovations
• Development of skills to assist local youth in entering the workforce
• Improved mental wellbeing of Indigenous youth and elders
WORKING WITH JUBBIN

Sibelco is working with the Island’s Traditional Owners on a landmark project to foster indigenous enterprise on the Island, investing up to $900,000 in start-up funding until 2019. The project aims to cut across community barriers and directly close the gap by building real businesses to work firstly for Sibelco and then, transcend to other industries. Jubbin is partnering with Sibelco long term to identify, create, mentor and develop business opportunities in Quandamooka country. Sibelco will continue to engage with Jubbin on a number of the proposed projects to ensure we maximise on opportunities for indigenous participation, including job opportunities and business contracts.

PRIVATISATION OF REHABILITATION NURSERY

There is an opportunity to outsource Sibelco’s existing nursery operations and increase its capacity to not only supply Sibelco but also local and mainland customers. Sibelco can provide a guaranteed annual uptake of $200,000 per year (including two years post completion of mining at Enterprise) to match our rehabilitation needs out to 2029, and then slowly decrease as the business capacity increases.

Sibelco will engage with the Jubbin group to support the training and development of the new business group and the opportunity exists for expansion into new markets with the addition of new products such as indigenous healing plants. Increasing the capacity of the nursery will allow for the creation of new jobs, which in turn, will harness local knowledge and expertise.
SUPPORTING FERAL ANIMAL ERADICATION

The newly formed Straddie Pest Management Group consisting of Island land management organisations, including Sibelco, are aiming to reduce feral animal numbers with a particular focus on foxes and feral cats. Feral animals such as foxes and feral cats threaten the future of many of North Stradbroke Island's wildlife, such as marine and freshwater turtles, frog species, and the golden swamp wallaby. This has an economic impact by reducing the opportunity for tourists to experience this wildlife first hand.

With cooperation between land managers and strong support from community groups on the island Sibelco will continue as the major financial contributor to this very important project; the estimated value of which to eliminate feral pests over the life of the project being $3.5 million to be contributed by Sibelco.

CULTURAL AWARENESS TRAINING

Sibelco has committed $36,000 for capacity building of the MMEIC to provide accredited Cultural Awareness Training, with plans to engage MMEIC in a fee for service arrangement to provide training to Sibelco's employees. With certainty beyond 2019, Sibelco will commit to an additional $350,000 per year from 2016 to provide cultural awareness training to 70 Sibelco employees per year, on a two year rotation. In addition, Sibelco will continue to provide MMEIC support of up to 14 hours a week from a dedicated contractor funded by Sibelco.

In addition to the projects mentioned above, Sibelco also contributes to indigenous engagement in the following ways:

• Through the State / Quandamoooka ILUA, a portion of the royalty stream is directed to the Quandamoooka people through their PBC, the Quandamoooka Yooloooburraa Aboriginal Corporation (QYAC). This royalty stream has potential to deliver up to an additional $13.8 million to the Quandamoooka people under the current end date for mining on North Stradbroke Island, a figure cut drastically short by ending mining in 2019.

• Sibelco has commenced work on a Reconciliation Action Plan (RAP) to realise our vision for reconciliation through meaningful, yet practical, plans to develop relationships, show respect and increase opportunities for the Indigenous community. The RAP will identify opportunities for how Sibelco can contribute to closing the gap with the Traditional Owners of North Stradbroke Island.

• Sibelco employs over 50 indigenous families in our operations, one of the longest running and highest percentages of indigenous employment in Queensland and is committed to keeping at least 20% indigenous employment at our operations on NSI for the life of the operation.
THE STRADDIE FUND

The Straddle Sand Mining Community Fund (Straddle Fund) is the largest community investment made in the history of the Bay Islands. In 2011, Sibelco established the Straddle Fund with an initial contribution of $1 million, adding a further $1 million in 2014.

The Fund is administered by an independent Advisory Board, made up of a Chairperson and six members of the Stradbroke community. The Straddle Fund has been involved in delivering real projects which will support future tourism such as the Point Lookout trail network, the Straddle Chamber of Commerce mobile device tourism app, expansion of the All Spot Club and the amenities block at the golf club. Past sand mining capital investment also helped to deliver the Moreton Bay Marine Research Station, one of the island’s other significant single employers on the island.

Sibelco has already made a commitment of $750,000 and is working with the Council to deliver a walking trail that links from the Main Beach Surf club through to Cylinders, where the public can gain access to a whale watching platform.

With certainty until 2027, the income stream generated from 2019 will allow us to contribute an additional $1M to the Straddle Fund to enable us to continue support for the economic transition.

YARRAMAN CAMPING GROUND

With a further million dollars in the Straddle Fund, Sibelco can facilitate community discussions about the appetite for a new camping ground at Yarraman. Subject to Government approval, Sibelco will contribute $500,000 per annum for two years to build onsite facilities such as toilets, cooking facilities and entertainment areas. It is proposed that the future facility will be run by the existing QYAC operated Straddle Camping business.

“I am particularly pleased that Council has been involved with the Fund in the development of the concept plan for the exciting project to link the Point Lookout walking tracks and developing a world-class whale watching environment. There is enormous potential for us to attract thousands more visitors to Straddle during whale watching season.”

Mayer Karen Williams, Redlands City Council
EDUCATION AND TRAINING OPPORTUNITIES ON NSI

Sibelco is committed to addressing the gaps and challenges in the NSI community, which can be achieved through increasing opportunities for education and training, as well as business development.

In utilising Sibelco’s existing relationship with The University of Queensland and with certainty of 2027, Sibelco can invest over $1.5 million to provide the following:

- $895,000 towards 8-10 week short courses to upskill existing Sibelco employees to enable them to work on projects including rehabilitation, nursery, new camping ground etc. In equipping our employees with new skills, we will enhance their future job opportunities in preparation for the cessation of mining.
- $660,000 towards funding an indigenous mentor to provide educational awareness lessons to high school students. T hese lessons would encourage students to undertake higher education, such as University or a trade, which would enhance their future job opportunities. Jubbin will engage with QYAC and the community to source indigenous mentors.
- Through partnering with the Indigenous community and the university system, if desired, Sibelco could develop a series of working classrooms, borrowing from the green mine concept successfully rolled out in other countries, and help to develop the next generation of land rehabilitation specialists.

The transition from today’s economy to one without sand mining cannot happen rapidly and without significant investment. Through engagement with Jubbin and QYAC, and through Sibelco’s existing relationship with The University of Queensland, we can provide youth with education and training opportunities as well as mentoring, to increase their future job prospects.
TRANSITIONING MINING LEASES

An opportunity for conservation, partnerships and beneficial use

Mining leases occupy around 40% of North Stradbroke Island. There is an opportunity for Sibelco to work closely with all stakeholders and re-prioritise lease relinquishments and rehabilitation to suit future beneficial use. Additionally, with certainty to 2027, and agreement reached on the future use of leased land, Sibelco will relinquish 5500 hectares of land by 2019. Land could therefore be available sooner for landholders to utilise as they desire.

Sibelco has identified the following opportunities for relinquished land:

- **ML1108 (Vance part of the silica mine).** Public access to this area via a walking track would provide access to spectacular low heath vegetated area with some of the best views of the island and surrounding areas. Access could be from either Brown Lake, the Golf Club or the silica mine side.

- **ML1112 relinquishment and building of Amity Swamp bike trail.** This bike trail would allow access and provide a family friendly bike ride along the edges of the pristine swamp, koala and wildlife habitat. There is also the option to build the Clayton's Road bike trail which, after completion, would allow for a fully linked bike track from Point Lookout to Amity and the Amity Swamp track. In addition, the creation of the gravelled bike trails would provide or enhance firebreaks in these areas. Sibelco would fully fund the estimated $600,000 to complete this.

- **Mining lease ML1124 has been identified in the ILUA as potential land bank.** This area is well serviced with roads, bores and power.
The township of Dunwich is historic, diverse and the gateway to Stradbroke.

Sibelco has large lease holdings in Dunwich which, with certainty beyond 2019, we could vacate 4 of the 5 leases early, creating new potential for over almost half of the existing urban footprint of Dunwich. With an agreed date of 2027 Sibelco can:

- Commit to and invest in removing the Barracks from foreshore land at Adams Beach, and relinquish the site along with other rehabilitated land in the area by 2016.
- Sibelco can also commit to and invest in relocating from the Dunwich offices and Stores before 2019. The relocation of Sibelco staff to Kounpee will allow Jubbins to utilise the offices in Dunwich until the end of 2018.

To relinquish 5500 hectares of land requires significant upfront costs, which can only be outlaid before 2019 if Sibelco has security of 2027. This time to transition would allow us to allocate funding in the short term to bring forward these projects, improve access, and help facilitate new business opportunities. With restriction until 2019 or even 2024, Sibelco would not generate enough funds to account for the significant upfront costs of this early relinquishment.

**THROUGH COLLABORATION, WE CAN ACHIEVE MORE**

With restriction until 2019 or 2024, due to the operational reality of a significant capital outlay required to move a power line shortly after 2020 and a low grade area immediately prior to 2024, Sibelco would not generate enough funds to account for the significant upfront costs of the projects identified. Ending mining in 2027 allows Sibelco to commit to activities that deliver on average, 38 direct full time jobs per year from 2017, which in turn, supports the future sustainability of North Stradbroke Island.

Based on estimates developed by Sibelco, the opportunities identified in this report will result in a total increase of approximately $57.5 million worth of expenditure within the North Stradbroke Island economy between 2016 and 2032. Of this expenditure, approximately $21.1 million will be directly contributed by Sibelco with extension of mining to 2027.

The proposed projects will support approximately 35 to 40 full time positions out to 2032. The nature of the transformational projects identified mean the majority of these roles will be filled by local residents. Based on a standard expenditure profile for households in Queensland, RPS estimates that the additional wages and salaries will support a further 10 jobs on the Island.

*RPS Report 2015, Cost Benefit Analysis of Sand Mining Operations on North Stradbroke Island*
### VALUE DELIVERED WITH CERTAINTY OF MINING TENURE BY DATE

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<th>Opportunity</th>
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<th>2024 end date</th>
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<td>$200,000</td>
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<td>Pt Lookout linked walking trail and whale watching platform</td>
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<td>Privatisation of Rehabilitation Nursery</td>
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<td>Large Waste Removal on all leases*</td>
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*Spending brought forward
Page 104 redacted for the following reason:

Sch.3(2)(1)(b) - Reveal Cabinet consideration or otherwise prejudice confidentiality of Cabinet considerations or operations
Dear all

Please find attached for your review and comment the draft Economic Transition Strategy Framework and associated Action Plan. I would appreciate your comments by **midday, Wednesday 26 August 2015** to meet our tight timeframe.

Please note the actions are not yet final. We have engaged contractors to undertake preliminary costings to make sure we meet the $20M budget. It is likely some actions will need to be amended or removed to meet the budget. The costings report is due this Friday, and we will be revising the document over the weekend.

I've also attached the draft Deloitte report on economic impacts for your review. If you have any comments or questions, I can pass these along to Deloitte for consideration in the final report.

Don't hesitate to contact me if you wish to discuss.

cheers

**Danielle Ellem**
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**RTI Document No.105**
North Stradbroke Island
Economic Transition Strategy

Framework

Ministerial forward

North Stradbroke Island, known by its traditional owners as Minjerribah, is one of Queensland’s natural wonders. Located 30 kilometers southeast of Brisbane’s CBD, the world’s second largest sand island is an idyllic island destination.

This government has made a commitment to protect the unique cultural and natural environment of North Stradbroke Island by phasing out sand mining. It is essential that a successful transition occurs to other sustainable economic activities.

Job creation and building the economy is a high priority of the government. More Queenslanders in work means a more prosperous and inclusive future for us all. These jobs increasingly need to be in knowledge intensive industries that boost productivity and add value to the state’s economy.

To assist with creating jobs on North Stradbroke Island, the Queensland Government has committed $20 million over five years to support existing and emerging industries on the island.

It is important that this Strategy translates to real outcomes for North Stradbroke Island. Following stakeholder consultation, an Action Plan has been developed which considers the context of the current and anticipated future economic environment of the island.

Together with stakeholders, we will work to lay the foundations for a sustainable and prosperous future for North Stradbroke Island.

Dr Anthony Lynham
Minister for State Development and Minister for Natural Resources and Mines
1. Context and rationale

Why do we need an economic transition strategy?

North Stradbroke Island has a unique place in Queensland’s history and ecology. As the second largest sand island in the world, after Fraser Island, North Stradbroke Island is characterised by exceptional natural features and a rich indigenous culture. Residents enjoy an island lifestyle and tourists enjoy a unique experience just a short distance off the coast of South East Queensland.

In recognition of the need to protect this valuable natural and cultural asset, the North Stradbroke Island Protection and Sustainability Act 2011 (NSIPS Act) was enacted in 2011. This legislation provided for a phase out of sand-mining on the island by 2019. In 2013, the previous government extended the length of time and extent of mining which could occur on North Stradbroke Island. Now, in 2015, the time has come to build a more sustainable future, beyond sand mining, for North Stradbroke Island. The Queensland Government intends to prepare amendments to the existing legislation to reinstate the original mining phase-out dates.

The Queensland Government recognises the need to support the transition of North Stradbroke Island’s economy away from its historic reliance on sand mining. This Economic Transition Strategy identifies potential growth industries on the island that will provide for long-term employment opportunities for residents through creating a diverse and sustainable economy. A key consideration of this strategy is to ensure that a balance is achieved between economic development, protection of the island’s natural environment and cultural heritage, and the aspirations of the community.

The development of this Strategy has considered existing land use and tenure, physical and social infrastructure and the desires and needs of stakeholders on North Stradbroke Island.

How will this strategy achieve real outcomes?

Considerable work has been undertaken to identify opportunities to reinvigorate North Stradbroke Island’s economy. To assist in the implementation of this Strategy, the Queensland Government has allocated $20 million over five years. The Action Plan accompanying this Strategy outlines a number of short, medium and long-term actions. The Action Plan will assist to achieve the objectives of this Strategy through stimulating the growth of emerging industries and encouraging private sector investment on the island.

While initial consultation has been undertaken with the Quandamooka Yooloooburrabee Aboriginal Corporation (QYAC), the Straddie Chamber of Commerce and the Redland City Council, the Action Plan is still subject to broader stakeholder consultation and agreement.
Previous work which informs this Strategy

During 2011, the Queensland Government undertook extensive consultation with stakeholders on North Stradbroke Island to develop an economic transition strategy. Three draft documents (referenced in the Appendix) were produced:

- A situational analysis, which provided contextual information about North Stradbroke Island’s history, environment, socio-economic opportunities and challenges and industry profile.
- An economic transition strategy, which provided a framework for encouraging sustainable economic activity.
- A transition action plan that identified priority actions with the potential to contribute to sustainable economic growth for the island and its community.

This Strategy and Action Plan acknowledges all three of these documents, and builds on the considerable body of work the documents represent.

This Strategy and Action Plan also recognises that although the overall demographic and economic situation on the island remains similar, the local community has been proactive over the last three years in working with government to achieve a number of outcomes. Some actions will therefore build on this progress towards a more diversified economy, while other actions identified in 2011 are no longer relevant.

Redland City Council has a wider vision for North Stradbroke Island which recognises its importance to the local government area. The council has taken North Stradbroke Island into consideration in several of its documents and publications, including the Redlands 2030 Community Plan (adopted in 2010) and the council’s Corporate Plan. The need for economic transition activities is also acknowledged in the Redland City Tourism Strategy and Action Plan 2015-2020 (adopted in 2015).

Similarly, QYAC has produced a publication called ‘Through Native Title, to a Glad Tomorrow’, which outlines the need for transition strategies and identifies opportunities to advance the economic and social advantage of the Quandamooka people.
2. A closer look at North Stradbroke Island

North Stradbroke Island’s Indigenous Heritage

To the Quandamooka People, North Stradbroke Island is known as Minjerribah. The Quandamooka people have maintained a strong connection with the island for many years. In 2011, the Quandamooka people were formally recognised by the Federal Court as registered Native Title claimants of 54,408 hectares of land and sea.

This determination recognises the right of the Quandamooka people to live and 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. The determination recognises exclusive and non-exclusive Native Title on state or crown-owned land and does not cover private freehold or many types of leasehold land.

To provide for the future management and use of Minjerribah, the State Government and the Quandamooka people entered into an Indigenous Land Use Agreement (ILUA) in 2011. This agreement applies to lands and waters within the Native Title determination areas.

The ILUA provides the Quandamooka people with an opportunity to own land and manage their traditional country and is a registered agreement with the Native Title Tribunal.

What does the ILUA mean for economic development on North Stradbroke Island?

The ILUA provides a number of opportunities for economic development on North Stradbroke Island by enabling the joint management of some protected areas and income and revenue sharing opportunities for the Quandamooka people. There is significant opportunity for government and industry to partner with the Quandamooka people to capitalise on indigenous tourism opportunities.

As part of the ILUA, the Queensland Government is undertaking planning studies to identify parcels of state land that may be subject to new tenure arrangements. The outcomes of these studies will clarify future development opportunities on the island.

Existing land use and tenure on North Stradbroke Island

North Stradbroke Island encompasses significant conservation areas and three townships, Dunwich, Amity and Point Lookout.

Urban development is confined to these townships where there is a mix of land uses ranging from low density residential, some short-term tourism accommodation and local-scale commercial.

Within urban areas, land is either crown/state owned, reserve, freehold or under special lease. Outside of the townships, land is predominately crown/state owned, designated as national park or conservation area.
As the main gateway to the island, Dunwich is the largest of the urban areas. Due to its close proximity to sand mining operations, Dunwich is where most of the residents employed by Sibelco reside. Sibelco has significant infrastructure at Dunwich to support its operations. There is also existing marine industry around Dunwich which is associated with ferry operations and recreational boating and fishing.

One Mile, just north of Dunwich, is home to a number of Indigenous residents. At present this area is subject to separate planning studies outside of the scope of this Strategy. These studies will determine the most appropriate way to accommodate residential development at One Mile to meet the needs and aspirations of indigenous residents.

Located on the North West of the island, Amity Point is a small seaside community characterised by low density residential development and areas of open space. There are some local community facilities at Amity Point; however residents travel to Dunwich or Point Lookout to access health and education services on the island.

Point Lookout is a popular tourist destination, with a mixture of retail, tourism accommodation and infrastructure and residential land uses. Development at Point Lookout is required to meet specific codes to ensure the area's high scenic value and fragile physical features are preserved and considered in building design.

Mining activity currently takes place on state-owned land outside of urban areas. Following the cessation of mining in 2019, mine sites will undergo rehabilitation to return them to a natural state.

Laying the foundations for North Stradbroke Island’s future

The Redland’s planning scheme (version 7; adopted March 2015) sets out Redland City Council’s intention for the future development of the Redland local government area, which includes North Stradbroke Island.

Redland City Council recognises the opportunity to further develop North Stradbroke Island’s tourism industry. Through land use zones, the planning scheme seeks to encourage growth which is of an appropriate scale and density and achieves a balance between maintaining liveable communities, creating economic activity and protecting the island's natural environment.

North Stradbroke Island townships of Dunwich, Amity Point and Point Lookout will, in time, experience further development of housing, local services and facilities. This development will be accommodated both within the existing township areas and on land included in the emerging community zone.

The planning scheme identifies a number of sites around Dunwich harbour as commercial industry zones. Some of these sites are currently utilised by Sibelco as part of the sand mining operations on the island. With the cessation of sand mining, there is significant opportunity to redevelop the Dunwich harbour area as a larger marine industry area which incorporates the sites no longer...
required by Sibelco. This area could provide for industrial activities which directly support marine related industry or workers.

Key infrastructure on the island continues to be constrained by its capacity to service future development. The planning scheme recognises the importance of providing safe, efficient and effective infrastructure to underpin the social, economic and environmental prosperity of communities within the Redlands Shire. Through land use zoning, the planning scheme defines the urban settlement pattern on North Stradbroke Island. This settlement pattern ensures that the utilisation of, and future investment in infrastructure networks is maximised.
3. The economy and community of North Stradbroke Island

Since the publication of the 2011 situational analysis, the socio-economic profile of North Stradbroke Island has been updated. Upon review, it is evident that the socio-economic profile of residents and the issues and the opportunities available to the economy remain consistent with those identified in 2011.

Existing business and employment

There are approximately 180 local businesses on the island. Over 70% of these businesses are directly or indirectly related to the tourism sector including accommodation, retail, food and beverage, tours and attractions and general services. Approximately 12% of businesses on the Island are trades related.

The needs and interests of industry on the island are championed through an active Chamber of Commerce that represents well over 50 individual businesses, mostly in the retail, accommodation and food sectors.

According to the 2011 Census, there are around 850 residents on North Stradbroke Island in employment. Of these, around 620 are local jobs with the remaining 230 residents travelling to the mainland for work. Employment on the island is mostly found in accommodation and food services (20%), followed by mining (18%). Just over 20% of employment is found in health care and social assistance, retail trade, education and training and construction.

Resident profile

North Stradbroke Island has a small population of 2030 residents (2011 census) with a larger than average proportion of Indigenous people. Most residents are located in Dunwich and Point Lookout with a smaller population at Amity Point. Overall, population on the island has not increased since 2001.

North Stradbroke Island has a high proportion of people aged 45 and older; significantly higher than the Queensland average. Figure 1 illustrates North Stradbroke Island’s population by age. As shown below, in addition to having a high proportion of older residents, there are also with much lower numbers of people aged five to 44 when compared to Queensland.
These figures indicate that there may be fewer workforce participants over the next decade, however, there may also be an increase in demand for aged care based industries and facilities. This will provide employment for key workers such as carers, nursing staff and other facility and service workers. In addition, there may be more requirements for local conveniences, medical and community facilities and public transport.

Income profile

Median weekly household incomes on North Stradbroke Island are lower than the Queensland average, while unemployment is largely consistent with that of the rest of the state. Residents on the island are employed across a range of sectors.

The median weekly household income on North Stradbroke Island of $827 is only 67% of the average Queensland income of $1235, while the median weekly household income for Aboriginal and Torres Strait Islander (ATSI) people on the island is lower than the North Stradbroke Island average at $718.

A range of actions in the Action Plan will assist in expanding existing sectors and emerging industries. Other actions will increase education and training opportunities. Taken together, these actions should encourage the growth in supply of local workers and the availability of relevant jobs. In the long term, stable employment will encourage people to remain living and working on North Stradbroke Island.
Education profile

Levels of education on North Stradbroke Island are generally lower than the state average. Figure 2 shows the highest level of educational attainment of North Stradbroke Island residents compared to Queensland. As illustrated, just over 20% of North Stradbroke Island residents completed year 12, compared to over 50% in Queensland. Educational attainment is associated with improved health, employment and housing. Likewise, educational performance and attainment is adversely affected by lower socio-economic status, creating a cycle that can be challenging to reverse. There is a need to improve educational outcomes for residents.

The expansion of the education and training industry on North Stradbroke Island provides a significant opportunity. In addition to improving education levels amongst residents, and increasing the skills of the local labour force, employment and business opportunities exist in the provision of education and training services.

Indigenous profile

There is a higher proportion of ATSI residents on North Stradbroke Island compared to other areas of South East Queensland. The 2011 Census identified 420 ATSI residents on the island, which is over 20% of the total population. While the island’s non-indigenous population decreased slightly between 2006 and 2011 (by 42 persons), the island’s ATSI population increased (by 51 persons) over this same period.
4. A vision for a sustainable island community

There are a number of core values and principles that have been articulated by island residents as critical in shaping their future vision for the island. These can be summarised as an aspiration for the island to become Australia's most sustainable island community and a vision for the island's future in which the island's unique and special qualities are treasured, with the character and culture of the island recognised as making it an attractive place to live and visit.

The following core values and principles were considered critical to the development of this Strategy and the accompanying Action Plan:

- **Economic:**
  - The benefits of a robust, diverse, sustainable economy are shared by all island residents.
  - Equity amongst all island townships, groups and the broader Queensland population is sought. Thus the island will promote respect for all people, and equal rights and opportunities for all island residents.
  - Future development will complement the island's natural characteristics, promoting sustainable and environmentally responsible practices and respecting the traditional owners and the cultural values of the island.
  - The significance of economic sustainability is acknowledged, placing importance on the interdependence between economic, cultural, social and environmental prosperity.
  - Capacity building and cooperative management of the economy are valued as important features of creating wealth on the island.
  - Economic activity (and island life more generally) will need to be supported by adequate and appropriate physical and social infrastructure.

- **Cultural:**
  - A wide view of culture is embraced and its role affirmed in protecting and developing the strengths of the island community.
  - The island's rich heritage and history are preserved and promoted.
  - The knowledge and experience of the Quandamooka people, including their connection with land and sea, are considered pivotal.
  - Sites of spiritual and cultural significance to the Quandamooka people are respected.

- **Social:**
  - Investment in social infrastructure is recognised as essential for the health, social wellbeing and economic prosperity for the community.
  - Equity and social justice are promoted in all areas of community life.
  - Maintenance of the strong sense of a safe, friendly and cohesive community that attracts many people to live on the island.
Environmental:

- The island’s environment is unique and will be protected for the benefit of current and future generations.
- The natural ecology of the island – its wildlife, plants, sea life and land form – is deeply respected, both on and off the national park.

Alongside these are some specific outcomes sought for the island’s future economy. These include:

- creating a range of fulfilling employment opportunities that support all communities on the island while enhancing its ecology and cultural values
- highlighting, prioritising and building on existing skills and business strengths through education and training
- emphasising the importance of indigenous and other local culture and knowledge when identifying future business opportunities
- recognising that the ecological values of the island will be a key attraction both to residents and visitors
- seeking opportunities to export knowledge, culture, arts, goods and services that exist on the island and reflect its unique qualities
- fostering economic activity that connects different cultures, and connects people with environment
- promoting the aspiration for the island to become Australia’s most sustainable island community through business activities that adopt environmental standards and using credible sustainable performance as a key decision making policy.
5. Three major industry sectors for action

The transition of the island economy will require existing and emerging industry sectors to grow. Given the unique environmental, cultural and social characteristics of North Stradbroke Island, not all industry sectors will be appropriate. It is also likely that a new industry transplanted on North Stradbroke Island would not be accepted by the community or viable in the long term without ongoing government support.

The opportunities identified in this Strategy, as well as the community’s principles and values, have influenced the identification of sustainable industry sectors for future economic development of the island. Similar to the 2011 economic transition strategy, this Strategy focuses on industry sectors that:

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

Other themes considered include increasing employment opportunities and workforce participation rates.

Working on this basis, and similar to the draft 2011 Planning for Action document, three major areas for action have been identified:

- Sustainable tourism
- Education and training
- Local businesses.

Sustainable Tourism

In the year ending December 2014, the Cleveland-Stradbroke region received approximately 800,000 visitors and 1,400,000 visitor nights with an average length of stay of 1.8 nights in the region. Domestic day trip visitors make up the majority of visitation to the island, with domestic and international overnight visitors accounting for the remainder. The region currently captures 76% of the Redlands’ visitor market and 4.4% of Brisbane’s visitor market.

Tourism has been a significant industry on North Stradbroke Island for many years. During peak tourism periods the island’s population increases to over 10,000 people.

The Tourism Strategy for Redlands 2010-2014 identified nature-based and ecotourism as key markets to develop on North Stradbroke Island post-mining, with growing numbers of visitors seeking fishing, diving, education and outdoor activities.

A number of years on, these markets are still highly relevant to North Stradbroke Island, however, a number of key challenges identified in 2011 have the potential to impact the long-term viability of the island’s tourism industry.

Broadly, these challenges relate to: fluctuating seasonal visitor numbers, lower than average daily spend by visitors, the capacity of infrastructure on the island (such as waste management) to service peak periods, the effectiveness of marketing and the ability to maintain a consistent quality of tourism product on offer.
Also identified in 2011 were a number of priority areas for action. These actions remain relevant and are identified as:

- growing domestic markets and developing emerging markets
- coordinating marketing efforts
- increasing visitor expenditure and a better spread of visitor numbers throughout the year
- developing a schedule of new events to even out seasonality
- leveraging the island's unique selling points particularly in areas like nature-based tourism and recreation
- continuing to support the caravan and camping market as a core of island visitation year-round
- becoming a showcase for environmental sustainability
- providing infrastructure and facilities to enhance the visitor experience through the delivery of information and interpretation to visitors
- planning for core infrastructure and service needs to support the long term sustainability of tourism.

Master planning of key tourism precincts such as Dunwich Harbour, will ensure that these areas grow sustainably and support local employment without compromising the natural environment or the values of the community. A master planning process would consider the development of appropriate transport services and amenities and provide for the development of complementary tourism services.

Other detailed actions are listed in the accompanying Action Plan.

**Education and Training**

Education and training is currently a relatively small sector on the island, employing around 6% of island residents. While the base is currently small, there are a number of reasons why education and training remains a priority area in 2015 including:

- learning opportunities for visitors around unique assets for the island, such as history, geology, ecology and indigenous culture, will generate employment opportunities
- potential for island to position itself as a school camp, corporate retreat destination.
- jobs in this sector, while small in number, are generally well paid and require a higher skills base
- employment in the education and training sector has the potential to counter balance the seasonal nature of tourism jobs
- improved education and training on the island will result in a higher skills workforce, greater labour flexibility and increased capacity to adjust to changing economic circumstances.

The strategic direction for education and training on the island has two main components; improving education opportunities for residents and increasing demand for island-based education as a source of economic activity and employment.
Priority areas for action have been identified as: brokering and coordinating learning activities, developing new learning products, improving education and training facilities, expanding school camps and field studies on the island, and improving public transport options for both education and training and tourism.

Other detailed actions are listed in the accompanying Action Plan.

Local business

Supporting a varied and resilient economy requires diversification of the existing island base. Success, however, is most likely to be linked to initiatives that emerge from the island business community itself.

The 2011 strategy focused on a series of studies to identify options and barriers to development of small scale industries. Initial discussions with key stakeholders indicated there were other opportunities to encourage new local businesses and develop existing island businesses. A scan of media commentary also indicated a strong desire from residents and local businesses for concrete action.

In terms of local business, the situation on the island is evolving, due in part to the ongoing growth of QYAC and indigenous businesses, such as Straddie Camping. QYAC has indicated it is looking to continue to grow existing businesses and further invest in the island. In addition, other local businesses have been involved in business development programs, particularly in the tourism sector.

This will benefit local businesses in the short term by creating construction jobs for locals, as well as creating additional economic activity by bringing workers to the island. In the longer term, concentrating on these two areas will increase employment in local businesses in for instance maintenance, landscaping or food preparation.

The construction sector currently accounts for 7% of employment on the island. On average, construction industry jobs provide higher incomes than jobs in other sectors such as the tourism/service industry. The loss of higher paid mining jobs will impact the financial position of some island residents. There is the opportunity for mine workers to reskill for employment in the local construction industry. This will enable mine workers to capitalise similarly paid employment opportunities associated with future development on the island and in significant projects such as the Toondah Harbour redevelopment.

The ongoing contribution of the broader business community is essential to grow the local economy and provide jobs. While these two projects form the basis for developing and expanding local businesses, the local business community will be further supported with business development and mentoring programs. Local businesses, supported by the Straddie Chamber of Commerce, have been proactive in this space.

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6. Putting this Strategy into action

The North Stradbroke Island Action Plan contains detailed information on how the government will grow these three industry sectors. The actions demonstrate the Queensland Government’s commitment to North Stradbroke Island, by focusing on short, medium and long term actions.

Short term actions focus on investments that can take place in the next year that will assist to stimulate economic activity in the immediate future.

Medium term actions focus on catalytic infrastructure investments over the next two years that will open up sustainable economic and employment opportunities.

Long term actions are focused on a second wave of investments that will build on short and medium term actions, to unlock further economic and employment opportunities over the following three years.


7. Have your say

Community input and support is vital to achieving the goals of the Economic Transition Strategy. These documents are not government policy, but are designed to generate community input on actions that will make a difference for North Stradbroke Island.

To provide your feedback or obtain a copy of the documents, please contact the Department of State Development:

Phone freecall 1800 xxx xxx
Email nsieconomictransition@dse.qld.gov.au

8. Appendix – hyperlinks to documents

- Economic Transition Strategy (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Planning for Action (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Situational Analysis (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
North Stradbroke Island Economic Transition Strategy

Action Plan

1. The Economic Transition Strategy

North Stradbroke Island has a unique place in Queensland’s history and ecology. North Stradbroke Island is characterised by exceptional natural features and a rich indigenous culture. Residents enjoy an island lifestyle; and tourists enjoy a unique experience just a short distance off the coast of South East Queensland.

The North Stradbroke Island Protection and Sustainability Act 2011 (NSIPS Act) was enacted in 2011 to provide for phasing out mining by 2019, and protect this unique asset. The legislation was enacted in 2011 in response to the determination of native title on the island, and subsequent agreement between the Quandamooka people and the Queensland Government on an Indigenous Land Use Agreement.

Amendments to the legislation in 2013 extended the length of time and extent of mining on the island, however the Queensland Government intends to prepare amendments to the existing legislation to reinstat the original mining phase-out dates.

With the end of sand mining on the island, a strategy is vital to assist with identifying opportunities for alternate economic activity that will generate employment.

The Economic Transition Strategy, a companion to this document, sets out in detail the economic and community profile of the island, including the challenges and opportunities in North Stradbroke Island’s future. It also sets out the values and principles for future industry growth on the island.

Based on this information, the Strategy identifies potential growth industries on the island that will provide for long-term employment opportunities through creating a diverse and sustainable economy. The key consideration of the strategy is ensuring that balance is achieved between economic development, protection of the island’s natural environment and cultural heritage; and the needs and aspirations of the community.

Both the Economic Transition Strategy and the Action Plan draw on three draft documents produced in 2011:

- A situational analysis, which provided contextual information about North Stradbroke Island’s history, environment, socio-economic opportunities and challenges and industry profile.
- An economic transition strategy, which provided a framework for encouraging sustainable economic activity.
- A transition action plan that identified priority actions with the potential to contribute to sustainable economic growth for the island and its community.

The Strategy and Action Plan build on the considerable body of work and hours of consultation these documents represent.

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2. The Need for an Action Plan

Rationale

The closure of sand mining on North Stradbroke Island means significant changes to the industry and employment profile of the island. The transition of the economy away from mining will however provide opportunities for existing industry sectors to grow and new industry sectors to emerge.

Immediate action is required to address the challenges identified in the Economic Transition Strategy, and build on the opportunities similarly identified. This in turn will enable existing and emerging industry sectors to grow.

The challenges include an aging population, lower education levels than average and lower average incomes. These challenges are balanced by the opportunity to build on the island’s unique environmental and cultural assets.

Industry growth needs to be based on a clear understanding of the types and styles of industry that are acceptable to the community, viable for private sector investment and provide an appropriate level of economic activity and employment.

The values and principles set out in the Economic Transition Strategy have guided development of this Action Plan. The purpose of this Action Plan is to propose specific actions that align with the economic and social factors at play on North Stradbroke Island, while aligning with community aspirations for the island.

Initial discussions have been held with three key stakeholders: Redland City Council, the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) and the Straddie Chamber of Commerce.

Identifying Industry Sectors and Actions

An assessment of the island economy was undertaken to identify the key industry sectors for action. It found that the most viable sectors for growth were in sustainable tourism, education and training and local business. This assessment is available in the Economic Transition Strategy document.

Based on the assessment, potential actions were collated from a wide range of sources including documents from the 2011 process, issues papers prepared by QYAC, Redland City Council documents, internal Queensland Government research and discussions with key stakeholders.

In order to create a list of priority actions, four consistent and transparent criteria were developed to rank potential actions. All projects needed to demonstrate that they met the criteria as follows:

1. Benefit to industry or community
   - Does the proposed action have the potential to provide a benefit to multiple businesses in an industry, or improve socio-economic conditions on the island?
   - Does it align with the values and principles for economic development outlined in the Economic Transition Strategy?

2. Economic development
   - Does the action build on an existing or emerging industry on North Stradbroke Island by encouraging private investment?
3. Employment creation

Does the action have the potential to create long term, sustainable employment opportunities for North Stradbroke Island residents?

4. Community support

Is there support for the action from multiple stakeholders, based on documents collated or initial discussions with key stakeholders?

Based on these criteria, a shortlist of projects was developed for broader consultation with the community. Shortlisted actions are catalytic projects that will assist with creating opportunity in three key industry sectors: sustainable tourism, education and training, and local business.
3. Three major industry sectors for action

The opportunities identified in the Economic Transition Strategy, as well as the community's principles and values, have influenced the identification of sustainable industry sectors for future economic development of the island.

As set out in the Economic Transition Strategy, actions focus on industry sectors that:

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

Working on this basis, three major areas for action have been identified:

- Sustainable tourism
- Education and training
- Local businesses.

Sustainable Tourism

Tourism is North Stradbroke Island's second largest industry, currently employing 20% of the island's workforce. Approximately 800,000 people visit the Cleveland-Stradbroke region each year, with the day visitor market increasing 5.5% over the year to December 2014 and the overnight domestic market increasing 1.9% over the same period. Given that the Cleveland-Stradbroke region captures just 4.4% of the Brisbane market, there is scope to increase sustainable visitor numbers and create additional jobs on the island.

To increase visitor numbers, the following challenges need to be overcome: capacity of infrastructure, low destination awareness, seasonal fluctuations, low average visitor spend and consistency in service quality.

Six priority areas for tourism development on the island have been identified to overcome the challenges discussed in the Economic Transition Strategy. To support each priority area, proposed catalytic projects have been identified that will drive growth into the future. Up to $xxx million will be allocated for delivery of these proposed projects.

- Priority one: diversify nature-based recreation

With its unspoilt beaches, natural beauty and iconic flora and fauna, the island is a popular destination for short breaks, day trips and weekend getaways. Almost 400,000 visitors of the total 800,000 visitors to the region (48%) engage in nature-based activities when visiting the region.2

The development of facilities and infrastructure in national park, protected estates and urban areas of the island has the potential to showcase the island's assets, leading to increased and repeat visitation. Increased visitation will provide the opportunity for land and sea based private ventures, including kayaking, whale watching and cycle tours. There are likely to be significant development opportunities for the Quandamooka people in particular within nature-based tourism ventures.

The following actions have been identified as catalytic projects for development of nature-based recreation facilities:
Develop new short walks that highlight new environments and link with existing sites and precincts
Develop a cycle track on the island linking Point Lookout, Amity and Dunwich

Priority two: enhance built infrastructure

The provision of appropriate infrastructure and services is essential in supporting tourism growth and development as well as providing for community needs. The existing caravan and camping facilities are an important tourism asset for the island, supporting affordable beach holidays for families. The Straddie Camping venture has taken steps to enhance existing accommodation facilities, however further investment is required to attract new visitors and enhance the experience for returning visitors. Improved facilities and infrastructure will raise the profile of the island, and attract visitors willing to stay longer on the island and spend more money as a result.

Overnight ‘glamping’ has been identified as a significant opportunity for the Redlands area. This increasing visitor trend is targeted to people seeking a low-impact yet luxurious stay. There is also a growing visitor market for luxury, boutique accommodation experiences associated with cultural tours, local produce and food tours, and the chance to be involved in conservation projects. This may also assist in converting day trippers into overnight visitors.3

The following actions have been identified as catalytic projects for enhancing built facilities:

- Develop camping infrastructure on the island in partnership with Straddie Camping, to improve existing facilities like amenities, cabins and road access
- Investigate additional accommodation options including glamping and a new eco-resort, focussing on the growing visitor market for boutique accommodation.

Priority three: undertake collaborative destination marketing and promotion

There is a need to increase destination awareness in interstate and international markets, and increase visitation rates by South East Queensland residents. With a low destination awareness in interstate and international markets4, a dedicated marketing and events program is needed to entice people to visit North Stradbroke Island. The campaign will need to reflect the distinctive cultural and environmental assets of the island.

Collaboration between the island’s tourism industry and the Quandamooka people will be central to a successful campaign, as the heritage of the Indigenous people is a unique point of difference in a competitive tourism market. The cultural heritage of the traditional owners could become part of a distinct brand for tourism on the island, while providing for improved employment outcomes for local Indigenous people.

The following actions have been identified as catalytic projects for improving marketing and promotion:

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Undertake destination marketing to raise destination awareness and promote new experiences

Implement a program of events particularly to attract visitors in the tourism low season including support for the Quandamooka Festival

**Priority four: build cultural awareness and education**

A combination of traditional and contemporary culture has made the island a unique place to connect with family, culture and country. 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, acknowledging their long and enduring connection with the land and seas of the island.

Cultural tourism, in particular Indigenous cultural tourism, is a key motivator for the international market which could provide significant opportunities for the island.

The following actions have been identified as catalytic projects for building cultural awareness and education:

- Progress the Minjerribah Knowledge Centre project as a centerpiece for cultural tourism and education on the island
- Build up the Quandamooka Festival, as a unique cultural festival showcasing Indigenous heritage
- Create a whale watching platform near Point Lookout with interpretation signage
- Investigate opportunities to construct a whale watching interpretation facility, including housing for a whale skeleton
- Implement a land and sea ranger program

**Priority five: enhance the visitor experience**

Visitor information plays a key role in attracting new visitors and ensuring visitors return to the island. Gateway, locational and interpretive signage is important to showcase the island’s assets and educate visitors about the unique cultural and environmental values of the island.

This builds on extensive work undertaken by Straddie Chamber of Commerce to develop a visitor website and app.

The following action has been identified as a catalytic project for enhancing the visitor experience:

- Deliver locational and interpretative signage at key locations on the island, including a Quandamooka designed entrance statement

**Priority six: build industry capacity**

Tourism businesses on the island are predominantly small businesses with low margins. It is recommended that the best way to create a sustainable island economy is to start from the base, including training and capacity building for local businesses, and creating opportunities to expand
their offering. Building the base of operators who deliver a quality service on the island and identifying new ways to create value will promote a strong and sustainable industry for the island. There are a number of entrepreneurs on the island and a program of mentoring, training and research will help boost this number.

The following actions have been identified as catalytic projects for building industry capacity:

- Implement a three-year visitor research program on the island to better understand the market and its needs including advertising awareness tracking
- Establish a business mentoring and support program to support development of new ideas for creating economic activity and employment

Education and Training

The Economic Transition Strategy outlines two key directions for the future of education and training on the island:

- Education for residents, to improve local training and skills development particularly as resident mine workers transition to other employment; and
- Education as a source of income and employment, through development of niche education products that capitalise on the environment, culture and heritage of the island.

Currently 8,500 visitors to the Cleveland-Stradbroke region are involved in education experiences, averaging 1.6 nights per stay. 5.7% of international visitors engage in education experiences while in the region. There is potential to increase visitor numbers in this area, and create additional jobs. There is also potential to increase education and training opportunities for residents, given the relatively low levels of educational attainment on the island compared to Queensland. This is especially important given that communities with high levels of educational attainment are more likely to have the skills to adapt to economic changes, and therefore retain skilled workers.

The challenges for developing education and training on the island include access to transport services, limited library and computer facilities, and lack of ongoing support for adult learners. In terms of education as employment and income, there is the opportunity to develop North Stradbroke Island-specific teaching material and courses, improve the coordination of field trips and camps to the island, and increase accommodation options in terms of teaching spaces and facilities for visiting students.

Five priority action areas have been identified to support development of the education and training sector on the island. To support each priority area, proposed catalytic projects have been identified that will drive improved educational attainment for locals and increase economic opportunity. Up to $xxxx million will be allocated for delivery of these proposed projects.

- Priority one: broker and coordinate learning activities

There is a need to develop a mechanism to coordinate or broker the education and training products on the island. One approach is to establish an 'NSI Education Exchange'. This service will provide information, guidance, support and mentoring for residents and administer the physical and virtual learning spaces on North Stradbroke Island. The NSI Education Exchange could also:
Facilitate access of island people to tertiary education

Act as a broker between community and business and Registered Training Organisations in arranging and conducting training

Promote the island as a site for education activities including school field work, English language courses, and undergraduate and postgraduate immersion courses

Work with QYAC to establish the feasibility of developing Indigenous-related diploma, degree and post-graduate award courses and consider what protocols would be required to govern the establishment and future management of these courses

Provide information and advice on post-secondary education and training, by facilitating information sessions on the island attended by major education institutions and sourcing career counselling

Provide a comprehensive advisory and information service for island residents that can cover career course choice, adjusting to tertiary study, financial issues, how to get advanced standing and Recognition of Prior Learning and dealing with education administrations.

Priority two: develop new learning products

There are significant opportunities to develop specific education and training products for the island. To facilitate this process a ‘Centre for Island Learning’ should be established as part of the Education Exchange. It would be responsible for:

- Developing education and training materials about the island, for primary and secondary levels
- Organising practical research about social and cultural issues as well as scientific and environmental issues
- Investigating possibilities for intensive and immersion studies that attract fee-paying students

Priority three: improve education and training facilities

Providing education and training facilities on the island will require an improvement to physical facilities, to encourage a broader range of students particularly secondary, tertiary and adult students. The proposed approach is to build on the existing Dunwich Secondary Campus and establish a hub to be used by island students, local and visiting educators as well as visiting school groups, vocational or university students.

These new facilities would provide the means to support the delivery of training courses on the island. This would reduce travel costs and time for resident students and provide local employment opportunities. It is proposed that the education and training hub includes:

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RTI Document No.128
Establishment of a high quality resource and information hub at Dunwich Secondary Campus, including xxxx <to come from contractor report>.

Priority four: expand school camps and field trips on the island
The island is already a destination for school camps and field studies, however there are opportunities to expand the existing market through other priority actions within the sustainable tourism and the education and training sectors. For instance, the development of new learning products will support this priority, as well as enhancing sustainable tourism through nature-based recreation and cultural education. Funding will be provided to investigate the opportunities and barriers to further grow the field trip and island camp market.

Priority five: improve public transport options
A key issue for students on the island is the availability and cost of existing transport, which creates barriers to study. Establishing modern education and training facilities on the island will assist with reducing these barriers, as access to online tertiary training classes and digital libraries have improved over the last four years.

Changes to public transport will require further assessment to ensure improved access and reduced costs. It is proposed to:
Investigate improvements to existing public transport and integration into Translink.

Local business
The vision to be Australia’s most sustainable island community requires an approach to economic development that supports diversity and resilience within the economy. Economic success on the island is most likely to be linked to initiatives that emerge from the island community, once island business people are given the opportunity to realise business success.

Supporting local business is not limited to a single industry sector, but aims to boost a range of local businesses and create the opportunity for new businesses to emerge. It draws existing opportunities in tourism and education and training, as well as other sectors like service industries, to help generate economic activity and employment growth. A key component will be a one-to-one mentoring program to help local business people and entrepreneurs to develop their ideas into profitable businesses.

Developing local businesses will provide the impetus for increased economic activity and private sector investment.

Three priority action areas have been identified to support development of local businesses on the island. To support each priority area, proposed catalytic projects have been identified that will increase economic opportunity and employment. Up to $xxx million will be allocated for delivery of these proposed projects.
Priority one: plan for Destination Dunwich

As the entry point to the island and an established centre, Dunwich is well positioned to support further development. In addition, Dunwich is home to most of the island’s resident sand mining workforce, and is likely to experience a higher level of impact with closure of mining operations.

Attractions offered at Dunwich such as the historic cemetery, museum, Aboriginal middens and the annual Quandamooka Festival provide a unique tourism product on which to capitalise. Improved signage and walking trails connecting significant areas of the Dunwich central area could be an additional drawcard for day visitors to the island.

QYAC has identified plans for Dunwich Secondary Campus, which includes the development of the Minjerribah Knowledge Centre. There is the potential to develop this facility as part of a larger Dunwich education and training precinct that incorporates the existing Moreton Bay Research Station and the Dunwich primary school. This precinct could provide a range of education services based on the island’s history, geology, ecology and Indigenous culture.

As the gateway to the island, there is an opportunity to provide greater focus on the existing harbour including sustainable, appropriate commercial enhancements like a waterfront bar and a small accommodation facility. This would require partnerships with the private sector, leading to an increase in local investment, economic activity and job creation.

With the end of sand mining, future uses will need to be considered for land currently held by Sibelco in Dunwich towards Adams Beach.

A master plan for a tourism and education and training precinct, incorporating Dunwich Harbour, would ensure that these opportunities are considered and integrated to prevent duplication of effort from government and industry.

A master plan for Dunwich would need to be consistent with community aspirations, undertaken in partnership with key stakeholders and respect the culture and heritage of the Quandamooka people. A community reference group will be established to guide the master planning process.

Destination Dunwich will revitalise North Stradbroke Island’s most historic town centre.

Priority two: expand aged care facilities

With an aging population, there is clearly a need to increase aged care facilities on the island. The current 14-bed facility, run by Moopi Pa Aboriginal Housing Corporation, takes both indigenous and non-indigenous residents.

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.
Priority three: build local business capacity

Similar to priority six under Sustainable Tourism, assisting operators who deliver a quality service on the island by identifying new ways to create value, will promote a strong and sustainable industry. A program of mentoring, training and research will help increase local business capacity. The training and mentoring programs referred to earlier in this document will be offered to businesses outside of the tourism sector.
4. Implementing the Plan

The North Stradbroke Island Action Plan contains detailed information on how the government will grow these three industry sectors. The actions demonstrate the Queensland Government’s commitment to North Stradbroke Island in the short, medium and long term.

Short term actions focus on investments that can take place in the next year that will assist to stimulate economic activity in the immediate future.

Medium term actions focus on catalytic infrastructure investments over the next two years that will open sustainable economic and employment opportunities.

Long term actions are focused on a second wave of investments that will build on short and medium term actions, to unlock further economic and employment opportunities over the following three years.

The funding allocated through the Action Plan will assist with leveraging additional funds from across the Queensland Government, as well as other tiers of government.

Table is draft and subject to change, depending on preliminary costings report due 28/08/15.

Summary of Actions

Sustainable Tourism (up to $xxM)

Short term (one year)

Implement a three-year visitor research program on the island
Deliver locational and interpretative signage at key locations on the island, including a Quandamooka designed entrance statement
Undertake destination marketing to raise destination awareness and promote new experiences
Implement a program of events particularly to attract visitors in the tourism low season
Coordinate and build up the Quandamooka Festival, as a unique cultural festival showcasing Indigenous heritage
Progress the Minjerribah Knowledge Centre project as a centerpiece for cultural tourism and education on the island

Medium term (two years)

Develop new short walks that highlight new environments and link with existing sites and
Create a whale watching platform near Point Lookout with interpretative signage
Develop a cycle track on the island linking Point Lookout, Amity Point and Dunwich
Develop camping infrastructure on the island in partnership with Straddie Camping, to improve existing facilities like amenities, cabins and road access

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Implement a land and sea Indigenous ranger program.

Long term (three years plus)
Investigate opportunities to construct a whale watching interpretation facility, including housing for a whale skeleton
Investigate provision of accommodation options including glamping and a new eco-resort <added to actions from tourism consultancy report>.

Education and Training (up to $xxM)

Short term (one year)
Investigate opportunities to expand school camps and field studies on the island
Develop specific education and training products for the island through a 'Centre for Island Learning'
Develop a mechanism to broker and coordinate learning activities on the island, e.g. Education Exchange
Investigate options to improve public transport for education on the island, e.g. Translink integration

Medium term (two years)
Establish a high quality resource and information hub at Dunwich Secondary Campus, including xxxxx <to come from contractor report>.

Long term (three years plus)

Local Business (up to $xxM)

Short term (one year)
Establish a business mentoring and support program
Implement a three-year, one-on-one operator training and capacity building program for existing businesses

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**Medium term (two years)**

- Undertake master planning for Destination Dunwich

**Long term (three years plus)**

- Expand existing aged care facilities on the island

It is proposed that a committee will be established to guide ongoing implementation of the Economic Transition Strategy Action Plan. The committee will form following public consultation and agreement on priority actions and will consist of representatives from Redland City Council, QYAC and Straddie Chamber of Commerce.
5. Have your say

Community input and support is vital to achieving the goals of the Economic Transition Strategy. These documents are not government policy, but are designed to generate community input on actions that will make a difference for North Stradbroke Island.

To provide your feedback or obtain a copy of the documents, please contact the Department of State Development:

Phone freecall 1800 xxx xxx
Email nsieconomictransition@dsd.qld.gov.au

6. Appendix – hyperlinks to documents

- Economic Transition Strategy (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Planning for Action (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011
- Situational Analysis (Draft) – a sustainable economic future for North Stradbroke Island Minjerribah 2011

1 Based on data from Tourism Research Australia
2 Based on data from Tourism Research Australia
3 Based on data from Tourism Research Australia
4 Based on data from Tourism Research Australia
Hi Trevor

Thanks for your time this morning – much appreciated. At our consultation meetings last Thursday, it came to our attention that there are a couple of actions in the NSI Economic Transition Strategy related to leasehold land. The two actions in question (from the one page table Matthew emailed on Fri 24 July) are:

cheers

Danielle Ellem
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Office of the Chief Economist
Department of State Development
Hi Trevor

cheers

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