Annual update
1 September 2016–30 June 2017
The Department of State Development, Manufacturing, Infrastructure and Planning is responsible for driving the economic development program for Queensland by creating a diverse and thriving economy, and generating new jobs.

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Welcome

Welcome to the first annual update for the North Stradbroke Island Economic Transition Strategy (the strategy). The first year of the $20 million strategy’s implementation has seen many projects kick off and has laid excellent groundwork for future years. Of the 23 projects, 19 have commenced with one of these already completed.

This report provides an overview of the strategy, some key achievements from the first year of implementation and the outlook for the following year.

For more information:
Visit the strategy website: www.dsdmip.qld.gov.au/hsi
Sign up for strategy eNews at: www.dsdmip.qld.gov.au/hsi
Visit the island’s Department of State Development, Manufacturing, Infrastructure and Planning office at 7 Stradbroke Place, Dunwich
Email the strategy team: nsieconomictransition@dsdmip.qld.gov.au
About the strategy

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

To deliver this commitment, the strategy was released on 1 September 2016. It consists of a suite of 23 initiatives being delivered in partnership by the Queensland Government, Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), Redland City Council (RCC) and Straddie Chamber of Commerce (SCoC).

The Queensland Government has allocated $20 million to drive the strategy and facilitate stakeholder co-investment delivering a sustainable island economy with an additional $3.87 million in-kind contribution also provided for identified actions to be delivered over five years.

The strategy is only part of the Queensland Government’s broader plan to bring more opportunities to the region, including:

- the facilitation of the estimated $1.3 billion private investment in the Toondah Harbour redevelopment project, which has the potential to generate 1,000 construction jobs and 500 jobs per year at completion
- $12.1 million in Queensland Government funding over four years for Naree Budjongo Djara National Park
- $450,000 in Queensland Government funding for structure planning for the One Mile settlement
- $1.68 million in Queensland Government funding to work with the island’s native title owners, the Quandamooka people, in relation to the landmark Indigenous Land Use Agreement.

The vision

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

The objective and goal

To increase economic activity and employment in sectors where the island already has a competitive advantage.

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

Annual updates

Annual updates will be released for the five-year life of the strategy to keep the community and key stakeholders informed on the progress, showcase the initiatives and acknowledge key achievements.

Governance

The Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) is leading delivery of the strategy in the form of a program of projects. The program is being governed by the North Stradbroke Island Economic Transition Strategy Implementation Committee, chaired by DSDMIP and consisting of relevant government agencies (state and local) and key stakeholders under the direction of the North Stradbroke Island Economic Transition Strategy Ministerial Forum.

The implementation committee guides delivery of the strategy including refinement of the scope, timing and other details of initiatives to ensure they consider stakeholder and community needs. Committee members are RCC, QYAC, SCoC, The University of Queensland (UQ) and Queensland Treasury (QT).
The implementation committee and strategy is also supported by a Queensland Government working group, also chaired by DSDMIP, with representation from:

- Department of Environment and Science (DES)
- Department of Natural Resources, Mines and Energy (DNRME)
- Department of Education, Small Business and Training (DESBT)
- Department of Innovation and Tourism Industry Development (DITID)
- Queensland Treasury (QT)
- Department of the Premier and Cabinet (DPC)
- Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- Department of Transport and Main Roads (TMR)
- Department of Agriculture and Fisheries (DAF) (joined in September 2017).

**Strategy priorities**

The Queensland Government has identified a number of initiatives to be progressed through this strategy to:

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

The role of the strategy is to stimulate economic activity and employment in sectors where the island’s economy already has a competitive advantage. The strategy aims to achieve this through a number of initiatives which will:

- help to stimulate economic activity and generate local employment opportunities
- help to leverage private sector and stakeholder co-investment
- stimulate growth in domestic and international tourism markets
- encourage the establishment of new cultural, ecological and adventure tourism opportunities
- support new training and education facilities for both island residents and externally-based students
- help to grow local business services

**Diversify and expand the current tourism industry**

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

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

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

The strategy funds 14 projects under this theme and provides funding of $13.48 million for tourism related initiatives.
Expand the education and training sector

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

The strategy funds five projects under this theme, providing $5.2 million for education and training related initiatives.

Stimulate local business development and growth

The island needs development that supports diversity and resilience. Success is more likely to come from initiatives that emerge from the island business community itself once they experience business success. The island may attract private sector investment through existing business owners expanding their operations or new investors identifying an opportunity.

The strategy funds four projects under this theme, providing $4 million for business development related initiatives.

2016–17 highlights

- Of the 23 projects in total, 19 are contracted, commenced or completed.
- $1,541,630 expended in the 2016–17 financial year.
- An additional $665,000 has been expended in 2017–18 (to 30 September 2017) bringing total expenditure to $2,206,630.

Project highlights

Project 17: Quandamooka Whale Watching Permit – this is the first completed project in the strategy with a commercial activity permit issued to QYAC.

Project 5: NSI Visitor Research Program – UQ was appointed to lead this project and has undertaken the first series of surveys with island visitors. Six local residents (including four Quandamooka people) have been employed to undertake the survey work.

Project 9: Indigenous Business Development Fund – guidelines for this project have been decided, the first round of applications have been received and announcements on the successful applicants are expected to be made later in 2017.

Project 6: Grow and promote the Quandamooka Festival – festival coordinator engaged and 2017 festival was a success with the 55 festival events building awareness of the Quandamooka culture and boosting visitor numbers to the island during the winter months, increasing economic benefits for the community and businesses.

Project 10: Expand the Indigenous Land and Sea Ranger Program – five rangers employed.

Community engagement

DSDMIP’s dedicated strategy office opened for business at 7 Stradbroke Place in Dunwich in September 2016. Since then, it has seen a steady stream of visitors seeking information about the strategy and other investment opportunities.
NSI Projects Information Day – the first open day for island residents and other interested parties was on 27 July 2017 at UQ’s Marine Research facilities at Dunwich. This event attracted 60 attendees who were able to engage one-on-one with project lead organisations to learn more about the projects underway.

The strategy’s eNews provides updates to subscribers. Three editions have been distributed since May 2017.

DSDMIP’s strategy website provides information about the strategy and its projects, a regional profile of the island and its surrounds and a questions and answers section. Since its publication on 1 July 2015 to 30 September 2017, the website’s landing page has had 8313 unique page views.

**Strategy implementation committee**

The implementation committee has met seven times from 7 October 2016 to 15 September 2017 at DSDMIP’s Dunwich office.
## Projects under the strategy

<table>
<thead>
<tr>
<th>#</th>
<th>Project name</th>
<th>Project</th>
<th>Lead organisation</th>
<th>Status</th>
<th>Next steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gateway Master Planning (Dunwich) 2017–18</td>
<td>A detailed masterplan which facilitates development at Dunwich.</td>
<td>DSDMIP Partners: RCC SCoC QYAC</td>
<td>Commenced</td>
<td>Negotiating with stakeholders regarding masterplan boundaries. <strong>Next steps</strong> Once plan boundaries are agreed, delivery will commence.</td>
</tr>
<tr>
<td>2</td>
<td>Eco-tourism site identification study 2017–18</td>
<td>Planning study which identifies areas and sites suitable for development of eco-tourism and resort accommodation including current mining sites.</td>
<td>DSDMIP Partners: QYAC DITID RCC DES DNRME TEQ</td>
<td>Commenced</td>
<td>Investigating potential sites for eco-tourism opportunities. <strong>Next steps</strong> Consultants to be engaged to undertake detailed site investigation.</td>
</tr>
<tr>
<td>3</td>
<td>Expanding the market for school camps, field studies and tertiary research 2017–18</td>
<td>A detailed report outlining the new opportunities and barriers to expanding the market for school camps, field studies and tertiary research on the island.</td>
<td>SCoC Partners: DESBT DITID RCC QYAC DSDMIP</td>
<td>Commenced</td>
<td>Final report anticipated early 2018.</td>
</tr>
<tr>
<td>4</td>
<td>Minjerribah Cultural Centre 2017–19</td>
<td>Progress the Minjerribah Cultural Centre to a stage that includes: feasibility, detailed design, approvals and tender.</td>
<td>QYAC Partners: DITID RCC</td>
<td>Commenced</td>
<td>Project plan drafted. <strong>Next step</strong> Engagement of contractor and preparation of detailed designs.</td>
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<tr>
<td>5</td>
<td>NSI Visitor Research Program 2017–21</td>
<td>A comprehensive report which presents the findings of a six-year study including an understanding of the market and its needs, advertising awareness tracking.</td>
<td>DITID Partners: RCC QYAC TEQ SCoC Brisbane Marketing</td>
<td>Commenced Research methodology finalised. First survey undertaken. Next steps Analysis of first year survey results.</td>
<td></td>
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<tr>
<td>6</td>
<td>Grow and promote the Quandamooka Festival 2016–20</td>
<td>Marketing package used to increase attendance at the events held each year from 2017 to 2020.</td>
<td>QYAC Partners: RCC TEQ DATSIP</td>
<td>Commenced Festival Curator engaged. 2017 festival completed. Next step Planning underway for 2018.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Identify and assess options to improve NSI public transport 2017–18</td>
<td>A comprehensive report which evaluates the feasibility and options for improving public transport from and to the island.</td>
<td>DTMR Partners: RCC QYAC SCoC</td>
<td>Commenced Consultants engaged. Next step Community survey in early 2018.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Business operator training and capacity building 2017–19</td>
<td>Program delivered over three years to improve capability for local business people and entrepreneurs to commercialise ideas and expansion on the island.</td>
<td>SCoC Partners: DSDMIP RCC QYAC DESBT</td>
<td>Commenced Key stakeholder meetings have occurred. Next step Sign off on project plan anticipated shortly.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Indigenous Business Development Fund 2017–21</td>
<td>Program to investigate new indigenous business opportunities.</td>
<td>QYAC Partners: DSDMIP RCC</td>
<td>Commenced Applications for Round 1 have been assessed and approved. Next steps Training workshops to be run for future applicants. Round 2 commencing early 2018.</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Expand the Indigenous Land and Sea Ranger Program 2017–21</td>
<td>Expansion of program to employ and train Indigenous rangers.</td>
<td>DES Partners: QYAC</td>
<td>Commenced Five rangers employed. Next steps Continued roll out of program over remaining years.</td>
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<tr>
<td></td>
<td>Project Description</td>
<td>Partners</td>
<td>Status</td>
<td>Next step</td>
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<tr>
<td>11</td>
<td>Straddie Camping infrastructure development and improvement 2017–18</td>
<td>QYAC</td>
<td>Commenced</td>
<td>Project plan drafted. Engage contractor and prepare detailed designs.</td>
<td></td>
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<td></td>
<td>Infrastructure improvements to existing facilities such as amenities, cabins and road access.</td>
<td>RCC</td>
<td></td>
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<tr>
<td></td>
<td>Refurbishment to provide a hub for education and training on the island including a modern resource and information centre.</td>
<td>DESBT</td>
<td></td>
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<tr>
<td>13</td>
<td>Location and interpretive signage 2017–18</td>
<td>RCC</td>
<td>Not yet commenced</td>
<td></td>
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<tr>
<td></td>
<td>Signage at key locations on the island, including a Quandamooka designed entrance statement.</td>
<td>QYAC  SCoC  DSDMIP</td>
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</table>

**Medium-term projects (8 of 23)**

<table>
<thead>
<tr>
<th></th>
<th>Project Description</th>
<th>Partners</th>
<th>Status</th>
<th>Next step</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>NSI marketing campaign and events program 2017–21</td>
<td>SCoC</td>
<td>Commenced</td>
<td>Project plan drafted. Engage contractor and prepare marketing campaign.</td>
</tr>
<tr>
<td></td>
<td>Campaign to increase awareness of the island and increase local, interstate and international visitors.</td>
<td>DITID  RCC  QYAC  TEQ  DSDMIP  Brisbane Marketing</td>
<td></td>
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</tr>
<tr>
<td>15</td>
<td>Expansion of national park and other protected areas 2017–18</td>
<td>DES</td>
<td>Commenced</td>
<td>Strategy under development</td>
</tr>
<tr>
<td></td>
<td>Strategy for the expansion of national parks and other protected areas and transfer of expired mining leases in stages, with funded joint management arrangements.</td>
<td>DNRME  QYAC  RCC  DITID  DSDMIP</td>
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<tr>
<td></td>
<td>Develop and improve recreational trails on the island 2017 or 2018–19</td>
<td>Upgrade of recreational trail for cyclists and pedestrians from Dunwich to Amity.</td>
<td>QYAC  Partners: RCC, DSDMIP, SCoC, DNRME, DES</td>
<td>Not yet commenced  Awaiting finalisation of project scope.</td>
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<tr>
<td>16</td>
<td>Quandamooka Whale Watching Permit 2017</td>
<td>The permit will increase Indigenous tourism and business opportunities. Will complement other whale-related tourism ventures.</td>
<td>DES  Partners: QYAC</td>
<td>Completed  Permit issued—commercial activity permit signed on 22 August 2017.</td>
</tr>
<tr>
<td>17</td>
<td>Tourism Investor Summit 2018</td>
<td>The summit will showcase existing and new tourism opportunities on the island including potential investment opportunities for eco-tourism sites identified through the strategy.</td>
<td>DSDMIP  Partners: DITID, QYAC, SCoC, RCC, TEQ, TIQ, DES</td>
<td>Not yet commenced  Will be implemented when projects have advanced sufficiently to showcase to potential investors.</td>
</tr>
<tr>
<td>18</td>
<td>Peel Island access project 2017–19</td>
<td>A comprehensive report which evaluates the feasibility (technical, environmental and financial) and provides advice on design options and estimated costs for the construction of a jetty (or other access options) on Peel Island.</td>
<td>DSDMIP  Partners: RCC, DES, QYAC</td>
<td>Commenced  Project scope re-developed to include access options other than a jetty. <strong>Next step</strong>  Facilitated workshop with stakeholders and completion of specialist studies.</td>
</tr>
<tr>
<td>No.</td>
<td>Project Title</td>
<td>Overview</td>
<td>QYAC Partners</td>
<td>Status</td>
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<tr>
<td>20</td>
<td>NSI education exchange 2017–21</td>
<td>Education service to administer the physical and virtual learning spaces, promote the island as a destination for education and training, and act as a broker in arranging and conducting training. Through this initiative, the island will be further promoted as a destination for education and training activities.</td>
<td>QYAC Partners: SCoC DESBT</td>
<td>Commenced: Project scope under development</td>
</tr>
<tr>
<td>21</td>
<td>NSI education and training products 2017–18</td>
<td>Development of education and training products about the island for primary and secondary students. Establish the Centre for Island Learning to organise research on social, cultural, scientific and environmental issues and investigate possibilities for intensive and immersion studies.</td>
<td>QYAC Partners: DESBT</td>
<td>Commenced: Project scope under development</td>
</tr>
</tbody>
</table>

**Long-term projects (2 of 23)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Project Title</th>
<th>Overview</th>
<th>QYAC Partners</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Whale interpretive facility 2018 or 2019–20</td>
<td>A comprehensive report which evaluates the technical, environmental and financial issues and delivers costed design options for a whale interpretive facility.</td>
<td>QYAC Partners: RCC</td>
<td>Not yet commenced</td>
</tr>
<tr>
<td>23</td>
<td>Expansion of aged care facilities 2018 or 2019–20</td>
<td>Investigate expansion of the existing aged care facility on the island to double existing capacity to meet growing demand and create jobs in the aged care field. Feasibility study and design report. Detailed design, approvals and tender.</td>
<td>QYAC Partners: RCC</td>
<td>Not yet commenced</td>
</tr>
</tbody>
</table>
Additional investment

The Queensland Government funding injection of $20 million for the strategy is only the start of transitioning the island’s economy.

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

Several projects are funded only as far as the design or feasibility stage and other investment is needed to fully realise these initiatives.

Engagement has occurred between project leads, the private sector and the Australian Government and this will continue as projects are further developed. The Tourism Investor Summit to occur midway through the strategy will provide a focussed opportunity to showcase the island’s investment potential.

If you are interested in establishing new investment on the island, or joint venturing with a project lead to fully realise a project, please contact DSDMIP by phone 13 QGOV (13 74 68) or email nsieconomictransition@dismip.qld.gov.au.
2017–18 outlook

In 2017–18, it is anticipated the majority of projects will have commenced with at least one more project being completed by the end of the financial year. Several projects are designed to be implemented over several years, with some continuing for the life of the program.

The first projects information day, held in July in Dunwich, was a success with positive feedback received from attendees. A further information day will be held in early 2018 when there are more project outcomes to report.

The strategy’s eNews will continue to be published quarterly to update island residents and stakeholders. The strategy website will be updated as new information becomes available.

The implementation committee will continue to meet regularly in Dunwich to represent the interests of stakeholders and ensure implementation of the strategy is effective in meeting community needs.

There has been initial positive engagement with potential investors, including the Australian Government, and it is hoped this will lead to positive outcomes for the island.