



North Stradbroke Island Economic Transition Strategy

Annual update

1 July 2017 – 30 June 2018



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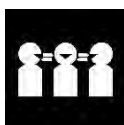


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Introduction

This is the second annual update for the North Stradbroke Island Economic Transition Strategy (NSI ETS or the strategy). In the second year of the strategy's implementation, all projects have commenced and one project has already been completed. An additional \$4.75 million was provided by the Queensland Government to support delivery of the strategy, bringing the government's total funding commitment to \$24.75 million across the five years of its implementation.

This report provides an overview of the strategy, highlights key achievements from the second year of its implementation and an outlook for the year ahead.

For more information:

- visit the strategy website: www.dsdmip.qld.gov.au/nsi
- sign up for strategy eNewsletters: www.dsdmip.qld.gov.au/nsi
- visit the island's Department of State Development, Manufacturing, Infrastructure and Planning office at 7 Stradbroke Place, Dunwich
- contact the NSI ETS team: nsieconomictransition@dsdmip.qld.gov.au.

About the strategy

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

To deliver this commitment, the Queensland Government released the NSI ETS on 1 September 2016. The strategy consists of a suite of 23 initiatives aimed at stimulating business development, increasing economic activity and creating sustainable jobs. These initiatives are being delivered in partnership by the Queensland Government with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), Redland City Council (RCC) and Straddie Chamber of Commerce (SCoC).

In 2016 the Queensland Government allocated \$20 million to drive the strategy and facilitate stakeholder co-investment, with an additional \$3.87 million in-kind contribution committed to deliver identified actions over five years.

In 2018 a further \$4.75 million was provided by the Queensland Government to support the delivery of the 23 initiatives under the strategy.

The NSI ETS is only part of the Queensland Government's broader plan to bring more opportunities to the island and wider region. Other support includes:

- the facilitation of an 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 over four years for Naree Budjong Djara National Park
- \$1.2 million to develop the One Mile Structure Plan to inform the orderly provision of infrastructure and services and improve living conditions within the One Mile community

- \$0.9 million to support bush fire management
- \$2.8 million to expand national parks and other protected areas
- \$1.5 million to establish rangers on the island
- \$1.68 million to work with the island's native title owners—the Quandamooka people—relating to a landmark Indigenous Land Use Agreement.

Vision

The strategy sets out a vision for North Stradbroke Island to become Australia's most desirable island community, striking a balance between sustainable economic growth and protection of its unique environment and cultural heritage.

The objective and goal

Its objective is to increase economic activity and employment in sectors where the island already has a competitive advantage.

Its goal is that the Queensland Government's initial financial injection will stimulate economic opportunities and that private investors, local entrepreneurs, and existing businesses and community organisations are inspired to continue this 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 through a program of projects. Each project is allocated a project lead from RCC, QYAC, SCoC or a Queensland Government agency to manage the implementation of the project, and project support is provided from DSDMIP.

The program is being governed by the North Stradbroke Island Economic Transition Strategy Implementation Committee, chaired by DSDMIP and consisting of relevant state and local government agencies 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 are also supported by a Queensland Government working group, chaired by DSDMIP, with representation from:

- Department of Environment and Science (DES)
- Department of Education (DoE)
- Department of Natural Resources, Mines and Energy (DNRME)

- Department of Education, Small Business and Training (DESBT)
- Department of Innovation, Tourism Industry Development and the Commonwealth Games (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).

Strategy priorities

The Queensland Government has identified three areas to be addressed through this strategy, that will:

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

The overall 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 that will:

- help stimulate economic activity and generate local employment opportunities
- help 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 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. The projects under this initiative aim to drive industry growth, maintain quality tourism experiences and strengthen the island's market appeal to visitors and private sector investors.

The strategy has funded fourteen projects under this initiative.

Expand the education and training sector

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

The strategy has funded five projects under this initiative.

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 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 has funded four projects under this initiative.

2017–18 highlights



Project		Key achievements
1	Dunwich (Goompi) Master Plan	Work to identify opportunities for development and investment in Goompi has begun as part of long-term master planning for the town. The project will include an implementation plan for priority projects and infrastructure needs to help make Goompi a more functional gateway to the island. An open tender for a consortium to provide technical inputs to the project was released on 8 June 2018.
4, 11, 12	Minjerribah Cultural Centre; Refurbishment of the Dunwich Secondary Campus; Upgrading of Straddie Camping Infrastructure	Cox Architecture has been appointed to work across the three infrastructure projects being delivered by QYAC. This work has provided the Quandamooka design philosophy, detailed concept designs, cost estimates, project plans and highlighted matters for consideration in undertaking each project.
5	NSI Visitor Research Program	The first of three reports to be prepared as part of a six-year research program into the behaviour of visitors to the island has been finalised and released. The report follows research by The University of Queensland as part of a project being undertaken by DITID. Information in the report is already being used by SCoC and TMR in other strategy projects they are undertaking.
6	Grow and promote the Quandamooka Festival	this year's festival opened on 2 June 2018 with the theme 'jalu' meaning fire. This three-month calendar of events which celebrates the culture, country and people in the Quandamooka Coast region strongly focussed on youth engagement, workshop activities and cultural food and aimed to attract new visitors to the island.
7	NSI Public Transport Study	Island residents and visitors have provided input into a survey conducted by TMR about current public transport use and potential future transport needs. The results of the survey will inform the development of the NSI Public Transport Study which aims to evaluate the feasibility of improving the island's public transport network and mainland connections to ensure the island is more accessible for visitors and liveable for residents.
8	Business Operator Training and Capacity Building	The first business workshop series was held in early 2018, attracting attendance by representatives from 17 island businesses. This series of 18 interactive workshops aimed to help business operators adjust to changes impacting on the local economy and capitalise on new market opportunities. Workshop attendees learnt about strategic business planning, marketing, website strategies, digital connectivity, traffic generation, social media and online presence. Topics were chosen following a survey of the island's business community to understand their training needs.
9	Indigenous Business Development Fund	Five businesses received funding under Round 1. Applications for Round 2 funding have been received and are under assessment.
10	Indigenous Land and Sea Ranger Program	Continues to provide five full-time equivalent new employment positions for Indigenous Land and Sea Rangers on the island, as well as operational funding for some land management activities on the island.

13	Location and Interpretive Signage	Stage 1 of this project has commenced and will deliver signage for Point Lookout and Amity Point. Work for the Dunwich signage will commence under stage 2 and will align with the Dunwich Master Plan project work.
14	Marketing and Events Program	Creative advertising and digital marketing agency REBORN was appointed to develop and undertake a marketing campaign and events program for the island. REBORN conducted research into the current market needs, product offerings and—in alignment with the NSI Visitor Research Program findings—developed a brand strategy and customer value propositions for the campaign. Phase 1 of the ‘Where a trip becomes a tradition’ marketing campaign was launched in early July 2018.
20, 21	NSI Education Exchange; NSI Education and Training Products	Work is underway to establish a new service administering and coordinating delivery of all education and training products on the island.

Community engagement

DSDMIP has a dedicated office located in Dunwich. The office is open five days a week, providing island residents and other interested parties with information about the strategy, projects and Queensland Government support services.

Plans are underway to host a second NSI ETS Projects Information Day in late 2018. The open day provides attendees with an opportunity to engage directly with team members from the project-lead organisations and learn more about the projects underway.

The strategy’s eNewsletter continued to provide project updates to subscribers. Four editions have been distributed via email to more than 420 subscribers since the strategy was launched in 2016, and in printed format to all island residents and businesses (via PO Box delivery and community noticeboards in the island’s three townships).

DSDMIP’s [strategy website](#) provides information about the strategy and its projects, a regional profile of the island and its surrounds, and a question and answer section. Since the strategy’s launch the website’s landing page has had 10,919 unique page views.

Strategy implementation committee

The implementation committee met four times across the 2017-18 financial year at DSDMIP’s Dunwich office.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
Short-term projects (13 of 23)				

Projects under the strategy

#	Project name	Project	Lead organisation	Status
1	Dunwich (Goompi) Master Plan 2017–19	A detailed masterplan which facilitates development at Dunwich.	DSDMIP Partners: RCC QYAC	A request for tenders has been released for a technical consortium and communication consultant to assist in the delivery of the masterplan. Next steps Community engagement.
2	Eco-tourism site identification study 2017–19	Planning study which identifies areas and sites suitable for development of eco-tourism and resort accommodation including current mining sites.	DSDMIP Partners: QYAC DITID RCC DES DNRME Tourism Events Queensland (TEQ)	Investigating potential sites for eco-tourism opportunities. Next steps A procurement process has commenced to undertake the site investigations which will be undertaken in 2018-19.
3	Expanding the market for school camps, field studies and tertiary research 2017–19	A detailed report outlining the new opportunities and barriers to expanding the market for school camps, field studies and tertiary research on the island.	SCoC Partners: DESBT DoE DITID RCC QYAC DSDMIP	Final report anticipated late 2018. Next steps The project scope and funding agreement for Stage 2 (implementation of report findings) to be developed.
4	Minjerribah Cultural Centre 2017–20	Stage 1 will progress the Minjerribah Cultural Centre to a stage that includes: feasibility, detailed design, approvals and tender.	QYAC Partners: DITID RCC	Stage 1 completed. Next steps A new funding agreement for Stage 2 (construction) to be executed.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
5	NSI Visitor Research Program 2017–22	Three rounds of comprehensive visitor research including an understanding of the market and its needs, advertising awareness tracking.	DITID Partners: RCC QYAC TEQ SCoC Brisbane Marketing	First survey report finalised and released to the public. Next steps Second round survey work has commenced.
6	Grow and promote the Quandamooka Festival 2016–20	Increase the festival's profile, attract new visitors and share and promote the practices of Quandamooka language, culture and tradition.	QYAC Partners: RCC	Festival Curator engaged. 2018 festival underway. Next steps Review of outcomes for 2018 festival and plan for 2019.
7	Identify and assess options to improve NSI public transport 2017–18	A comprehensive report which evaluates the feasibility and options for improving public transport, to and from the island.	TMR Partners: RCC DITID QYAC SCoC DSDMIP	Situational analysis, community survey and strategic needs analysis completed. Next steps Development of a draft NSI Public Transport Strategy and community consultation. Strategy anticipated to be finalised by end 2018.
8	Business operator training and capacity building 2017–20	Program delivered over three years to improve capability for local businesses.	SCoC Partners: DSDMIP RCC QYAC DESBT DITID	2018 business workshops have been delivered. Next steps Assess business needs and develop the 2019 training schedule.
9	Indigenous Business Development Fund 2017–21	Program to investigate and support new indigenous business opportunities.	QYAC Partners: DSDMIP RCC	Applications for Round 2 are under assessment. Next steps Approval of Round 2 fund recipients. Round 3 commencing early 2019.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
10	Expand the Indigenous Land and Sea Ranger Program 2017–21	Expansion of program to employ and train Indigenous rangers.	DES Partners: QYAC	Five rangers employed. Next steps Continued roll out of program over remaining years.
11	Straddie Camping infrastructure development and improvement 2017–20	Infrastructure improvements to existing campground facilities at Bradbury's Beach and Adams Beach campgrounds.	QYAC Partners: RCC	Project plan approved. Next steps Tender documentation and approvals to be completed.
12	Refurbishment of Dunwich Secondary Campus 2017–20	Refurbishment to provide a hub for education and training on the island including a modern resource and information centre.	QYAC Partners: DESBT	Stage 1 completed. Next steps A new funding agreement for stage 2 (construction) to be executed. Detailed plans to be prepared and approved by DoE.
13	Location and interpretive signage 2017–20	Signage at township entry locations at Point Lookout and Amity Point.	RCC Partners: QYAC SCoC DSDMIP TMR	Project reference group formed. In process of developing project plan. Next steps Tender for delivery of signage
Medium-term projects (8 of 23)				
14	NSI marketing campaign and events program 2017–21	Campaign to increase awareness of the island and increase local, interstate and international visitors.	SCoC Partners: DITID RCC QYAC TEQ DSDMIP Brisbane Marketing	2018 marketing campaign underway. Next steps Develop 2019 campaign.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
15	Expansion of national park and other protected areas 2017–21	Strategy for the expansion of national parks and other protected areas and transfer of expired mining leases in stages, with funded joint management arrangements.	DES Partners: DNRME QYAC	Stage A strategy under development. Next steps Negotiate the future staged approach.
16	Development and Improvement of Recreational Trails on Minjerrbah (North Stradbroke Island) 2018–20	Development of a Minjerrbah recreational trails plan including a strategic network of trails and tracks; Construction of the Stage 1 Trail Plan.	QYAC Partners: RCC DSDMIP SCoC DNRME DES	Development of the recreational trails plan is underway. Next steps Plans anticipated to be completed mid to late 2019.
17	Quandamooka Whale Watching Permit 2017	The permit will increase Indigenous tourism and business opportunities. Will complement other whale-related tourism ventures.	DES Partners: QYAC	Project Completed Permit issued—commercial activity permit signed on 22 August 2017.
18	Tourism Investor Summit 2019	The summit will showcase existing and new tourism opportunities on the island including potential investment opportunities for eco-tourism sites identified through the strategy.	DSDMIP/ DITID Partners: QYAC SCoC RCC TEQ Trade and Investment Queensland DES	Planning underway. Next steps Investor summit will be held when other ETS projects have advanced sufficiently to showcase to potential investors.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
19	Peel Island access project 2017–19	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 range of Peel Island access options.	DSDMIP Partners: RCC DES QYAC	Planning studies completed. Next steps Options report to be finalised late 2018.
20	NSI education exchange 2018–21	Establish and administer an NSI education exchange to coordinate 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.	QYAC Partners: DESBT DoE	Advisory Expert Committee established. Next steps Appointment of a coordinator and development of the project plan by late 2018.
21	NSI education and training products 2018–19	Establish the Centre for Island Learning to produce new education and training products related to Minjerribah (NSI).	QYAC Partners: DESBT DoE	Advisory Expert Committee established. Next steps Appointment of a coordinator and development of the project plan by late 2018.
Long-term projects (2 of 23)				
22	Whale interpretive facility 2018-20	A comprehensive report which evaluates options and the technical, environmental and financial feasibility of a world class whale watching facility.	QYAC Partners: RCC	A funding agreement is being negotiated. Next steps Development of a draft feasibility report.

Projects under the strategy

#	Project name	Project	Lead organisation	Status
23	Expansion of aged care facilities 2018–20	Investigate expansion of the existing aged care facility on the island to meet growing demand and create jobs in the aged care field.	NSI Housing Cooperative Partners: Yulu-Burri-Ba Aboriginal Corporation for Community Health QYAC RCC	Feasibility study and design report is being undertaken. Next steps Applications to be made to the Commonwealth Government for additional bed licences and capital grant.

Additional investment

The Queensland Government funding commitment of \$24.75 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 continue the initial work and to create partnerships with local businesses and organisations.

Engagement between project leads, the private sector and Australian Government has been undertaken and will continue as part of ongoing project development. The Tourism Investor Summit proposed to take place towards the end of the strategy will provide a focussed opportunity for showcasing the island's investment potential.

Those interested in establishing new investment on the island, or being involved in joint venture opportunities with project leads are advised to contact DSDMIP by phone 13 QGOV (13 74 68) or email nsieconomictransition@dsdmip.qld.gov.au.

2018–19 outlook

In 2018–19, it is anticipated that feasibility studies and options analyses will be finalised, providing valuable findings to inform other projects and infrastructure decisions. Projects designed to be implemented over a number of years are anticipated to have progressed to construction phase.

The annual projects information day held on the island is planned for late 2018.

The eNewsletter will continue to provide updates about the strategy and project updates to island residents and stakeholders and the [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.