

# North Stradbroke Island

## Planning for Action (Draft)

A sustainable economic future for  
North Stradbroke Island/Minjerribah



Prepared by: Queensland Parks and Wildlife Service, Department of Environment and Resource Management

© The State of Queensland (Department of Environment and Resource Management) 2011

Copyright inquiries should be addressed to <[copyright@derm.qld.gov.au](mailto:copyright@derm.qld.gov.au)> or the Department of Environment and Resource Management, 41 George Street, Brisbane QLD 4000

If you need to access this document in a language other than English, please call the Translating and Interpreting Service (TIS National) on 131 450 and ask them to telephone Library Services on +61 7 3224 8412.

This publication can be made available in an alternative format (e.g. large print or audiotape) on request for people with vision impairment; phone +61 7 3224 8412 or email <[library@derm.qld.gov.au](mailto:library@derm.qld.gov.au)>.

December 2011

# Message from the Chair of the Economic Transition Taskforce

Following the Queensland Government's announcement of its vision for North Stradbroke Island/Minjerribah, an Economic Transition Taskforce (the taskforce) was established to lead and coordinate the development of a long-term strategy for a sustainable economic future on the island. The taskforce is overseeing the development of three documents that provide a framework for economic transition on the island.

Targeted community and industry consultation has been undertaken in developing key strategies and actions.

- The **Economic Transition Strategy** seeks to establish a framework that encourages sustainable economic activity, with a focus on the importance of people, infrastructure and land.
- The **Planning for Action** draft plan identifies priority actions with the potential to contribute to sustainable economic growth for the island and its community.
- The supporting **Situational Analysis** provides detail about the current economic state, history, natural environment and geography of the island, and sets the policy framework for the strategy.

The taskforce recognises that a healthy business environment, able to support small business, will be critical to the island's economic future. The newly formed local Chamber of Commerce is represented on the taskforce and enthusiastically endorses this approach. The Chamber has also highlighted the need for immediate and meaningful action to support struggling businesses, which underpins the Planning for Action document.

The Quandamooka People have played a critical role in the work program of the taskforce. The Queensland Government is committed to engaging the Quandamooka People in all industry action areas, now and into the future.

These documents aim to inspire community discussion about actions and opportunities for positive and sustainable economic change. The documents are not Queensland Government policy. Rather, they have been developed to encourage an economic transition for the island that includes short, medium and long-term actions. Once these priorities have been identified by the community, government (local, state and federal) and private investors will be able to make informed decisions about future funding options.

There are a number of actions better suited to a longer timeframe because of the need for in-depth scoping studies or information that will only be available once land use planning processes are wrapped up. In some instances, the current market is not considered adequate to support these initiatives, but they have been noted for consideration. Land use planning, infrastructure development and social policy outcomes are other themes the taskforce has identified as critical to the island's future.

In its deliberations, the taskforce has emphasised the importance of a financial commitment from the Queensland Government that will enable the prioritisation of actions that provide the highest economic and social value to the community.

We recognise that community input and support is essential to achieving our goals and as such, feedback from all interested stakeholders is welcomed.

To provide your feedback or obtain a copy of the documents please contact DERM via our:

- NSI Strategy **phone** freecall 1800 194 064
- NSI Strategy **email** <straddiestrategy@derm.qld.gov.au>
- NSI Strategy **website** <[www.derm.qld.gov.au/stradbroke/](http://www.derm.qld.gov.au/stradbroke/)>
- NSI **Information Centre**, 7 Stradbroke Place, Dunwich

**Ian Fletcher**

**Chair, Economic Transition Taskforce**

**Director-General, Department of Employment, Economic Development and Innovation**

## List of acronyms

ABS	Australian Bureau of Statistics
DERM	Department of Environment and Resource Management
ELICOS	English Language Intensive Courses for Overseas Students
ETS	Economic Transition Strategy
ILUA	Indigenous Land Use Agreement
MBRS	Moreton Bay Research Station
NSI	North Stradbroke Island
QP&ATSI	Quandamooka People & Aboriginal Torres Strait Islander
QPWS	Queensland Parks and Wildlife Service
QYAC	Quandamooka Yoolooburrabee Aboriginal Corporation
RCC	Redland City Council
SEQ	South East Queensland
SWMQ	Saltwater Murris – Quandamooka
TAFE	Technical and Further Education
TESOL	Teachers of English to Speakers of Other Languages
VET	Vocational Education and Training

## Contents

<b>1</b>	<b>Achieving the vision for North Stradbroke Island</b>	<b>1</b>
1.1	The economic transition documents	1
1.2	The need for an action plan	1
1.3	Identifying key action areas	2
<b>2</b>	<b>The four key action areas</b>	<b>3</b>
2.1	Sustainable tourism	3
2.2	Education and training	8
2.3	Locally-based small business and industry	13
2.4	Quandamooka People and Aboriginal and Torres Strait Islander business	16
<b>3</b>	<b>Implementing the actions</b>	<b>18</b>
	<b>Appendix 1. Potential long-term projects</b>	<b>19</b>

# 1 Achieving the vision for North Stradbroke Island

## 1.1 The economic transition documents

Planning for a sustainable economic future on North Stradbroke Island/Minjerribah (the island) has involved a comprehensive process of research, analysis and consultation in order to identify both strategic and tactical priorities and actions that will meet the economic needs of the island and its community. The planning process has resulted in the development of three key documents that aim to support the economic transition process for the island. A summary of each document and its relationship to the transition process is outlined below:

- **Economic Transition Strategy** (the strategy)—seeks to establish a strategic framework that ‘enables’ sustainable economic activity and identifies key strategies to support this approach. This strategy will provide the overarching framework for all action related to economic transition on the island. The document has been underpinned by the in-depth background research contained within the Situational Analysis report, along with input from the community, industry and government to develop a framework that is consistent with the aspirations and values of these key stakeholder groups. It is envisaged that public consultation on this strategy will provide the opportunity for the document to be refined where necessary based on additional feedback from interested stakeholders.
- **Planning for Action** (draft action plan)—forms part of the economic transition process and sits alongside the Economic Transition Strategy as the mechanism for identifying and implementing priority actions. The draft action plan identifies specific potential actions across those key sectors. Both the sectors identified and possible future actions have been identified based on an assessment of their capacity to contribute to sustainable economic growth for the island and its community in a cost effective manner. In addition, the potential actions have been drawn from a process involving a combination of market research, industry and community consultation, and feasibility assessment where possible. Further consultation on the draft action plan is being undertaken to seek wider community input to assist in the identification and prioritisation of future actions. Indicative costings have been provided to enable the community and interested stakeholders to undertake an informed assessment of the value for money of potential actions.
- **Situational Analysis**—supports the Economic Transition Strategy and draft action plan. It provides a context analysis detailing the current state of the island’s economy and presenting the broad parameters within which economic change will take place. The Situational Analysis is designed to identify key opportunities and challenges for the future industry and economic growth and development for the island. This document is being released as part of the public consultation process as a background document to the development of the strategy. Where necessary the document will be refined based on additional feedback from interested stakeholders.

## 1.2 The need for an action plan

The North Stradbroke Island/Minjerribah Economic Transition Strategy identifies the vision for the island to become Australia’s most sustainable island community. Achieving this vision requires sustainability across economic, environmental, social and cultural aspects. Progressing towards economic sustainability requires the development of a robust, diverse and resilient economic base through which the economic benefits are shared throughout the community. With apparent weaknesses within the current economy and the move away from mining there will be significant changes to the industry and employment profile of the island over the coming years. Planning for new industry growth and development will need to be based on a clear understanding of the types and styles of industry that will be acceptable to the community, viable for private sector investment and provide an appropriate level of employment and contribution to the economy.

To facilitate this economic transition process for the island, the Economic Transition Strategy recognises the need for early action. In addressing the challenges for industry and economic growth there is a need to focus on the identification of practical, meaningful, ‘on the ground’ actions that provide value for money, the community and the economy as a whole. This draft action plan aims to identify specific actions across key sectors that have the potential to contribute to sustainable economic growth for the island and its community.

### 1.3 Identifying key action areas

The transition of the island economy away from mining will provide the opportunities for existing industry sectors to grow and for new industry sectors to emerge. It is recognised that not all industry sectors will be appropriate for the island and imposing a new industry on the economy is unlikely to be accepted by the community or be viable in the long term. The issues, challenges and opportunities identified in the supporting Situational Analysis and by the community consultation have influenced the identification of sustainable industry sectors for future economic development of the island.

In assessing potential industry sectors to form part of the action plan a number of criteria and themes were considered. This included industry sectors that:

- are already existing and have the potential for growth without compromising sustainability
- are emerging or that would have naturally evolved over time without government intervention
- have the potential to broaden the diversity of the island economy
- are aligned with the vision and community aspirations for sustainability
- have the ability to increase workforce participation rates through full time work opportunities
- have the ability to support new employment opportunities for both youth and long-term unemployed
- have demonstrated market demand either within the community or as an export off the island
- have limited barriers to market entry
- have the necessary services and infrastructure available to support industry growth and development
- have the ability to leverage the unique environmental, cultural and social aspects of the island.

Based on above criteria, four action areas were identified as the most viable for contributing to long-term sustainable economic growth on the island:

1. sustainable tourism
2. education and training
3. locally-based small business and industry
4. Quandamooka People and Aboriginal and Torres Strait Islander business opportunities.

**Please note:** It is recognised that the confidential Indigenous Land Use Agreements (ILUA) negotiated between the Quandamooka People, Redland City Council (RCC) and the State will have direct implications for future industry opportunities across all industry areas in recognition of the Quandamooka People’s native title rights and interests. The ILUAs are scheduled to be registered in December 2011. Until this time, the Quandamooka People’s specific aspirations and industry plans remain confidential and they reserve the right to enter into any industry planning on a voluntary basis. The Queensland Government is committed to providing priority involvement of the Quandamooka People in all industry action areas through a variety of mechanisms that extend beyond the terms of the ILUA. Over the next 12 months, these opportunities will be identified through ongoing discussion between all relevant parties.

## 2 The four key action areas

Specific actions that will contribute to industry development, market growth and increased economic contribution of each of the four identified sectors have been recommended. These priority actions have been identified based on a combination of market research, industry and community consultation and feasibility assessment where possible. Importantly, the action areas are not mutually exclusive and there are a number of initiatives that will have prominence in more than one area. A brief overview of each action area, including a list of priority actions and indicative costings, is provided below.

### 2.1 Sustainable tourism

#### 2.1.1 Why sustainable tourism?

Contributing over \$25 million per year in direct value and supporting an estimated 213 full time equivalent jobs<sup>1</sup>, the tourism industry is one of the largest contributors to the island economy. Tourism has been a significant industry on the island for many years with over 200 businesses currently operating either directly or indirectly within the tourism sector—across accommodation, retail, food and beverage, tours, attractions and support services. The island attracts an estimated 350 000 visitors per year with research from local operators suggesting that 70 per cent of visitors are return visitors. Domestic overnight visitors make up the majority of visitation to the island (75 per cent) with day-trippers (22 per cent) and international overnight (three per cent) accounting for the remainder. Anecdotal and local data suggests that the island is experiencing similar visitation trends to the Redlands including growth in international visitation and long-term growth in domestic visitation despite a recent short-term decline.

The tourism industry will continue to make a significant contribution to the island into the future. However, in order to ensure its long-term viability, there is a need for appropriate development and management to occur. In ensuring the sustainable future of the industry, there are a number of key challenges that will need to be considered in planning for growth:

- **low conversion** of the Brisbane visitor market (three per cent per year) and the South East Queensland resident market (five per cent per year)
- **below average visitor spend per day** estimated at \$20 per person, per day below other coastal communities
- **highly seasonal visitation** with occupancy rates in the peak season between 80–90 per cent dropping to 10–15 per cent during the off-peak season
- **interstate visitors** make up only a small percentage to the island highlighting a lack of awareness outside Queensland
- visitor conversion is often hindered due to **perceived cost, distance and time restrictions**
- delivering a **consistent, high quality visitor experience** that exceeds expectations and provides value for money
- planning for **appropriate levels of tourism growth** that achieves a balance between both community and visitor aspirations and needs.

With the announcement of an end to sand mining on the island and declaration of 80 per cent national park by 2026, the tourism industry offers viable opportunities to contribute to maintaining or growing employment and economic development on the island. The expansion of the national park will provide increasing opportunities for nature-based tourism and recreation once appropriate visitor management arrangements are in place. In addition, the determination of native title provides the opportunity to recognise the aspirations of the Quandamooka People and potential business ventures within nature-based and cultural tourism.

<sup>1</sup> Calculations based on local estimates for visitation, national estimates for visitor spend and Tourism Satellite Account Model (Qld) estimates for jobs (EC3 Global, 2011)



## 2.1.2 Future directions

Already a considerable amount of work has been completed in identifying the way forward for tourism on North Stradbroke Island and across the Redlands region. This action plan aims to leverage this work and identify potential tourism projects that will deliver the tourism future to which the island community aspires. The vision for the tourism industry of the island is focused on the sustainable use of the island's natural and cultural resources ensuring the ongoing viability of the industry.

### North Stradbroke Island—Australia's most sustainable island community

'The island's natural and cultural environment will be conserved and protected, ensuring the viability of the island's tourism industry in the long term.' NSI Sustainable Tourism Vision 2002

The identification of priority actions for the future of tourism on the island have been based on an assessment of the needs of both the industry, community and visitor and those actions that have the greatest potential to drive tourism value. Based on this analysis, the future direction of the tourism industry on the island should focus on:

- continuing to grow **domestic target markets**, including the Connectors and Unwinders, along with the secondary markets of Active Explorers and Social Fun Seekers<sup>2</sup>
- broadening the visitor base by **developing emerging markets** including international experience seekers and niche markets around voluntourism and education experiences, events, weddings, cultural or environmental experiences and the small meetings market
- better **managing and coordinating marketing efforts** to increase awareness in emerging markets and increase conversion of potential visitors
- leveraging the **island's unique selling points** which come from a combination of iconic wildlife, strong Indigenous and contemporary cultures and the opportunity to relax in an island setting that is readily accessible from the major population hub
- focus on actions that aim to **increase visitor expenditure** and achieve a better spread of visitation rather than increasing visitor numbers and exacerbating already high seasonal peaks
- leveraging opportunities for **nature-based tourism and recreation** both within and external to the national park to encourage new markets and increase length of stay
- continuing to support the **caravan and camping market** as a core of island visitation year-round through value-adding to existing infrastructure and facilities
- becoming a showcase for **environmental sustainability** to support the vision for the island
- developing new events-based products and scheduling of events to **even out seasonality** across the year
- providing infrastructure and facilities to enhance the visitor experience through the delivery of **information, interpretation and inspiration** to visitors
- building **capacity of local tourism businesses** to expand their offering and deliver quality services and experiences for visitors
- planning for **core infrastructure and service needs** to support the long term sustainability of tourism and the community.

## 2.1.3 Priority areas and potential actions

Six key priority areas for tourism industry development on the island in the short term (one to three years) have been identified. To support each priority area there will need to be catalyst projects that drive sustainable tourism growth into the future. Outlined below are a number of potential actions for consideration.

### Priority 1. Diversified 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. Currently, approximately 15 per cent of all visitors participate in a short walk while on the island and 15 per cent also engage in land-based whale-watching.

---

<sup>2</sup> Recommendation based on assessment of segments identified in Tourism Queensland's Market Segmentation Research

The creation of national park and the proposed expansion of the Minjerribah Camping facilities (see Sustainable Tourism Priority 2) provide opportunities to further showcase the islands assets and increase overnight stays through the provision of nature-based recreation opportunities. The development of these facilities and infrastructure, both on and off the national park, also has the potential to grow new markets and encourage repeat visitation from existing markets. There are also likely to be significant business development opportunities for the Quandamooka People within nature-based tourism ventures. The expansion of land and sea-based recreational activities such as whale watching, guided walks and active adventures such as kayaking, mountain bike trails, etc will be based on private investment decisions, however should be supported through the removal of key barriers to investment and development.

The following actions have been identified as potential catalysts in delivering a diverse range of nature-based recreation facilities over the next three years:

- development of a **trails master-plan** with detailed budget and actions to develop an integrated network of trails across the island
- development of **new short walks** on either protected areas or RCC land, that highlight new environments and link with existing sites and precincts. These walks should have a strong interpretation focus and preferably be built using local skills
- development of a **cycle track** linking the townships of Amity and Point Lookout
- provision of infrastructure as part of the Minjerribah Camping facilities to encourage visitors to engage in **outdoor activities**, including bike hire, kayaking, etc
- formation of a **Dive Site Steering Committee** to undertake a pre-feasibility study for the establishment of a purpose-built dive attraction.

### Priority 2. Enhancing accommodation facilities and 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 in supporting the iconic family beach holiday experience. The Minjerribah Camping enterprise set to begin in early 2012 provides significant opportunities to enhance the existing accommodation facilities on the island, not only value-adding for return visitors but attracting new visitors across the education and small meetings markets. This type of investment and support is aimed at raising the profile of the island and value of tourism by attracting visitors who spend more and stay longer on the island.

The following actions have been identified as potential catalysts in enhancing accommodation and infrastructure over the next three years:

- sustainable site and building design (including amenities) for **Flinders Beach campsites** and planning for appropriate road access, plus additional investment from Minjerribah Camping for delivery
- Home Beach **campground upgrade** (Thankful Rest) to encourage small meetings with linkages to the upgraded Community Hall at Point Lookout
- **feasibility and design of permanent cabins at Dunwich** (for example, Adams Beach) for school camps, conferences and potential mid-term accommodation. This facility would need to provide serviced facilities including meals
- **long-term planning process for appropriate infrastructure** development and upgrades to support tourism growth including master-planning for tourism development, affordable and reliable access, road and footpath upgrades and provision of adequate utilities to meet demand.

### Priority 3. Collaborative destination marketing and promotion

With low destination awareness in interstate and international markets and low conversion of Brisbane visitors and South East Queensland (SEQ) residents, there is a need for a dedicated program to inspire and entice key target markets to visit the island. Collaboration between the island's tourism industry and the Quandamooka People to develop a brand identity reflecting the importance of the island's natural and cultural environment can also assist in developing an umbrella for the promotion of local assets, attractions and businesses.

The following actions have been identified as potential catalysts in achieving collaborative destination marketing and promotion over the next three years:

- establishment of a **North Stradbroke Island Tourism Advisory Board** with a paid coordinator and representation from relevant industry groups to manage the implementation of key marketing activities
- development of a new **collaborative brand and identity** for the island that embraces nature and culture. This brand development should include a hero photo shoot and brand style guide that will underpin all future marketing activity
- implementation of a **three-year marketing program** to raise destination awareness and promote new experiences
- implementation of a **three-year event program** to support the development and promotion of new and existing events.

#### Priority 4. Building cultural awareness and education

The combination of traditional and contemporary culture has made the island a unique place to connect with self, family, culture and country. With a growing education market the opportunity exists to better interpret the significance of the island with the potential to become recognised as a place of learning, connecting and interpretation of natural and cultural significance. Of particular relevance is the recognition of the Quandamooka People as native title holders of their traditional country—Minjerribah—acknowledging their long and enduring connection with the land and seas of the island. Cultural tourism and in particular indigenous cultural tourism is a key motivator for the international market, providing significant opportunities for the island community.

The following actions have been identified as potential catalysts in building cultural awareness and education over the next three years:

- progress the **Minjerribah Knowledge Centre** project as described in the feasibility study prepared by Redland City Council
- investigate opportunities for the **permanent display of a whale skeleton** on the island including required support infrastructure and facilities
- creation of a **whale watching platform** near Point Lookout with interpretation and a listening post using a sonophone

#### Priority 5. Enhancing the visitor experience

Visitor information plays a key role in converting intention to travel, maximising the yield or spend per day and is also critical in enhancing the overall visitor experience. The island currently lacks the core infrastructure to deliver quality and timely information, interpretation or inspiration to visitors. Simplifying the booking and pre-trip planning process can assist in reaching and converting new and existing markets, while provision of visitor information on the island can further promote existing businesses and attractions. The importance of gateway and interpretive signage is also a priority in showcasing and educating visitors about the unique cultural, social and environments values of the island and its community.

The following actions have been identified as potential catalysts in enhancing the visitor experience and delivery of information over the next three years:

- development of **communications infrastructure** (WiFi) at key locations, delivered through the establishment of mini information stations at key campsites
- **signage and interpretation delivery** on the ferries, at Toondah and Dunwich and at key locations on the island
- **online product distribution** tool using enhanced searching and creation of an island ‘app’ or mobile friendly website portal.

## Priority 6. Building industry capacity

Tourism businesses on the island are predominately small business with low margins. It is recommended that the best way to build a sustainable island economy is to build from the base, including training and capacity building and creating opportunities for local businesses to expand their offering. Building the base of operators who deliver a quality service and identify new and innovative ways to create value will promote a strong and sustainable industry for the island. There are already a number of inspiring tourism entrepreneurs on the island and a program of mentoring, training and research will help to boost this number. Developing a supportive policy environment for new businesses to start-up will also be essential in supporting industry growth.

The following actions have been identified as potential catalysts in building industry capacity over the next three years:

- implement a three-year, one-on-one **operator training and capacity building** program for existing businesses focusing on business development, service quality and distribution
- implement three-year **visitor research program** on the island to understand the market and its needs including advertising awareness tracking
- support new business ideas, such as adventure tourism, through the establishment of a **business mentoring and support program**

Provided below is an indicative budget for each of the proposed short-term actions over the next three years. These costings are based on a preliminary analysis of each potential action to enable the community and interested stakeholders to make an assessment of their value for money. They have been included to provide a basis for discussion and prioritisation and do not represent a funding commitment by government. Once priorities have been identified, government (local, state and federal) as well as private investors, will be able to make informed decisions about future funding options.

**Table 1. Indicative budget for proposed short-term tourism actions (one to three years)**

Potential action	Indicative budget
Development of an island-wide trails master-plan	\$150 000
Development of new short walks	\$250 000–\$550 000
Development of a cycle track linking the Amity and Point Lookout	\$1.96 million
Provision of outdoor recreation infrastructure as part of Minjerrabah Camping	\$350 000
Formation of a Dive Site Steering Committee to undertake a pre-feasibility study	\$65 000
Sustainable site and building design for Flinders Beach campsites and planning for appropriate road access	\$1.5 million
Home Beach campground upgrade (Thankful Rest)	\$3 million
Feasibility and design of permanent cabins at Dunwich	\$500 000
Establishment of a North Stradbroke Island Tourism Advisory Board	Incorporated as part of marketing activities below
Development of a new collaborative brand and identity for the island	\$100 000
Implementation of a three-year marketing program	\$350 000 per annum
Implementation of a three-year event program	\$150 000 per annum
Progress the Minjerrabah Knowledge Centre project	\$2.5 million
Investigate opportunities for the permanent display of a whale skeleton on the island	\$20 000
Creation of a whale watching platform near Point Lookout	\$350 000
Development of communications infrastructure (WiFi) at key locations	\$450 000
Signage and interpretation delivery at key locations on the island	\$275 000

Potential action	Indicative budget
Online product distribution tool and creation of an island ‘app’ or mobile friendly website portal	\$55 000
Implement a three-year, one-on-one operator training and capacity building program for existing businesses	\$150 000
Implement three-year visitor research program on the island	\$90 000
Establishment of a business mentoring and support program	\$125 000

See Appendix 1 for additional medium to long-term projects and ideas for future investment that have been identified for the tourism industry.

## 2.2 Education and training

### 2.2.1 Why education and training?

Unlike tourism, which currently makes up a significant proportion of the island’s economic activity, education and training is a relatively small sector, employing eight per cent of the island’s residents. There have been a number of reports and previous planning studies that have highlighted the importance of education and training to the island’s future.<sup>3</sup> Beyond the intrinsic value of a well educated community, there are a number of reasons why education and training have been identified as priority areas within the action plan. These can be summarised as:

- education and training provides the opportunity to build upon and strengthen the core values and unique attributes of the island. In particular, establishing the island as an education destination provides learning opportunities for both **residents and visitors around distinctive island assets**, such as its history, geology, ecology and the integrated cultures of Indigenous and non-Indigenous communities:
  - evidence of the interest within the education sector in these qualities is already apparent in the number of school groups that visit the island
  - the proposed actions will result in extending the reach within this sector while diversifying the island’s economic base in a sustainable manner.
- while the additional number of jobs will be relatively small, they are **generally well paid and require a higher skills base**, adding a genuine diversity that will help counter balance the typically lower paid or lower skilled jobs that are associated with tourism:
  - island wages in the tourism sector average \$564 per week, mining \$1308 and education and training \$658 with the average wage being \$673 per week. It should be noted that this wage distribution is consistent with Queensland averages for the respective sectors with tourism wages being lower than education and training which in turn is significantly lower than the average wages for mining jobs.
- employment opportunities and the economic stimulus provided by education and training provide an opportunity to create a **counter balance with the typically seasonal nature of tourism jobs**—indeed demand for education and training activities is greatest during the ‘school’ year, when the island’s economy has the least stimulus from tourism:
  - not only does this mean that the tourism actions are compatible with a focus on education and training, if developed appropriately, the complementary nature of the actions means that they will support each other, and opportunities pursued will be designed to maximise outcomes in both areas.
- at present, the socio-economic profile of the island indicates that **residents have limited educational opportunities** and are economically disadvantaged. There is also an ageing population and low workforce participation. It is widely recognised that there is a close correlation between all these factors:

<sup>3</sup> For example: Redland City Council, Redlands 2030 Community Plan; Quandamooka Aboriginal Community Plan 2007; Anne Dunn, Jackie Huggins, Murren Trust & Peter Kelleher, Feasibility Study for the Establishment of an Indigenous Knowledge Centre on North Stradbroke Island, Redland City Council, 22 October 2010; Sibelco Australia, Straddie Community Forum: Report to the North Stradbroke Island Community, Sibelco, September 2011.

- improved education and training on the island will result in a more skilled workforce, greater potential flexibility and therefore a greater capacity to adjust to changing economic circumstances and lift local labour market standards.

## 2.2.2 Future directions

There is an emerging vision of North Stradbroke Island as Australia’s most sustainable island community. Education and training can assist in realising this vision through supporting island residents (and then the wider Moreton Bay region) to gain a greater knowledge of what sustainability means and provide training targeting the sustainable operation of businesses, whether they are in building and construction, accommodation and food services, fishing, transport or property management.

The notion of sustainability also lends itself to the view that has been strongly expressed through island-based consultation processes—that there needs to be a strong sense of community ownership and engagement in whatever plans and actions are developed.

The strategic direction has two main components. The first is **education for residents** as the island moves towards a post-sand mining economy—the focus here is on post-secondary or tertiary level actions because of the direct correlation between improved education and training outcomes and enhanced individual employment chances and life-long income. A summary list of the barriers to education and training for residents is set out below:

- the main difficulties for island residents attempting the training component of an apprenticeship or traineeship are the **costs and time** associated with transport and accommodation
- private sector employers are concerned about not having enough work to be able to **keep apprentices on** and see them through
- the island community organisations may not be able to **fund the trainee** after the initial traineeship and there are few other employment opportunities on the island
- the most fundamental problem faced by island residents undertaking post-secondary education is affordability and **accessibility of transport services** when travelling to undertake coursework
- there is a **lack of resources** available on the island for those residents undertaking further studies with existing library resources being inadequate as well as lack of access to computers
- there is no **single coordinator of learning programs** on the island for both training and higher education. There is no support available on the island in terms of information about courses, entry requirements or career options. Once enrolled in a course, there are still issues around ongoing support.

The second strategic direction is **education as a source of income and employment** and the provision of high(er) paid and secure jobs that will lift local labour market standards. While this component is applicable to all levels of education a particular emphasis is on school camps, university immersion courses and the provision of in principle support to any potential expansion of programs provided by the Moreton Bay Research Station (MBRS). A summary list of the barriers to education and training as a source of income and employment is set out below:

- there are limited opportunities for the resident population to support even a sub-campus of a university or Technical and Further Education (TAFE) because of the **small population size**
- there is currently limited **‘Stradbroke-specific’ teaching material**
- no or limited coordination of the **scheduling of current field trips** and camps
- there are **limited accommodation options**—both in terms of teaching spaces and overnight facilities for visiting student.

An additional theme that has been raised is the potential to develop a **labour market adjustment scheme** to support the educational needs of mine workers displaced by mine closures. While the future of mine workers is considered to be an important issue, it is acknowledged that Sibelco Australia is still evaluating how it plans to manage its workforce in the future, including transition plans for their workforce and labour required for rehabilitation after closure.

Education and training for the mining workforce will be an important aspect for transitioning the workforce. This includes assisting workers to gain new jobs by renewing existing occupational or industry skills or by gaining new ones. The Queensland Government will work with Sibelco Australia and support the workforce planning process to

ensure that education and training opportunities are identified. This will be an ongoing process that will need to be reassessed over the coming years.

The taskforce engaged a community consultancy ('education island') to investigate options on education and training. It identified three key initiatives for progressing positive education and training outcomes for the island:

1. The key finding of the research was the need to establish what has been described as an '**Education Exchange**'. Located in Dunwich, the Education Exchange would be designed to address key issues through:
  - **coordinating and promoting learning programs** on the island, for example, by creating a 'one-stop shop' for the promotion and coordination of the island as a place of learning
  - **providing information to residents** and service providers through a variety of tools, including creating and managing a website
  - providing **guidance, support and mentoring** for residents to enable them to make appropriate choices
  - identifying and **supporting training needs** on the island by working with residents and local businesses and employers to facilitate local training opportunities
  - administering **physical and virtual learning spaces** and facilities through coordinating the scheduling of school camps etc and the necessary permitting.
2. Sitting under the umbrella of the Education Exchange is the **Centre for Island Learning** which is also anticipated to be located in Dunwich and will be a place for learning, research and advancing knowledge of, and understanding about, the island, particularly scientific and cultural. It is expected to have a direct role in boosting revenue from education and tourism through:
  - **attracting people to visit the island**, especially Dunwich, for learning activities, i.e. 'learning holidays' working on community action projects such as mapping wildlife, measuring the carbon footprint, etc
  - **stimulating the development of degree and diploma subjects** and courses that advance the overall theme of 'sustainable island' in partnership with universities and nominated registered training organisations.
3. It is also proposed that an **education and training hub** be established in the existing facilities of Dunwich State School (Secondary Department) and the Community Education Centre for use by island students and trainers and by visiting training providers. The facility will also be available for visiting groups of school, Vocational Education and Training (VET) and university students.

These three initiatives highlight the need to provide impetus and coherence to education and training outcomes on the island by having resources that:

- **increase administrative capacity to broker and coordinate learning activities**, i.e. through coordinating activities, providing information, counselling, undertaking needs analysis and administering spaces to learn
- **stimulate an education focused environment through the development of new learning products**, i.e. through learning, research, and developing a deeper understanding about the scientific and cultural aspects of the island
- **provide a physical location and required facilities**, i.e. providing a place in which learning can take place.

A copy of the full community consultancy report on education and training can be found at <[www.educationisland.net](http://www.educationisland.net)>.

### 2.2.3 Priority areas and potential actions

There are five key priority areas identified with the education and training sector on the island. To support each priority area, a number of potential short-term actions (one to three years) have been identified for consideration.

#### Priority 1: Broker and coordinate learning activities

There are a range of education and training products and opportunities that already exist on the island; however there is currently no mechanism to coordinate or broker these products and opportunities. One potential approach to address this issue is to establish an '**NSI Education Exchange**' to provide information, guidance, support and mentoring for residents and administer the physical and virtual learning spaces and facilities. The NSI Education Exchange should also:

- facilitate access of island people to VET and higher education and activities
- act as a broker between community and business and industry groups and Registered Training Organisations in arranging and conducting training
- promote the island as a site for education activities including school field work, English Language Intensive Courses for Overseas Students (ELICOS) or Teachers of English to Speakers of Other Languages (TESOL), and undergraduate and postgraduate immersion courses
- work with the Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) to establish the feasibility of developing diploma, degree and post-graduate award courses in Indigenous studies 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 education information sessions on the island attended by major educational institutions and sourcing career counselling
- provide a comprehensive advisory and information service for island residents that can cover career and course choice, adjusting to tertiary study, financial issues, how to get advanced standing and Recognition of Prior Learning and dealing with education administrations.

### Priority 2: 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’** could be established as a part of the proposed Education Exchange (Education and Training Priority 1). It would be responsible for:

- promoting community action projects
- developing education and teaching materials about the island, including NSI curriculum materials at primary and secondary levels
- organising practical research about social and cultural issues as well as scientific and environmental issues
- investigate opportunities to leverage funding for dedicated research programs through the establishment of a Australian Government Cooperative Research Centre
- investigating possibilities for intensive and immersion studies that attract fee-paying students.

### Priority 3: Improve education and training facilities

The provision of education and training courses on the island will require physical facilities. One approach would be to establish an **education and training facility** at Dunwich State School (Secondary Department) and in the Community Education Centre. This facility would be an education and training hub to be used by island students, trainers, visiting training providers and be available for visiting groups of school, VET and university students.

These new facilities would provide a means to support the delivery of training courses on the island, to reduce costs and time for learners, and provide local employment opportunities for teachers and trainers. It is proposed that this hub would provide for:

- flexible learning spaces
- a public-use video-conference venue
- a computer lab with free internet access.

Further, opportunities to equip the Dunwich State School library and the Redland City Council libraries as a resource to support tertiary and adult learners, should be investigated, including an extension of current opening hours. Accessing University library borrowing systems through the Redland City Council library network should also be investigated.

### Priority 4: Expand school camps and field studies on the island

The island is already a destination for school camps and field studies. There are opportunities to expand the existing market many of which will be facilitated by other priority actions both within the education and training action area and within sustainable tourism. In particular, the education and training priorities around education brokerage and the development of new learning products and training facilities will all support growth in this field by improving awareness of existing and new educational products, developing partnerships and coordinating access and use. In addition, enhancing sustainable tourism, particularly through diversified nature-based recreation and



cultural education, new accommodation facilities for students and destination-wide marketing programs will significantly enhance the available product and experience of visiting the island.

Early initiatives to expand school camps and field studies on the island could include:

- **promote island camps and field studies** direct to state school and private sector teachers
- establish a **hire service of ‘science trolleys’** and other learning resources for use in fieldwork
- in consultation with Minjerribah Camping investigate the feasibility to develop **accommodation in Dunwich** (for 160 students) for school camps and field studies (see Sustainable Tourism Priority 2).

#### Priority 5: Improve public transport options

A key issue for students that live on the island is the availability and cost effectiveness of existing transport options. This creates a barrier to undertaking study. An assessment should be undertaken on the feasibility of implementing changes to public transport that reduce the costs of travel to education and training and improve the ease of access. Options include:

- **integration of island public transport** and Dunwich–Cleveland boat transport into Translink
- **subsidise water transport** to make it more affordable for people travelling to post-secondary education and training on the mainland
- provision of **late night ferry access** to cater for those students who undertake evening classes or wish to use the TAFE or university resources after hours
- investigate wider provision of **teleconference and/or Skype facilities** so as to reduce reliance on travel.

Provided below is an indicative budget for each of the proposed short-term actions over the next three years. These costings are based on a preliminary analysis of each potential action to enable the community and interested stakeholders to make an assessment of their value for money. They have been included to provide a basis for discussion and prioritisation and do not represent a funding commitment by government. Once priorities have been identified, government (local, state and federal) as well as private investors, will be able to make informed decisions about future funding options.

**Table 2. Indicative budget for proposed short-term education and training actions (one to three years)**

Potential action	Indicative budget
Development of a mechanism to broker and coordinate learning activities on the island, e.g. Education Exchange	\$100 000
Development of specific education and training products for the island through a ‘Centre for Island Learning’	\$220 000
Establishment of a student-use computer lab with internet access at Dunwich State School Secondary campus	\$56 000
Establishment of a group teaching space with break-out areas at Dunwich State School Secondary campus as a VET and adult education learning space	\$210 000
Establishment of a workshop learning facility as part of the VET and adult education learning space	\$349 000
Establishment of a 60 person video conference or teaching facility at Dunwich State School Secondary campus	\$460 000
Investigate opportunities to expand school camps and field studies on the island	\$30 000
Investigate the feasibility to develop student accommodation in Dunwich	See Table 1
Investigate options to improve public transport for education on the island, e.g. Translink integration	\$10 000

See Appendix 1 for additional medium and long-term projects and ideas for future investment that have been identified for education and training on the island.

## 2.3 Locally-based small business and industry

### 2.3.1 Why locally-based small business and industry?

With the vision to be Australia’s most sustainable island community, requires approaches to economic development on the island that support a diverse and resilient economy. There is an increasing recognition that economic success on the island is most likely to be linked to initiatives that emerge from the island community itself. There is an existing base of small-scale and cottage industries on the island that may benefit from support for development and expansion, shared exposure and marketing opportunities. Through this, the notion of an action area around ‘locally-based small business and industry’ evolved.

The concept of ‘locally-based small business and industry’ is not limited to one industry sector, rather it aims to boost a wide range of existing and emerging small businesses operating outside of mining and tourism on the island. The proposal for actions that relate to local industries aims to identify key areas where support can be provided for existing or new business initiatives that have the potential to make a genuine difference to the growth of these sectors. The focus is on identifying small-scale initiatives that can assist in driving demand through market development and promotion; and enhancing supply through supporting business growth, education and training and product development. This industry action area is about building local capacity, and sharing resources to grow businesses which are a natural fit with the island’s culture and environment.

### 2.3.2 Future directions

Through initial consultation and research, four key investigation areas have been identified as having potential for future local industry growth on the island. These areas provide an indication of the type and style of initiatives that may be appropriate for the island. It is important to note that the initiatives included in this document will need to be developed in close collaboration with the Quandamooka People, in recognition of Indigenous business aspirations that are closely aligned with these ideas, and in consultation with the broader community. There are likely to be strong linkages between these initiatives, and those that will be included in the Quandamooka and Aboriginal and Torres Strait Islander business action area.

The four key investigation areas are:

- **Construction and housing**—according to the ABS Census data from 2006, approximately 10 per cent of all jobs located on the island were attributed to the construction industry sector, making it the third largest sector on the island. As the island economy transitions away from mining over the next decade, there will continue to be demand for building and construction services as new development occurs across emerging industry sectors as well as an increasing need for affordable housing and accommodation. The challenge for the island is ensuring that local island-based construction businesses can tap in to existing and new market opportunities rather than opening up the doors for larger mainland companies.
- **Local seafood industry**—the local seafood industry has existed on the island for generations. While currently one of the smaller industries, representing around 1.8 per cent of all island jobs, there is the opportunity for this sector to increase its contribution to the local economy. There are already a number of local commercial fishermen who sell ocean fresh seafood from the trawler direct to the public; however these operations are based on a small local market and rely primarily on a single supplier. Through further market development and potential linkages between existing industry operators there is the opportunity to expand the market reach for the sale of local seafood both on and off the island.
- **Small scale and cottage industries**—a diverse range of unique small scale and cottage industries, some of which are home based, already exist on the island including medicinal jelly bush honey production, natural beauty products, local art and craft and authentic Aboriginal traditional and contemporary art. There is potential for these industries to be more widely promoted and/or expanded to reach a diverse customer base.
- **Commercial forestry and nursery production**—the development of a sustainable pine forestry operation on the existing pine plantation is a proposal that is currently being investigated by the Quandamooka People. This operation would provide economic development opportunities for the Quandamooka People and the island economy as a whole. This proposed commercial venture has the opportunity to contribute to the social and economic development of the island, including the employment and training of local Indigenous people.

Each of these investigation areas will require detailed feasibility assessment to determine key factors such as investment viability, market demand, alignment with community aspirations, competition level, barriers to entry and identification of mechanisms to support their development. Other island-based industries may have the potential to contribute to diversifying the island’s industry base and the following ideas are provided as a starting point.

### 2.3.3 Priority areas and potential actions

There are four key priority areas identified with the ‘locally-based small business and industry’ in the short term (one to three years). To support each priority area, a number of potential actions have been identified for consideration that will assist in the future growth and development of these industry sectors.

#### Priority 1. Construction and housing—industry growth

In order to ensure that the construction and housing industry on the island can continue to contribute to the local economy without any reliance on the mining sector to support it in the long term there is a need to ensure that island-based businesses can be competitive in tendering for business. One of the key issues for the growth of the industry is a lack of capacity for small local businesses in managing the competitive tendering process for government contracts.

Key opportunities and actions that could be adopted to support the growth of the island-based construction and housing industry include:

- conducting a **supply and demand assessment** of the current construction and housing industry on the island, based on existing and likely future demand for services
- identifying existing government programs to build required capacity within the construction and housing industry including:
  - **education and training programs** to re-skill the mining workforce, and to up-skill island youth and unemployed residents
  - **support and assistance** for start-up construction businesses or expansion of existing businesses.
- supporting the development of a **Queensland Government policy** that requires a certain percentage of all government tenders for construction on the island be awarded to island-based businesses or providing better opportunities for local businesses to tender for work
- identification of **possible links with the proposed commercial forestry and nursery** production operation (see Locally-based Small Business and Industry Priority 4). This could include synergies around the supply of construction materials, facilities and opportunities for construction apprenticeships, labour for construction and the commercial sale of timber products.

#### Priority 2. Local seafood industry—market development

The creation of a seafood cooperative may provide the opportunity for the local industry to expand into both retail and wholesale operations and potentially grow the individual businesses. Further investigation into local operator aspirations and business feasibility is required. Key opportunities and actions that could be adopted to support the market development of the local seafood industry include:

- a feasibility assessment and development of a Business Case for the establishment of a **North Stradbroke Island Seafood Cooperative** including assessment of the:
  - current supply of seafood products on the island and interest of operators in forming a cooperative
  - current demand for the retail and wholesale purchase of seafood products both on and off the island
  - site options for locating a cooperative, including assessment of the viability of an island-based or mainland cooperative
  - required seafood processing facilities for members and facilities for retail or wholesale sale of products
  - additional facilities including refuelling stations, boat repair facilities, insurance sales, etc
  - branding and promotion of the cooperative and identification of potential wholesale partners
  - regulatory and legislative requirements and the preferred operating structure and membership rules

- initial and ongoing capital required for the establishment and operation of the cooperative and funding structure options.
- if deemed to be a suitable venture, development of an **Implementation Plan** for taking forward the project including identification of required actions, responsibility, timing and resources
- investigation of other mechanisms to **support and grow** the seafood industry, in **close consultation** with local seafood operators, including continued opportunities for the Quandamooka People within the oyster farming industry.

### Priority 3. Small scale and cottage industries—market development

Further investigation into potential commercial development opportunities around small scale and cottage industries is required, including marketing opportunities. Key opportunities and actions that could be adopted to support the market development of these industries include:

- assess the feasibility of developing an '**North Stradbroke Island brand**' for island products and making products more readily available in Brisbane stores and online in order to increase the presence of island products in the market place
- development of a business case for the establishment of a **North Stradbroke Island Arts Precinct** including assessment of current supply and demand, options for co-locating local arts and produce outlets, leveraging the existing Saltwater Murris – Quandamooka (SWMQ) Art Gallery, marketing and promotional strategies, capital requirements and funding structures
- assess the feasibility and market demand for the establishment of an **Arts and Produce Cooperative** as part of the arts precinct, including a dedicated shopfront in Dunwich or Cleveland and/or an online collective or blog
- assess the feasibility of other **promotional opportunities** for local arts and produce including festivals and events, workshops, monthly markets in Dunwich or One Mile, artist's residencies, art awards and joint exhibitions
- investigate the feasibility of other ideas and projects that may have potential as small scale or cottage industries including:
  - **sustainable water bottling facility** for manufacturing and distributing pure island spring water
  - **native flower plantation** and harvesting for cut flower market
  - **native flower essences**—medicinal and perfume
  - **sustainable energy supply**, e.g. manufacture and production of solar panels.

### Priority 4. Commercial forestry and nursery production—industry development

The development of a commercial forestry and nursery production venture has been identified as a potential area for investigation as an ongoing revenue stream for the Quandamooka People. Key opportunities and actions that could be adopted to support the market development of these industries include:

- engagement and **consultation with the Quandamooka People** to determine key aspirations for commercial forestry and nursery production
- undertaking a **feasibility assessment** to assess the market viability of the development of a commercial forestry venture including consideration of the potential facilities such as:
  - forestry production—milling and curing of timber for commercial sale
  - farm forestry—incorporating commercial tree growing into farming systems
  - light timber construction—including furniture making for commercial sale
  - nursery production—for commercial sale and supply to supplement revegetation of mine sites if needed
  - a shop-front/display room—for commercial sale of products
  - forestry precinct—incorporating training facilities, visitor centre, nursery and coffee shop.

Provided below is an indicative budget for each of the proposed short-term actions over the next three years. These costings are based on a preliminary analysis of each potential action to enable the community and interested stakeholders to make an assessment of their value for money. They have been included to provide a basis for discussion and prioritisation and do not represent a funding commitment by government. Once priorities have been identified, government (local, state and federal) as well as private investors, will be able to make informed decisions about future funding options.

**Table 3. Indicative budget for proposed short-term locally-based small business actions (one to three years)**

Potential action	Indicative budget
Conduct a supply and demand assessment of the construction and housing industry	\$20 000
Identifying and implementing mechanisms to support the growth of the construction and housing industry and build capacity	\$30 000
Undertake a feasibility assessment for the establishment of a North Stradbroke Island Seafood Cooperative	\$20 000
Support for the implementation of key actions relating to the future growth of the seafood industry on the island	\$50 000
Assess the feasibility of developing an 'North Stradbroke Island brand' for island products	\$5000
Development of a business case for the establishment of a North Stradbroke Island Arts Precinct	\$20 000
Support for the implementation of key actions relating to the market development of local arts and produce sector on the island	\$30 000
Investigate the feasibility of other ideas and projects that may have potential as small scale or cottage industries.	\$5000
Undertake a feasibility assessment of the development of a commercial forestry venture including consultation with the Quandamooka People	\$20000

See Appendix 1 for additional medium and long-term projects and ideas for future investment in 'locally-based small business and industry'.

## 2.4 Quandamooka People and Aboriginal and Torres Strait Islander business

The Indigenous community on North Stradbroke Island currently runs a range of business enterprises that employ in total over 100 residents. The recent Quandamooka native title determination opens the way for a range of enterprises that will push that figure up considerably. The Indigenous enterprise sector may well become the largest employer of island residents within the next 12 months.

It is recognised that the confidential ILUAs, negotiated between the Quandamooka People, Redland City Council and the State, will have direct implications for future industry opportunities across all industry areas in recognition of the Quandamooka People's native title rights and interests. The ILUAs are scheduled to be registered in December 2011. Until this time, the Quandamooka People's specific aspirations and industry plans remain confidential and reserve the right to enter into any industry planning on a voluntary basis. The Queensland Government is committed to providing priority involvement of the Quandamooka People in all industry action areas through a variety of mechanisms that extend beyond the terms of the ILUA.

Initial investigation of future directions and priority actions for Indigenous business development opportunities are underway and over the next 12 months, these opportunities will continue to be identified through ongoing discussion between all relevant stakeholders. Targeted consultation with the Quandamooka and Aboriginal and Torres Strait Islander community and other relevant stakeholders will continue and where possible priority actions will be incorporated into the final action plan.

Already, key opportunities identified include the Minjerribah Camping venture, business capacity building and opportunities for career diversity. The actions identified will primarily focus on growing Indigenous business capacity within the community. By building on existing achievements and developing further economic and career diversity, a uniquely indigenous business model is supported. The Minjerribah Camping enterprise, set to begin in early 2012, represents significant engagement by the Quandamooka People in the island's economic transition. This business has great potential as a vehicle for the realisation of many of the Indigenous community's stated aspirations.

### 3 Implementing the actions

Implementation of the identified actions will require a collaborative effort between a wide range of stakeholders across the community, industry and government. While community leadership is vital for a successful transition to a viable economy, it is also critical that the community work with stakeholders that can provide valuable resources, training, support and funding. The implementation process will require a more detailed assessment of the resources required to implement the actions and to develop a process for seeking those resources. In the meantime, it is assumed that stakeholders (including local, state and federal governments) will assess their capacity for providing such support to the island. Careful consideration and planning of timeframes, milestones and responsibilities for action will also be required to ensure an effective implementation process.

The final action plan will include a proposed Implementation Plan to identify the key next steps, responsibilities, timeframes and required resources in taking forward each of the priority actions. The Queensland Government will take a lead role in coordinating and monitoring the implementation of the economic transition process and priority actions once the final documents are released. It is recognised that the Economic Transition Taskforce will play an essential role in the implementation process in ensuring that community, industry and local government ownership and input is sought.

*This draft action plan has been prepared by the Department of Environment and Resource Management and the Economic Transition Taskforce with assistance from the following consultants—SGS Economics and Planning, Education Island, EC3 Global and the Quandamooka Land Council.*

# Appendix 1. Potential long-term projects

A wide range of projects and actions were considered as part of the action planning process. In addition to the projects that have been considered in the action plan there were a number of additional projects that have been identified by stakeholders. Through the assessment process, these projects were not considered as a current priority. This evaluation was based on an assessment of the capacity of these projects to contribute towards sustainable economic growth for the island and its community in a cost effective manner as well as a consideration of their short term feasibility due to planning timeframes, significant barriers to development, the need for further investigation or a lack of alignment with industry and community values. The potential to remove some of these barriers may result in the actions having the potential to become medium-long term projects to support sustainable development. A summary of the projects by action area are provided below.

## Sustainable tourism

Project/action	Current assessment	Future potential
Voluntourism and Junior Ranger program	As visitors around the globe seek more meaningful holiday experiences the island has the potential to offer ‘voluntourism’ (volunteering on holiday) experiences in both the national park and on the island in areas that drive visitation (wildlife, rehabilitation, Indigenous cultural heritage) and that contribute to conservation outcomes. A voluntourism and junior ranger program could be led in partnership by QPWS staff with tourism operators on the island (or mainland) and partners such as Conservation Volunteers Australia. Investment in facilities and partnership development are barriers to progression.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further scoping</li> </ul>
Guide and ranger cultural awareness and interpretation training program	Cultural awareness and interpretation training for both rangers and island-based tour guides will continue to be important in providing a high quality visitor experience and accurately interpreting and promoting the cultural and environmental values of the island. Further investigation of a dedicated training program is required.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further scoping</li> </ul>
Island Welcome Centre and Information stations	The provision of adequate visitor information will be an ongoing requirement for tourism development on the island. The development of an Island Welcome or Information Centre that is linked to other attractions and/or facilities such as the Minjerribah Knowledge Centre would further enhance the visitor experience on the island. Significant investment, resourcing and land availability are barriers to development.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires full feasibility assessment</li> </ul>



Project/action	Current assessment	Future potential
Island-wide sustainability program	To achieve the vision to be Australia’s most sustainable island community, there is a need for industry-wide commitment to sustainability and energy-efficiency. A cost-benefit study of an island-wide sustainability program, including waste management, renewable energy and environmental design is required.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires cost-benefit analysis</li> </ul>
Affordable housing for workers	With continued growth of the tourism industry there will be an increasing need for adequate and affordable housing for workers. The development of new housing facilities on the island, in partnership with Minjerrabah Camping, is a potential future priority. This type of project will be demand driven.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires full feasibility and demand assessment</li> </ul>
Boutique eco-lodge on the island	Based on current occupancy rates, the island is not going to require significant new accommodation for a number of years. If developed, this type of accommodation should preferably be located with beach access, a spectacular view and in close proximity to the existing villages and infrastructure eg. beachfront locations such as the Keyholes or Flinders Beach.	<ul style="list-style-type: none"> <li>▪ Potential long-term project – feasibility assessment and preferred location analysis required as part of land use planning</li> </ul>
Commercial island-based whale-watching cruise vessel	Investor feedback suggests that a commercial whale watching vessel located on the island is unlikely to be commercially viable in the short to medium term. Partnerships with existing marine businesses will be vital to longer term success.	<ul style="list-style-type: none"> <li>▪ Potential long-term project – partnership development with marine-based businesses required</li> </ul>
Loop road development	Further investigation into the feasibility of a loop road is required. Significant investment, resourcing and land availability are barriers to development.	<ul style="list-style-type: none"> <li>▪ Potential long-term project – feasibility assessment required</li> </ul>
Marina facilities at either Dunwich or Amity	The development of marina facilities to support private vessel access to the island may be considered a priority in the future. Significant investment and resourcing are barriers to development.	<ul style="list-style-type: none"> <li>▪ Potential long-term project – feasibility assessment required</li> </ul>
Overnight walks with accommodation	Investor feedback suggests that the island is better placed for short walks, and to focus investment around the existing villages. Successful long range walks require spectacular and unique scenery, a temperate climate and safe and convenient access to overnight camps for servicing and support.	<ul style="list-style-type: none"> <li>▪ Not currently considered feasible for the island</li> </ul>
Additional Golf courses	Investor feedback suggests that the current golf course should be supported and improved before any new facilities are considered.	<ul style="list-style-type: none"> <li>▪ Not currently considered feasible for the island</li> </ul>

## Education and training

Project/action	Current assessment	Future potential
Tutor Training Scheme	Establishment of a training scheme to prepare island residents to act as tutors and to give specialist input to the field studies would provide further employment opportunities for residents. Resourcing requirements would need to be further investigated.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further scoping</li> </ul>
Professional Development Program	Establishment of a professional development program for teachers and education academics could further enhance the provision of education and training on the island. Resourcing requirements would need to be further investigated.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further scoping</li> </ul>
Partnerships for Higher Education Forum initiatives	Establishment of suitable partnerships to make best use of the Higher Education Forum initiatives should be considered.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires partnership development</li> </ul>
Moreton Bay Research Station Working Group	Establishment of a working group with State Government, University of Queensland and island representatives should be considered if required in order to facilitate discussions regarding possible expansion of the Moreton Bay Research Station. This may include consideration of a dedicated marine animal rescue and rehabilitation centre as part of the Research Station facilities, which could be developed in consultation with the Quandamooka People.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – if required</li> </ul>
Extend the National Partnerships Scheme.	Seeking Commonwealth agreement to extend the National Partnerships Scheme for improved university access should be pursued so that it gives adult island residents an educational and training entitlement.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further scoping</li> </ul>
Develop institutional arrangements for the Education Exchange and Centre of Island Learning	Further assessment needs to be undertaken with regard to the end form of both initiatives prior to institutional arrangements being considered.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project - requires further scoping</li> </ul>
Establish a comprehensive tertiary campus on the Island	A dedicated tertiary campus to provide a wide range of VET and higher degree courses has been proposed through the consultation process. It is unlikely that there would be adequate demand for such a facility due to the low population base and accessibility for mainland students. An alternative option could be a private university campus, however resourcing would be a key barrier.	<ul style="list-style-type: none"> <li>▪ Not currently considered feasible for the island</li> </ul>

### Locally-based small business and industry

Project/action	Current assessment	Future potential
IT based business hub and knowledge based industries	An IT based (remote business) sector and knowledge based industries is dependent on available technology. It has been suggested that the types of people that would be interested in working from the island are most likely doing so now, and creating a hub would not necessarily be advantageous. This type of project will be demand driven.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires full feasibility and demand assessment</li> </ul>
Local employment in National Broadband and telecommunications upgrades.	The National Broadband roll-out may offer opportunities for short-term employment in the construction or infrastructure sector on the island. It has been suggested that, depending on necessary training and recruitment, this could be advantageous for local residents and workers.	<ul style="list-style-type: none"> <li>▪ Potential medium-term project – requires further investigation</li> </ul>
Aged care and retirement facilities and hospital	It is recognised that there is strong public support for aged care and retirement facilities. An assessment of social infrastructure needs through a community needs analysis is required. Significant investment, resourcing and land availability are barriers to development.	<ul style="list-style-type: none"> <li>▪ Potential long-term project – requires community needs analysis to be completed</li> </ul>
Wildlife sanctuary	Benefits of pursuing this venture have not been sufficiently demonstrated to justify the cost. Significant investment, resourcing and land availability are barriers to development.	<ul style="list-style-type: none"> <li>▪ Not considered feasible for the island</li> </ul>
Organic fruit production	Not considered feasible due to lack of appropriate soil types that support broad-scale agriculture.	<ul style="list-style-type: none"> <li>▪ Not considered feasible for the island</li> </ul>
Sky cable	Benefits of pursuing this venture have not been sufficiently demonstrated to justify the cost. Significant investment, resourcing and land availability are barriers to development.	<ul style="list-style-type: none"> <li>▪ Not currently considered feasible for the island</li> </ul>