



The Hon Dr Anthony Lynham MP  
Minister for State Development and  
Minister for Natural Resources and Mines

Our Ref: OUT16/2096

7 APR 2016

Mr Peter Russo MP  
Chair  
Finance and Administration Committee  
Parliament House  
Corner of George and Alice Streets  
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Dear Mr Russo *Mr Chair*

I write in relation to the Parliamentary Finance and Administration Committee's inquiry into the proposed North Stradbroke Island Sand Mining Bills and the draft North Stradbroke Island Economic Transition Strategy.

On 7 March 2016, representatives from Redland City Council (RCC) appeared before the Committee in relation to the inquiry. During proceedings, RCC representatives referred to an early version of a spreadsheet prepared by the Department of State Development (DSD). The spreadsheet outlined potential initiatives that were under consideration for inclusion in the draft North Stradbroke Island Economic Transition Strategy. The Committee subsequently requested a copy of the spreadsheet.

I enclose the above mentioned spreadsheet for your perusal. DSD provided this spreadsheet to RCC and the Straddie Chamber of Commerce at separate meetings on 11 September 2015. It was also provided to the Quandamooka Yoolooburrabee Aboriginal Corporation on 18 September 2015. The spreadsheet was provided as a confidential draft, subject to government approval, and as such did not reflect formal government policy.

The purpose of the spreadsheet was to guide discussions with stakeholders on potential initiatives for inclusion in the strategy. It was also used to gain further insight into the potential benefits and risks associated with implementing each initiative. These discussions informed development of the Economic Transition Strategy, along with for example, feedback from Queensland Government departments and internal analysis.

As a result of feedback and analysis, 26 initiatives are identified for funding under the draft Economic Transition Strategy. DSD is currently finalising the Economic Transition Strategy which will be approved by government prior to release.

If you have any questions about my advice to you, Mr Paul Woodland, Chief of Staff, will be pleased to assist you and can be contacted on [REDACTED]

Yours sincerely *[Signature]*

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Dr Anthony Lynham MP  
Minister for State Development and  
Minister for Natural Resources and Mines

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DRAFT COSTINGS OF POTENTIAL ACTIONS FOR NORTH STRADBROKE ISLAND  
NOT GOVERNMENT POLICY

Sorted by sector, timing then cost

Description	Infrastructure Y/N	Sector	Timing	Anticipated Cost	DSD Priority for Expenditure 1=High 2=Medium 3=Low	Growth and Employment Potential	Notes
Investigate opportunities to expand school camps, field studies and other types of education programs on the island	N	Education & training	Short term Start 2015-16	31,000	1	Project to pinpoint actions to grow the education tourism market through schools camp, field studies, executive education etc. One or two short term direct jobs created through consultancy, but potentially additional jobs created through attraction of more visitors particularly in the tourism down season.	External costing (GHD)
Develop a mechanism to broker and coordinate learning activities on the island through an Education Exchange	N	Education & Training	Short term Start 2015-16	100,000	1	One or two direct jobs created through broker / coordination activities, but potentially additional jobs created through attraction of more visitors particularly in the tourism down season.	Internal costing
Investigate options to improve public transport for tourism and education purposes on the island, e.g. Translink integration	N	Education & training	Short term Start 2015-16	150,000	1	No new direct jobs created as investigations can be done internally. Potential to increase visitors, particularly the day tourism market as current public transport on the island is extremely limited, and it is difficult to move around the island without a car. Also addresses a barrier to education and training for local residents - unable to take evening classes due to public transport limitations.	Internal costing
Develop specific education and training products, based on the Island's history, geology, natural and cultural environments, for the island through a 'Centre for Island Learning'	N	Education & training	Short term Start 2015-16	220,000	1	Project to develop unique learning products to increase education tourism market. One or two direct jobs created temporarily through development of learning products, but potentially additional jobs created through attraction of more visitors particularly in the tourism down season.	Internal costing
Refurbish the existing Durwich Secondary Campus as a hub for education and training on the island, including a modern resource and information hub with access to wifi, computers / tablets and e-learning activities.	Y	Education & training	Medium Term Start next two years	1,000,000	1	Project designed to open the cultural and education tourism markets, tied into the Minjembah Cultural Centre. Short term construction jobs created, longer term attract more visitors (focus on tourism off-season) in the cultural tourism and education tourism markets. Also assists with creating education and training opportunities for local residents, could tie into structural adjustment package	External costing (GHD)
Expand the land and sea indigenous ranger program to North Stradbroke Island	N	Education & training	Medium Term Start next two years	2,100,000	3	Creates five direct jobs, could be the platform for a 'voluntourism' program or a nature-based education program. Potential to create indirect jobs through more visitors (opportunities for businesses to expand or start up).	Alternate funding sources available Internal costing
Establishment of a business mentoring and support program, that provides local residents and business people with access to information that helps expand existing businesses or create new businesses on the island.	N	Local business	Short term Start 2015-16	125,000	1	Support for businesses seeking support to expand, or for entrepreneurs looking to start up. Indirect jobs through expansion or creation of businesses	Internal costing
Implement a three-year, one-on-one operator training and capacity building program for existing businesses	N	Local business	Short term Start 2015-16	150,000	1	Support for businesses to increase quality of services offered on the island, particularly in food and accommodation. Indirect jobs through attraction of new visitors.	Based on existing island program Internal costing
Implement renewable energy program on the island 50 to 70 grants of between \$14,000 and \$20,000 for businesses substantially operating on North Stradbroke Island. The total grant scheme will be \$1 million over 2 years. The grants can be used for purchase of solar panels and storage (battery, hot water), solar hot water systems, plug in electric vehicles, automated ceiling fans.	Y	Local business	Medium Term Start next two years	1,000,000	3	Creates few direct jobs, however potential to bring down electricity prices.	Lower priority as electricity prices are unlikely to increase. Advice from Energen: costs will not increase for residents / small businesses as they are on a different tariff class to Stbelco. Advice reviewed and confirmed by Deloitte Access Economics. Internal costing
Improve the existing ferry precinct e.g landscaping, lighting, security and signage improvements.	Y	Local business	Medium Term Start next two years	1,424,000	3	Lower priority - creates short term construction jobs only but improves visitor precinct and could tie into longer term master planning.	External costing (GHD)
Undertake master planning for redevelopment of Durwich as a day visitor precinct offering a range of tourism experiences (nature, adventure, education tourism markets). Would take in the harbour precinct, One Mile ferry and proposed infrastructure development at the Durwich Secondary Campus.	N	Local business	Medium Term Start next two years	2,000,000	1	Anchor project to raise confidence on the island and attract more day visitors in particular through revitalisation of the island's entry point. Potential for new waterfront development and investment. Potential to lead to longer term jobs by attracting more visitors.	External costing (GHD)
Expand the existing aged care facility on the island to double capacity.	Y	Local business	Long Term Start next three years	5,379,000	1	Short term jobs created through construction, long term direct jobs in management, nursing, health care services, maintenance etc. Indirect jobs through the island supply chain e.g. food. Improves social conditions on the island by offering aged care beds for an older than average population	External costing (GHD)
Implement a six - year visitor research program on the island Surveys of visitors and non-visitors to understand the barriers, product opportunities and the key messages to motivate travel to inform marketing strategy.	N	Tourism	Short term Start 2015-16	90,000	1	Indirect job creation - aims to improve visitor experience and therefore attract more visitors (opportunities for businesses to expand or start up).	Originally three years. GHD advice is that it should be over six years, as it takes time for results to be implemented. External costing (GHD)

SUBJECT TO CHANGE

DRAFT COSTINGS OF POTENTIAL ACTIONS FOR NORTH STRADBROKE ISLAND  
NOT GOVERNMENT POLICY

Sorted by sector, timing then cost

Description	Infrastructure Y / N	Sector	Timing	Anticipated Cost	DSO Priority tier 1=High 2=Medium 3=Low	Growth and Employment Potential	Notes
Support development of new tourism investments (focus on eco-accommodation, glamping) on the island at potential sites of The Keyholes, Durwich or Point Lookout / Yarraman.	N	Tourism	Short term Start 2015-16	300,000	1	If investment is generated then there is a high potential for short term construction jobs, long term tourism jobs and long term jobs in the supply chain.	Land use planning, investment attraction, project facilitation Internal costing
Develop the Quandamooka Festival into a major annual cultural and tourism event for South East Queensland	N	Tourism	Short term Start 2015-16	700,000	1	Direct jobs in coordination, marketing, visual / performing arts, staging and event management. Indirect job creation by attracting more visitors (opportunities for businesses to expand or start up) through unique event.	External costing (GHD)
Deliver signage, including cultural interpretation, at key locations on the island with a key element being a Quandamooka designed entrance statement.	Y	Tourism	Short term Start 2015-16	968,000	1	Long term indirect job creation - aims to improve visitor experience and attract more visitors (opportunities for businesses to expand or start up).	Total package of \$1.49M Propose funding two components only: welcome / interpretative as remainder are 'business as usual' costs External costing (GHD)
Undertake destination marketing and implement a program of events focussed on the tourism off-season (February - August)	N	Tourism	Short term Start 2015-16	1,280,000	1	Small number of direct jobs in coordination, marketing etc. Indirect job creation - aims to improve visitor experience and attract more visitor (opportunities for businesses to expand or start up).	Funding to be provided over five years rather than three (GHD advice) External costing (GHD)
Develop the Minjerribah Cultural Centre at Durwich to showcase local Aboriginal culture and knowledge to preserve traditional culture and share with the community and visitors	Y	Tourism	Short term Start 2015-16	6,957,000	1	Infrastructure designed to attract more visitors in the cultural tourism and education markets. Short term direct jobs in construction, long term direct jobs in management, cultural productions, maintenance etc. Also indirect jobs through the island supply chain.	External costing (GHD)
Construct an observation platform at Point Lookout to complement the existing Gorge Walk, primarily to view marine species like whales and dolphins. The platform could also potentially be used for events (e.g. wedding ceremonies).	Y	Tourism	Medium Term Start next two years	386,000	1	Infrastructure designed to attract more visitors in the nature-based tourism market. Short term direct jobs in construction, long term indirect jobs through attraction of additional visitors (opportunities for businesses to expand or start up).	External costing (GHD)
Complete the existing pedestrian trail from Point Lookout to the Point Lookout Community Hall, a major site for events (e.g. weddings).	Y	Tourism	Medium Term Start next two years	813,700	2	Short term construction jobs, longer term create indirect jobs by attracting visitors in the nature-based tourism market (opportunities for businesses to expand or start up).	External costing (GHD)
Develop camping infrastructure on the island in partnership with Stradbroke Camping including: * Development of new outdoor recreation infrastructure at camping sites in each settlement * Upgrading Home beach campground * Upgrading the Flinders Beach campground * Construction permanent eco-cabins at Bradman's Beach and Adam's Beach in Durwich	Y	Tourism	Medium Term Start next two years	6,178,000	3	Short term construction jobs, longer term indirect jobs through attraction of overnight visitors	External costing (GHD)
Establish a cohesive pedestrian trail network, away from roads and enhance the visitor experience in Point Lookout. Priority has been given to constructing missing links between existing trails (e.g. Cylinder Beach to Headland, Headland to Deadman's Beach etc)	Y	Tourism	Medium Term Start next two years	8,747,000	2	Short term construction jobs, longer term create indirect jobs by attracting visitors in the nature-based recreation market (opportunities for businesses to expand or start up).	Lower priority due to high cost, could lower cost by constructing a smaller number of trails External costing (GHD)
Develop cycling tracks on the island that link the major settlements and provides a mountain-biking experience for residents and visitors in the natural environment.	Y	Tourism	Medium Term Start next two years	11,937,000	2	Short term construction jobs, longer term create indirect jobs by attracting visitors in the adventure tourism market (opportunities for businesses to expand or start up).	Lower priority due to high cost, could lower cost by funding a single stage Two stages - link settlements \$8,124,000, additional linkage Pt Lookout / Durwich to the Causeway \$5,812,000 External costing (GHD)
Construct a world class whale watching and interpretation facility including high quality natural museum (with audio/visual interpretation facilities) Minjerribah doc estimates \$250,000	Y	Tourism	Long Term Start next three years	3,621,000	1	Project designed to attract more visitors, particularly in the day tourism market (nature based). Short term direct construction jobs, small number long term jobs in management / conservation / maintenance. Indirect jobs through attraction of more visitors (opportunities for businesses to expand or start up).	External costing (GHD)
Convene a Tourism Investor Summit	N	Tourism	Medium Term Start next two years	TBC	1	To be completed once details known	Included in Economic Transition Strategy (Action Plan). To be held in the medium term following identification of sites for boutique accommodation and planning for site development (derisking investment)
Implement a Structural Adjustment Package for sand mining workers	N	Education & training	Long Term Start next three years	TBC	1	To be completed once details known	Separate to Economic Transition Strategy
				55,876,700			