



# STRATEGIC PLAN 2022 - 2026

Quandamooka Yoolooburrabee  
Aboriginal Corporation



# ACKNOWLEDGEMENTS

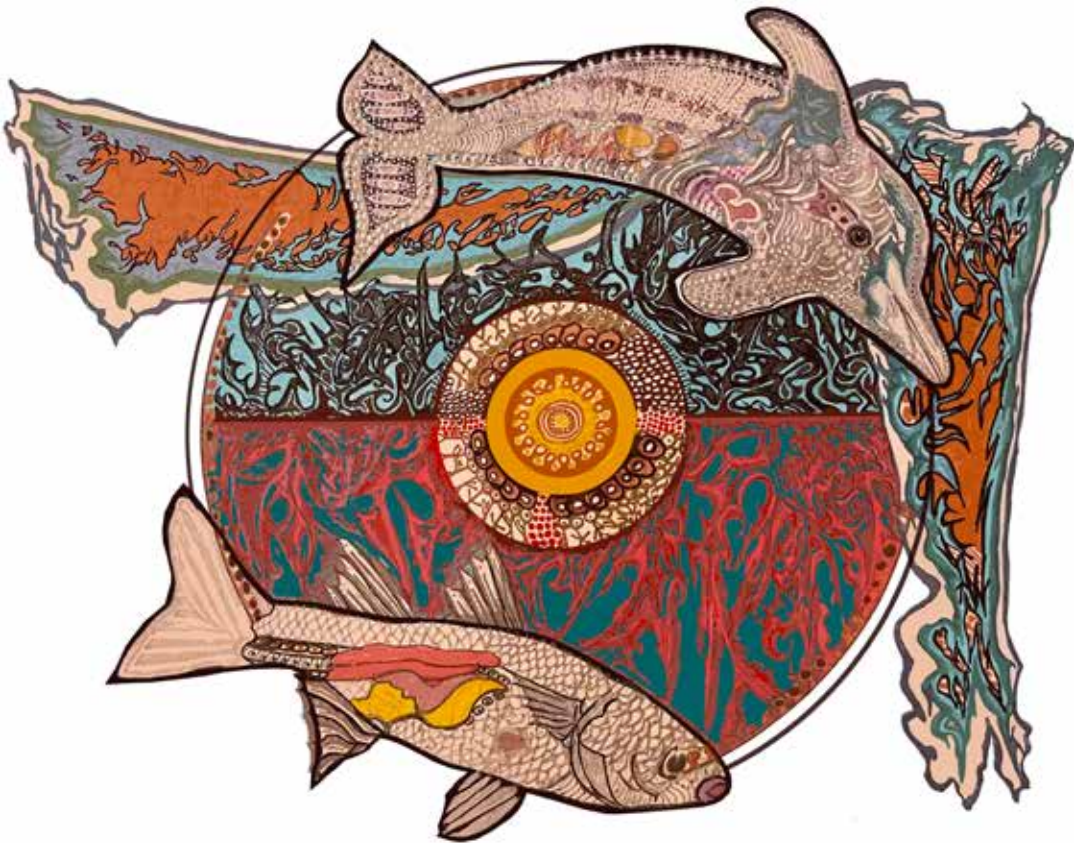
The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) Registered Native Title Body Corporate (RNTBC) operates and functions on the lands of the Quandamooka People. We acknowledge and pay respect to the Ancestors who continue to guide us. We acknowledge our Elders who are our knowledge holders, teachers and pioneers. We recognise our youth who are our hope for a brighter future and who will be our future leaders. We acknowledge and pay our respect to our members who have gone before us and recognise their contribution to our people and community

## PREAMBLE

We are the Quandamooka People. Our connection to our ancestral lands and waters remains unbroken. Our connection to Country binds our 12 Ancestors – to the land, the water, the sea, and its resources. Our Native Title determinations on the 4th of July 2011 and 2019 for Mulgumpin were built on the leadership of our ancestors and Elders – their wisdom and spirit continue to guide us. We acknowledge that Native Title is a significant way of recognising our rights to Country. Quandamooka People continue to strive to further secure our rights and we honour their resolve. We also welcome our mainstream neighbours and visitors to our Country. The QYAC Strategic Plan pays respect to our proud past and gives hope for our strong future:

To our father’s father  
The pain, the sorrow  
To our children’s children  
The glad tomorrow

- From the *Song of Hope*  
by Oodgeroo Noonuccal



## ARTWORK STORY

Caring for Country and Our Islands by Belinda Close



My story is about our connections to Country Land and Sea, Island to Island. We all feel it in our blood. Our Quandamooka Spirit flows through as it has for thousands of years before us.

As you look into my story Minjerribah and Morrgumpin are One Connected in Land, Sand and Spirit. Red represents the “Burning Off” that they do on the Islands. Black represents our Culture, our Skin. The Sea mullet is something that we cherish and look forward to every year as winter comes closer. Dolphins we hold in high regard and respect, they have helped our people hunt for thousands of years. Yellow in the middle most precious of all is Dugong Oil, used for so many things mostly medicinal.

Please Respect our Lands and Waters.



# LANGUAGE STORY



**Yura ngiyara**

**Nunagal, Goenbal, Ngugi Quandamookajen jara yari balga**

**Minjerribah dada dimanggalijara.**

**Berren nginda gagum jarala**

**Ngali yari nginda ngundu numbai marumba.**

**Greetings to you all**

**The Nunagal, Goenbal, Ngugi People of Quandamooka  
Country say Welcome to Quandamooka Country.**

**Minjerribah is a strong sacred Country.**

**Now you are here on Country**

**we ask you to show only good.**

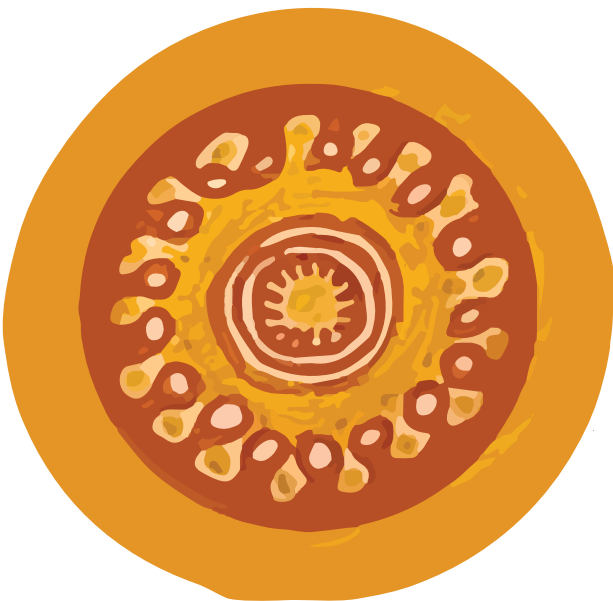
**Dr Sandra Delaney**

“The embedding of our Jandai language on Country is so important for us and our children’s children so it is relevant to be reminded of where it comes from time to time.

The place-names of the Quandamooka Country are invested with the breath and stories of our Ancestors, the Jandai language names are traces of their presence.

The breath of our Quandamooka Ancestors made verbal marks on Quandamooka Country that define it as a place. These place-names are a form of footprints that invest the land with Quandamooka history and culture, creating a map that renders the path of the past visible in the present.

We are receiving an inheritance in learning the place-names of Quandamooka Country, both by activating the speech of our Ancestors and adding to their speech with our own voice.”



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# EXECUTIVE SUMMARY

The Quandamooka People are a First Nation of over 2,000 traditional owners from Moreton Bay, South East Queensland, Australia. The clans of the Quandamooka include the Nunukul, Ngughi and Goenpul. It is estimated that about one-third of Quandamooka people reside on Minjerribah and two-thirds live away from the island. Quandamooka People have never ceded sovereignty of their Country and this issue remains live for Quandamooka People. Quandamooka People continue to operate under their own distinct system of laws and customs.

Quandamooka People are also recognised within the Australian legal system under its Native Title Laws. The Federal Court of Australia formalised this recognition on 4 July 2011, when Justice Dowsett made a binding order on all governments to recognise the society known as the Quandamooka People and its enduring connection to a claim area comprising waters, islands and land on and around Minjerribah. The binding orders included exclusive and non-exclusive rights plus interests of other parties. Specifically:

- Exclusive native title rights (to possess, occupy, use and enjoy the area to the exclusion of all others) over about 2,264 hectares of land,
- Non-exclusive Native Title onshore rights over about 22,639 hectares of land,
- Non-exclusive Native Title offshore rights over about 29,505 hectares of offshore areas.

In addition to this formal recognition, Quandamooka People entered into Indigenous Land Use Agreements (ILUAs) with the Queensland Government and Redland City Council, which provided further rights and benefits negotiated. The Queensland Government also enacted the *North Stradbroke Island Protection and Sustainability Act 2011* to implement the rights and obligations created in the ILUAs. The Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC) is a Registered Prescribed Body Corporate (PBC) created under the *Native Title Act 1993* to manage the recognised Native Title rights and interests of Quandamooka People following the determination on the 4th of July 2011.

QYAC has approximately 1,000 members. It has one of the largest memberships of all PBC's in Australia. QYAC is now also the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003 (QLD)*. It is responsible for cultural heritage management across the Quandamooka estate. Actively caring for Country is what sustains us and is at the core of what it means to be a Quandamooka person. QYAC's vision is to assist Quandamooka People to use both traditional and modern knowledge to care for their Country, thereby healing and nurturing the spirit in themselves and their Country.

QYAC's purpose therefore is to make it easier for Quandamooka People to care for Country. Specifically, QYAC's core business is:

- to secure, protect and ensure ongoing access to their land and sea for Quandamooka People,
- to engage Quandamooka People to return to and care for Country,
- to gather, sustain, share and grow the traditional and modern knowledge that Quandamooka People need in order to care for Country,
- to encourage new thinking and ideas in all Quandamooka People so they take initiative - both to care for Country and ethically and appropriately utilise its resources.

Having achieved Native Title new challenges and opportunities are emerging. QYAC must progress recognition over other areas of Country and imagine together our future and agree how we will unlock our lands and waters to pursue that vision.

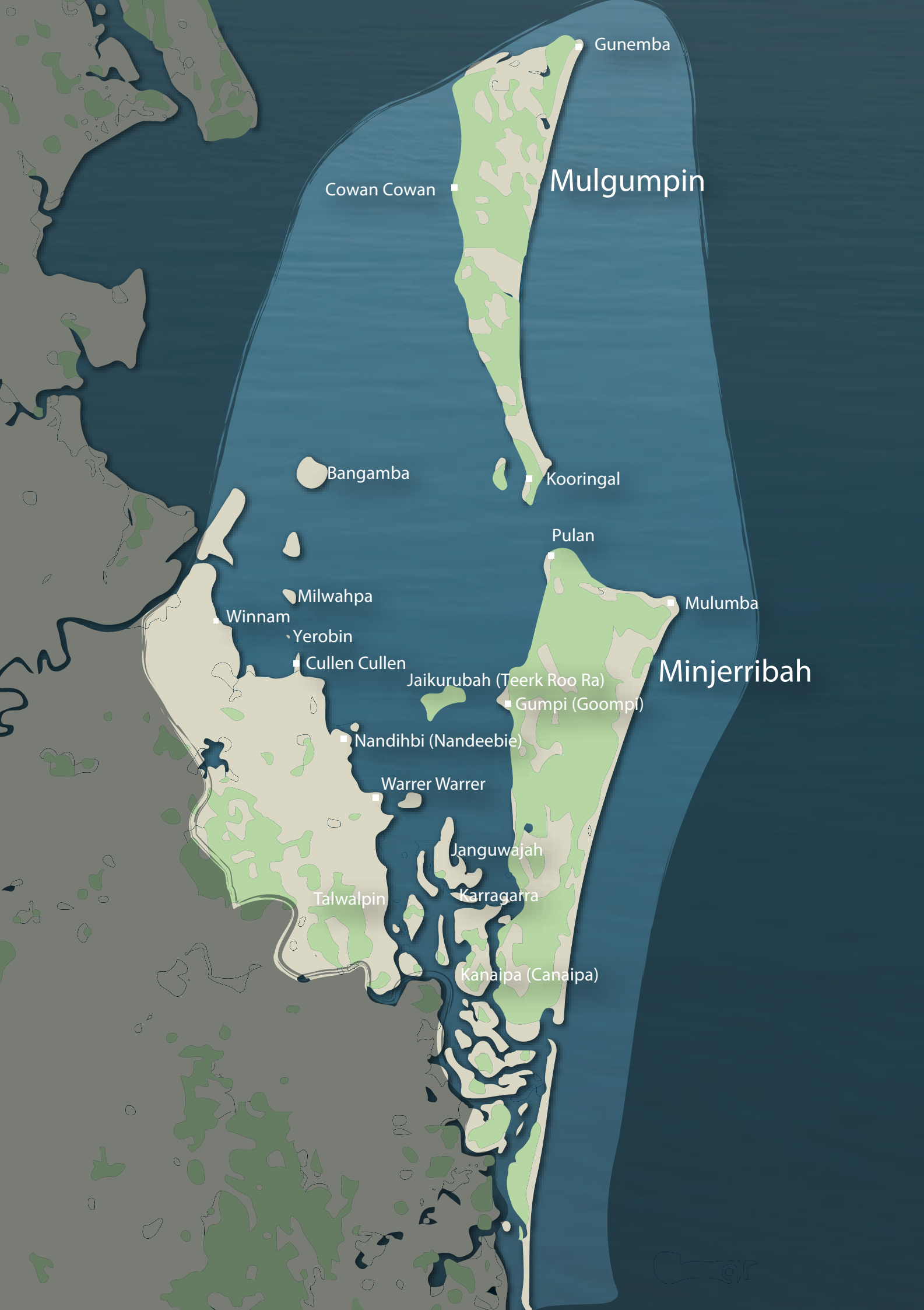
In this regard, QYAC is working with Queensland South Native Title Services to drive forward the remaining Native Title Determination Applications. QYAC secured \$20 Million from the Queensland Government for Minjerribah and played a leading role in delivering significant economic development projects. QYAC also secured a Queensland Government commitment to plan for better infrastructure at One Mile. QYAC will also continue to manage the Naree Budjong Djarra National Park, continue the protection of cultural heritage and explore new investment opportunities with Straddie Camping.

The delivery of these aspirations can only occur if QYAC remains a strong financially robust corporation upholding Quandamooka Peoples' rights and interests and building the foundations for stronger economic development. Success on this next part of our journey will depend on us remembering to act according to key guiding principles:

- to follow the wisdom of our Ancestors enshrined in our 'money story' – letting our mining royalties grow so they are strong enough before we access them,
- to learn to walk strongly in two worlds.







## QUANDAMOOKA COUNTRY

The traditional estate of Quandamooka Country comprises the waters and lands of and around Mulgumpin, Minjerribah, Southern Moreton Bay as well as South Stradbroke Islands.

Quandamooka Country crosses the boundaries of four Queensland Local Governments. The Quandamooka Estate includes the mainland from the mouth of the Brisbane River, Wynnum, Chandler, Lytton, Belmont, Tingalpa, south to Cleveland taking in Redlands Coast, and further south to the Logan River.

Quandamooka Country is positioned in the South East Queensland (SEQ) region that is home to around 3.5 million people.

### Minjerribah Today

Minjerribah has an estimated resident population of 2,220 persons. It is also home to a large Aboriginal population, where approximately a fifth of the island's residents identify as Aboriginal and/or Torres Strait Islander.

There are three main populated areas – Gumpi (Dunwich), Pulan (Amity Point) and Mulumba (Point Lookout) - which support residential, recreational and tourist activities. Much of the island is covered by national parks, recreation and water reserves, as well as state land.

Tourism is the island's largest employer, with 20 per cent of the island's workforce employed in accommodation and food services. A range of tourism products and experiences are offered through island operators and small businesses, as well as tour providers on the mainland.

## QUANDAMOOKA PEOPLE

Quandamooka People have cared for these lands and seas for more than 40,000 years. Expressed through art, stories, dance, language, and songs, Quandamooka culture remains strong today. Quandamooka People's cultural protocols, traditions, and responsibilities to always protect and care for their ancestral lands, wildlife, and waters has never been ceded. Quandamooka People are the people of the sand and sea.

The Quandamooka People are a First Nation of Traditional Owners from Moreton Bay in South East Queensland. The groups that make up the Quandamooka include Nunagal, Ngugi, and Goenbal.

The Quandamooka People are the biological descendants of the 12 family groups who identify as, and are accepted, as Quandamooka People by other Quandamooka People according to Quandamooka traditional law and custom.

On 4 July 2011, Quandamooka People were recognised within the Australian legal system under its Native Title Laws. This landmark determination recognised Quandamooka People's enduring connection to the Native Title claim area comprising of waters, islands, and land on and around Minjerribah.

More recently in 2019, Quandamooka People extended recognition of their Native Title over Country including Mulgumpin and continue to operate under their own distinct system of laws and customs.

Quandamooka People have survived a devastating and destructive period of colonisation that has impacted our land and sea as well as people. The impacts have included significant heavy development of mainland areas alongside mineral extraction.





Mining had locked away access to significant amounts of traditional lands on Minjerribah for more than 60 years. Each year significant groundwater and surface water was taken for both mining and domestic use for Redland residents. The result is one where we, like all other First Nation peoples in Australia, have been economically, socially, culturally and spiritually disaffected.

Quandamooka People now have formal recognition of their estate, but securing the land and sea is just the start. In a modern world, caring for the Quandamooka estate requires not just sustaining our land and cultural knowledge, but ensuring its legal protection and directing its economic use.

Some Quandamooka People have maintained a constant connection to culture and land, some having lived all their life on Country. Others have only recently learned of their Quandamooka heritage. This represents both a challenge and an opportunity for QYAC when engaging the Quandamooka Traditional Owners.

## NATIVE TITLE

- 4 July 2011 – The Federal Court of Australia made two native title consent determinations recognising Quandamooka People’s native title rights and interests over the land and waters on and surrounding Minjerribah, and some islands in Moreton Bay.
- Non-exclusive rights of land on Minjerribah, including areas of national parks, reserves, unallocated state land and leases.
- Non-exclusive rights on areas of Moreton Bay - part of Moreton Bay Marine Park, northwest of Minjerribah, including Jercuraba (Peel Island) and Guwawenewa (Goat Island).
- 27 November 2019 - The Federal Court of Australia made a native title consent determination for Mulgumpin (Moreton Island). The two Indigenous Land Use Agreements (ILUAs) have been registered by the National Native Title Tribunal.

- The Quandamooka Coast Claim is expected to be settled in the near future through the Federal Court of Australia and will become conditional on ILUAs being registered by the National Native Title Tribunal.

Since 2011 Quandamooka People have had to demonstrate their resilience. This has included government attempts to circumvent the State ILUA, a High Court Challenge to the State of Queensland for attempting to legislate over the ILUA and a sophisticated campaign from internal and external interest groups and the media to influence government and community to undermine Quandamooka People’s Native Title rights. This has taken significant time and resources.

QYAC remains focused on opportunities for further securing of land and waters. QYAC is working with Queensland South Native Title Services to negotiate the Quandamooka People #5 (Quandamooka Coast) Claim on the mainland. The Quandamooka Coast Claim includes the Priority Development Area (PDA) at Toondah Harbour on our land and waters.

“I find that the Quandamooka People are descended from a society of Aboriginal people who were in occupation of the land and waters of the determination area at the time of first assertion of British sovereignty. Those people formed a society, united in and by their acknowledgment and observance of traditional laws and customs. Through the observance of these traditional laws and customs, the Quandamooka People have maintained a connection with the Determination Area.”

– Justice Dowsett, 4 July 2011





# QUANDAMOOKA YOOLOOBURRABEE ABORIGINAL

## CORPORATION (QYAC)

QYAC was established in 2011 under the *Native Title Act 1993* as the Prescribed Body Corporate to manage the rights on behalf of all Quandamooka Native Title holders. QYAC acts as the agent for Quandamooka People's Native Title rights and interests in land and sea Country. QYAC is also the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003 (QLD)*.

Since 2011, and incorporating the subsequent consent determination in 2019, QYAC has been delivering on the Indigenous Land Use Agreements (ILUAs) as directed and authorised by Quandamooka People.

QYAC is working with Quandamooka People with a focus on their priorities to build on the Native Title outcomes that support a strong future for

Scan to view QYAC's  
corporate publications.



Quandamooka People. The role of QYAC in leading *Ngaliya Jara Gari* will help to ensure that the future of Quandamooka Country is managed in a culturally, environmentally, and economically sustainable way.

- QYAC is also the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003 (QLD)*. It is responsible for cultural heritage protection and management across the Quandamooka estate.
- In addition, QYAC has a number of statutory obligations and key links with the following legislation:
  - *North Stradbroke Island Protection and Sustainability Act 2011 (QLD)*
  - *Nature Conservation Act 1992 (QLD)*
  - *Recreation Area Management Act 2006 (QLD)*
  - *Aboriginal Land Act 1991 (QLD)*
- QYAC also has a key role to play in the following plans and strategies:
  - Minjerribah Futures
  - Quandamooka Action Plan
  - SEQ City Deal
  - Brisbane City Council Plans
  - SEQ Regional Plan
  - Redland City Council City Plan
  - Towards 2032: Reshaping Queensland's Visitor Economy to Welcome the World
  - Queensland's First Nations Tourism Plan
  - Thrive 2030: The Reimagined Visitor Economy
  - Queensland's Protected Area Strategy 2020 - 2030
  - Paving the Way First Nations Training Strategy 2022
  - Creative Together: 10-Year Road Map for Arts, Culture and Creativity in Queensland
  - Deadly Innovation Strategy
  - Eco Tourism Plan for Queensland's Protected Areas 2022 - 2027

With QYAC now the largest employer on Minjerribah, and also one of the largest economic contributors to Quandamooka Country, Quandamooka People are well positioned to play a significant role in safeguarding the future and prosperity of the region.

QYAC will continue to create economic revenue streams through future native title claims.

QYAC also secured a Queensland Government commitment to plan for better infrastructure for One Mile. The QYAC Elders in Council passed a resolution that:

*Acknowledging the history of One Mile, and the efforts of our Ancestors and Elders, QYAC is supported and encouraged to continue its commitment to ensuring that once more One Mile becomes a safe, healthy, affordable place to bring up future generations of Quandamooka people with infrastructure and dwellings that are ecologically sustainable.*

Quandamooka People voted in favour of this Elders Resolution at an Authorisation meeting and so QYAC will continue to work towards a healthy, safe One Mile.

QYAC secured the Queensland Government's commitment to a \$20 Million Economic Transition Strategy. QYAC will continue to play a leading role in projects like the QUAMPI Cultural Centre, Yalingbilla Bibula, Minjerribah and Mulgumpin Camping upgrades, and the Minjerribah Ganaba education and training hub at the QYAC office site.

QYAC will continue to manage the Naree Budjong Djara and Gheebulum Kunungai National Parks and expand this across Quandamooka Country including Sea Country. QYAC will establish home ownership on Indigenous lands and social housing, a new cemetery and other social infrastructure, and explore new investment opportunities with both Minjerribah and Mulgumpin Camping.

QYAC will also work to deliver sustainable planning and practical solutions for fire and water management, post mining contamination and the protection of threatened flora and fauna.





# QYAC'S PLACE IN THE WORLD

Quandamooka Country is rich in natural resources that have and continue to sustain Quandamooka People and broader society. In 2032 parts of Quandamooka Country will be integral to the Olympic and Paralympic Games. Through the pursuit of appropriate productivity opportunities, Quandamooka People can strengthen the economy, develop Quandamooka businesses and provide a prosperous future.

As the PBC, QYAC has a unique capacity to achieve engagement at multiple levels, from a Traditional Owner driven community approach to local, state, and federal government engagement. This broad engagement when delivered alongside genuine consultation allows for a holistic approach that supports Quandamooka People's rights and interests over the entirety of Quandamooka Country.

## Internationally

- Applies best practice research and knowledge to all of its work and builds on the work of other First Nations Peoples.
- A partner with other First Nations entities, increasing connections and capacity.
- A conduit for effective and empowered two-way communication with international governments.

## Nationally

- A leader in cultural protection and caring for Country through effective land and sea management.
- Achieving positive outcomes through Native Title while realising economic opportunities for Quandamooka People.
- A conduit for effective and empowered two-way communication with the Australian Government.

## Queensland

- A conduit for effective and empowered two-way communication with the Queensland Government.
- Unique positioning through partnerships with government and industry including a Marine Park Memorandum of Understanding (MoU) that drives action with relevant government departments and Seqwater.
- Uphold and respect Native Title rights and the protection of cultural values.
- QALSMA is a leading agency in the region for land and sea management and the co-ordination of economic opportunities relating to Quandamooka People's natural resources.
- Facilitator of a thriving Quandamooka economy with culturally appropriate industries.

## Quandamooka Country

- QYAC is the Registered Native Title Body Corporate to manage Native Title and uphold the Native Title rights and interests of Quandamooka People.
- An employer of choice and partner in workforce, local business and economic development across Country.
- Drives and facilitates reconciliation through passionate advocacy and management of Country.

## Brisbane 2032 Olympic and Paralympic Games

- QYAC's role in the region means it will be positioned to help deliver a strong legacy from the Games. These legacy opportunities include:
  - World Heritage listing
  - A Quandamooka Great Walk
  - Language reclamation
  - Threatened species revival
  - Participating in the Cultural Olympiad





## ECONOMIC OPPORTUNITIES FOR OUR COMMUNITY

QYAC's *Mil Binang* Strategy recognises the opportunities that can be cultivated across Quandamooka Country, particularly on Minjerribah, through a shared vision that fosters culturally and ecologically responsible development on Quandamooka Country.

While Quandamooka People face challenges in undertaking their traditional role as caretakers of the land and sea in a modern world, they are still forging ahead to seize opportunities. This advance is evidenced by the enthusiasm with which Quandamooka People are embracing opportunities to work with tourists and visitors.

QYAC is emerging as a leader in Indigenous cultural protection, and in addressing contemporary land and sea management challenges through the employment of both traditional and conventional science. This work is supported by a strong evidence base of research.

QYAC is also recognised for its progression in the eco-cultural tourism sector with the success and growth of Minjerrabah and Mulgumpin camping.



Scan to read more about Minjerribah Camping.

Scan to read more about Mulgumpin Camping.



QYAC is well-positioned to examine emerging industries and technologies, and new opportunities, particularly in small business development, sustainable tourism, renewable energy, agribusiness and aquaculture, manufacturing and education sphere.

International education has been Queensland's fastest-growing service export and a significant contributor to the state economy. While COVID-19 has resulted in a downturn in this sector in 2020, the South East Queensland region remains a key destination of choice for many students once international border restrictions are removed. QYAC's aspirations include participating in the international education sector, creating jobs for our people; and sharing our unique science and language knowledge. QYAC has a Memorandum of Understanding in place with the The University of Queensland (UQ) and is poised to unlock research, education, training and employment opportunities on Quandamooka Country. QYAC continues to work closely with the UQ on its International student product.

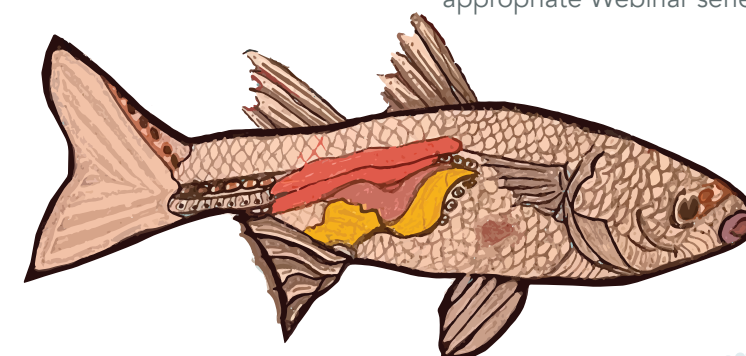
A key focus for QYAC in unlocking these opportunities is on applying mixed reality technologies in the education experience. Augmented reality (AR) and virtual reality (VR) both offer immersive models of learning, which can connect students to their environment in a more engaging way, and helps students get a better understanding and insight about a topic. The application of innovative technologies such as AR and VR will position QYAC not only as a modern learning institution but will also support its growth as a world

leader in Indigenous cultural protection, land as well as sea management, and caring for Country. QYAC is also fine tuning both AR and VR in its product with Commercial Tourism Operators at Mulgumpin.

The community's relationship with the Queensland Government continues to improve, and QYAC will work in partnership to improve education and training opportunities, and provide meaningful pathways to employment for Quandamooka People. QYAC will advocate for language, science and history to be embedded in young people's learning. QYAC will also leverage skilling and re-training opportunities through TAFE and apprenticeships initiatives, and the Skilling Queenslanders for Work and the Back to Work programs.

QYAC will also continue to work with TAFE Queensland to support the community through targeted mentoring and training programs. QYAC will continue to promote ongoing learning and training which will include exploring opportunities to deliver relevant short accredited and non-accredited business training programs focused on evolving new technologies and jobs of the future. QYAC is keen to develop and deliver Indigenous Leadership Programs for Quandamooka Youth.

QYAC will create and maintain a Register of Aboriginal businesses. QYAC will also work with and develop small businesses and strengthen partnerships with local people and Traditional Owners. QYAC is currently working in partnership to develop a small business support process including a business support hub at Ganaba alongside a culturally appropriate Webinar series.







## Modern custodians of our traditional estate



### QYAC'S VISION

Quandamooka People caring for Country in a viable economy using traditional and modern knowledge.

Caring for Country heals us both –  
**HEAL COUNTRY, HEAL PEOPLE.**

Being a Quandamooka person means caring for Quandamooka Country. As we care for our Country, we heal the spirit that lives in ourselves and in our Country.

Our knowledge of Country lives in ourselves and in our Country. Our Elders help us to learn and connect with Quandamooka knowledge –  
**Traditional AND Modern knowledge.**

## QYAC'S PURPOSE

### Quandamooka People as modern custodians of their traditional estate

Actively caring for Country is fundamental to our identity as Quandamooka People. Our spirit and knowledge lies within our Country. We cannot outsource the work of caring for our Country to other people. This is Quandamooka People's work and it defines us as a people.

QYAC's highest purpose therefore is to ensure Quandamooka People care for their Country. We understand that in the early stages of establishing our Native Title rights, QYAC will do many things on behalf of the Traditional Owners of this land. Particularly important is securing our Native Title and access to our land. In the long-term however, QYAC's purpose is to ensure Quandamooka People continue to care for Country.

QYAC also has legal responsibilities under a number of forms of legislation that underpin not only its existence but also mandatory roles and responsibilities. QYAC is a Registered Prescribed Body Corporate (PBC) created under the *Native Title Act 1993* to manage the recognised Native Title rights and interests of Quandamooka People. QYAC is the registered Cultural Heritage Body under the *Aboriginal Cultural Heritage Act 2003* (QLD). QYAC has responsibilities to comply with the *Nature Conservation Act 1992* (QLD) and QYAC is also responsible for the *North Stradbroke Island Protection and Sustainability Act 2011* (QLD).

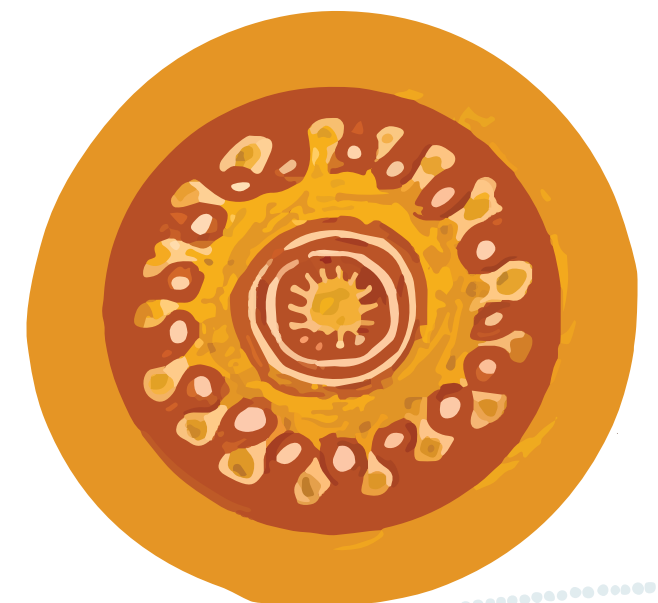
Outside of the legislative framework described above, other pieces of legislation and policy may arise to impact on Quandamooka Country. In this instance, QYAC operates to advocate for the best outcomes for Quandamooka People. These may include:

- Submissions to government on legislation and policy like protecting cultural heritage, flora and fauna,
- Submissions to government on planning instruments like the South East Queensland Regional Plan, South East Queensland City Plan and the Redland City Plan,
- Submissions on major development applications impacting on Quandamooka Country like Toondah Harbour Priority Development Area.

QYAC will also explore opportunities to acquire land of cultural significance not under Native Title claims. It will increase its presence on mainland Country.

**"Land is life for Quandamooka People"**

- Uncle Bob Anderson







## QYAC'S VALUES

The Quandamooka community's message to QYAC's leaders: We want you to...

### **Be a model**

"for other first nations"

### **Walk in both worlds**

"sustainable ecosystems close to Brisbane"

### **Walk through new doors**

"have courage - stop worrying about others' opinions"

### **Encourage Quandamooka initiative**

"provide land but don't run every program"

### **Manage in traditional ways**

"follow cultural procedure with everything QYAC does"

### **Remember to breathe**

"don't get so caught in 'native title business' that you are not able to enjoy being there"

### **Benefit ALL the community with native title**

"not just those who live on the island"

### **Dynamic and optimistic**

"no fear and negativity on the board"



## QYAC'S STRATEGIC GOALS

Our three strategic goals are:

**Secure the Quandamooka Estate**

**Engage and Protect Quandamooka knowledge**

**Become self-sufficient**

## QYAC'S CORE BUSINESS

Four Pillars for the Next 100 Years

These are the four key activities that QYAC exists to perform in order to achieve its purpose.

**Secure the Quandamooka Estate**

**Protect Quandamooka Knowledge**

**Engage Quandamooka People**

**Encourage Innovative Thinking**





# SECURE THE QUANDAMOOKA ESTATE

QYAC came into being as a direct result of Quandamooka People successfully pursuing and achieving a Native Title Consent Determination under the Australian legal system. Quandamooka People authorised QYAC as their agent to represent their interests and manage Native Title rights and obligations on behalf of Quandamooka People.

This includes:

- Participating in the joint management of Naree Budjong Djara National Park and Gheebulum Kunungai National Park,
- Progressing the planning, infrastructure and transfer of the One Mile under the State ILUA,
- Finalise the Drawdown of lands in accordance with the ILUA by undertaking the land use planning to assess Quandamooka lands for best use,
- Pursuing the arrangements to enable home ownership on Indigenous lands for Quandamooka People,
- Progress aspirations for land use under the Quandamooka Action Plan including a new cemetery, and social cultural and environmental infrastructure.
- Acquisition, control and protection over what is rightfully ours – including cultural heritage and recognising and pursuing the non- land aspects of the Quandamooka Country e.g. intellectual property,
- Managing camp grounds on Minjerribah and Mulgumpin for the Holiday Parks, foreshore camping and Vehicle Access Permits,
- Within the modern legal framework, oversee everything that Native Title and Cultural Heritage legislation allows us to control,
- Ensuring access to our land and sea for social, cultural, spiritual and economic purposes,
- Ensuring Quandamooka people have the right to fulfill our responsibilities in administering and managing land and sea,
- Progressing and resolving the Quandamooka Coast Claim and the Greater Quandamooka Area Claim,
- Participate in Treaty negotiations where appropriate that may impact Quandamooka Country

# PROTECT QUANDAMOOKA KNOWLEDGE

Caring for Country today requires both traditional AND modern knowledge to be captured and shared. QYAC's role here includes:

- Re-establishing and growing our cultural knowledge of caring for Country,
- Expanding our existing knowledge of the eco-system on Country with modern science and technology,
- Developing and expanding the legal know-how required to interact effectively with government and protect our intellectual property, Native Title and cultural heritage,
- Grow the financial and business knowledge of how to manage, grow and best use money that flows to and from our estate to drive a Quandamooka economy,
- Utilising the knowledge of the QYAC Elders in Council to guide principles, processes and decisions around matters like One Mile, National Park management, home ownership on Indigenous lands and Native Title determination applications.





# ENGAGE QUANDAMOOKA PEOPLE

The Quandamooka population is spread across a wide geographic area, with many residing outside of Quandamooka Country. Many of us require support around technical knowledge. We need an organisation to help care for Country. QYAC's role is:

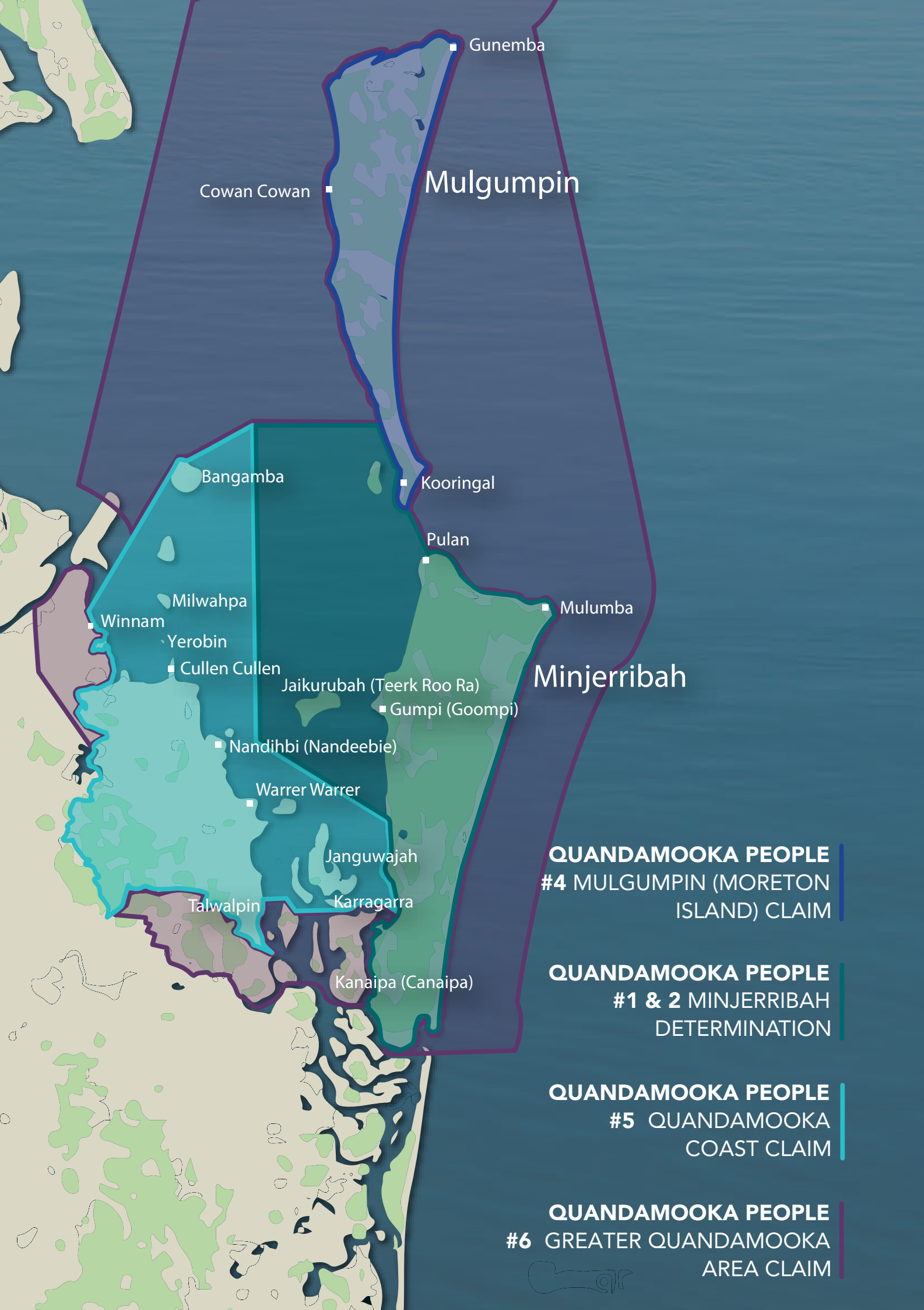
- Making sure people understand their rights and obligations,
- Establishing agreed-upon ways of using land,
- Empowering Quandamooka People to actively be custodians,
- Bringing the community together as collective owners to make decisions about the future of Country,
- Build our Quandamooka workforce and develop our future leaders by training our young people to obtain both experience as well as formal qualifications in land and sea management, native title as well as governance, tourism and various sustainable industries,
- Organise the Quandamooka Festival to bring community together to celebrate and focus on Quandamooka Country, culture and people,
- Consulting the QYAC Elders in Council for guidance around key areas of management of land and sea.

# ENCOURAGE INNOVATIVE THINKING

For more than 40,000 years Quandamooka People operated a viable economy by sustaining themselves on Country. QYAC's role here is to encourage initiative by:

- Unlocking economic development opportunities through QYAC's key plans and strategies,
- Identifying and exploring sustainable economic opportunities in new industries like waste, water, energy and transport,
- Repositioning tourism planning, infrastructure and practices that prioritise capacity for Country and eco-cultural and educational products and services that are sustainable,
- Engaging with relevant industries through memberships of commerce, tourism, natural resource management, government, Sea Country, international engagement and education,
- Being an example of entrepreneurialism – walking our talk, finding and share opportunities for enterprise through developing an innovation strategy,
- Facilitating the provision of legal conditions, land and resources required for businesses to flourish, to assist Quandamooka People turn their ideas into businesses,
- Identifying and where appropriate entering into strategic economic development partnerships,
- Advocating for a review of current legislative and policy frameworks to improve recognition, respect and upholding of native title rights and interests as other property rights are protected,
- Becoming a First Nations education, innovation and research hub for land and sea, threatened species, sustainable tourism and new industries,
- Driving First Nations to First Nations capacity building in Australia and the Pacific region,
- Leveraging opportunities linked to the Brisbane 2032 Olympics and Paralympic Games.





## From fighting for native title to nation building

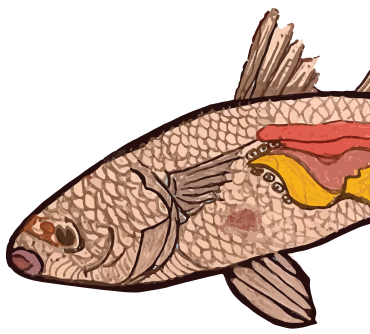
### MARAMARA GAHWILIGU!

(10 Years)

Ten years have passed since the historic native title win on Minjerribah. QYAC and Quandamooka People can celebrate not only their native title rights and interests being recognised on Minjerribah, but can also rejoice on the return of Mulgumpin and much of Quandamooka burugar yarabinjara (Moreton Bay Sea Country). Quandamooka People have native title rights and interests on over 71,000 hectares of djara and yarabinjara!



# 10 YEAR HIGHLIGHTS



## 2011

- 4 July Hearing on Minjerribah for the Determination of Native Title in Delaney on behalf of the Quandamooka People v State of Queensland consent determination
- The commencement of Joint Management with the Queensland Government for Naree Budjong Djara National Park
- Cultural Heritage Body status approved by the State for Minjerribah, Southern Moreton Bay Islands

## 2012

- Establishment of Minjerribah Camping Pty Ltd
- The authorisation from Quandamooka Native Title Holders to work with Queensland South Native Title Services (QSNTS) to progress toward three more Native Title Determination Applications (NTDAs) to secure the remainder of the Quandamooka Estate

## 2013

- Inaugural Annual General Meeting (AGM) of QYAC. The AGM was well attended with the election of Directors from the 12 Family groups. Only one seat was not filled on the Board



## 2014

- QYAC launched a High Court challenge to North Stradbroke Island Protection and Sustainability and Another Act Amendment Act 2013
- Inaugural Quandamooka Festival

## 2015

- Registered over 1,400 hectares of significant bushland as Land for Wildlife
- Successful transition of our young people with the Green Army into the Quandamooka Community Ranger program

## 2016

- 14 June 2016, in response to QYAC's High Court challenge to the Newman government's contravention of the 2011 State ILUA, the rights of Quandamooka People under the State ILUA were restored and supported by amendments to the North Stradbroke Island Protection and Sustainability and Other Acts Amendments Act 2016
- Successfully defended the Royal Queensland Yacht Club's attempted takeover of Deanbilla Bay
- Implementation of the joint Fire Management Strategy for the Indigenous Joint Management Areas (IJMA)



## 2017

- QYAC purchased Minjerribah Camping outright
- Bummeria (Brown Lake) handed back to Quandamooka People
- Cultural Heritage Body is expanded to include Quandamooka Coast Native Title Determination Area

## 2018

- QYAC secured an additional \$11 million for the Economic Transition Strategy (ETS)
- QYAC wins the 2018 Get Ready Queensland Resilient Australia Awards Community Award category for developing the Minjerribah Bushfire Management Plans
- QALSMA delivered jarlo management trail upgrades for QPWS&P on identified Priority 1 Fireline's across NBD. One Mile Track maintenance and works

## 2019

- Mulgumpin Mirre! Mulgumpin Reclaimed! Quandamooka People recognised as the Native Title holders of Mulgumpin
- A further 6483 hectares or almost 24% of Minjerribah categorised as Aboriginal Land
- Cessation of Mineral Extraction on Minjerribah 10.00pm 31 December 2019
- MOU with UQ
- Joint Statement of Intent with Sibelco and State Government
- QYAC launches first Indigenous owned sea-based Whale Watching Tours

## 2020

- Minjerribah Ganaba refurbished - A place to hear, think and understand
- 4 hectares of Fire Asset Protection Zone created in Gumpi
- 20 Kilometres of new recreation trails completed
- ML 1126 Riverside Mining Lease Rehabilitated by QYAC, with on-going monitoring
- Mara Millen Yagabili, the Quandamooka Arts and Cultural Strategy developed
- QYAC secured \$9.5 million for the development of QUAMPI and \$1.6 million over four years for operating costs
- Conservation management and installation of picnic areas to open Keyholes

## 2021

- *The Nature Conservation and Other Legislation (Indigenous Joint Management - Moreton Island) Amendment Bill 2020* was enacted by the Queensland Parliament;
- QYAC, Minjerribah and Mulgumpin Camping employed a total of 113 staff with 70.5 % of staff Quandamooka People, 7.1 % other Indigenous or Torres Strait Islander and 22.3% non-Indigenous
- A cultural heritage survey recording 47 Quandamooka cultural sites was completed throughout the Gheebulum Kunungai National Park on Mulgumpin;
- Completed archaeological excavations close to Canalpin Creek on the west coast of Minjerribah indicates Quandamooka People were occupying the site from around 40,000 years ago;

Scan to view the full list of QYAC achievements





# CURRENT LAND HOLDINGS

## Land Use Planning

In accordance with the ILUA, the land use planning process commenced 10 years ago under a Heads of Agreement with the RCC and the State Government. The initial Land Use Planning workshop held by QYAC on 7 November 2011 was attended by over 140 Quandamooka People, all of whom were consulted and had input into community decisions on their aspirations for Quandamooka Land. As a result, the Quandamooka Community Action Plan was developed and adopted by the Board on 24 November 2012. This plan has provided the foundation for QYAC’s decision making processes for land use over the past 10 years. The following reports and assessments have also been undertaken, based on the outcomes of the Plan:

1. 2012 Quandamooka Community Action Plan. Outcomes of workshop and community consultation by Quandamooka Yoolooburrabee Aboriginal Corporation.
2. July 2013 Outline planning Consultants Pty Ltd. Planning Report: Land Bank Draw Down North Stradbroke Island. Prepared for Quandamooka Yoolooburrabee Aboriginal Corporation.
3. 2013 Quandamooka People Action Plan: Future Land Use Proposals for Minjerribah. Quandamooka Yoolooburrabee Aboriginal Corporation
4. 2014 Department of Natural Resources, Point Lookout “Identified Developable Land”. Report prepared by the State Valuation Service of Department of Natural Resources.
5. 2014 Outline Planning Consultants Pty Ltd: Planning Advice. Unpublished report to QYAC.
6. 2014 Draft Land Bank and Point Lookout Drawdown: Recommendations by the QYAC Board. Prepared for Quandamooka Yoolooburrabee Aboriginal Corporation.
7. 2014 PSA, Land Use and Infrastructure Planning for North Stradbroke Island: Planning Study. Prepared for Quandamooka Yoolooburrabee Aboriginal Corporation: Version 6.

8. 2016 PSA, North Stradbroke Island Land Bank Review: Addendum to Land Use and Infrastructure Planning for North Stradbroke Island Planning Study, Version 6 (October 20, 2015). Prepared for Quandamooka Yoolooburrabee Aboriginal Corporation.
9. 2017 Outline Planning Consultants Pty Ltd. Review of “Identified Developable Land” Point Lookout Town Expansion Area. Unpublished report for QYAC.
10. 2018 Department of Natural Resources, Mines and Energy, Point Lookout “Identified Developable Land”. Report prepared by the State Valuation Service of Department of Natural Resources.
11. Most Appropriate Use Assessments (MAU) Department of Natural Resources and Mines (DNRM).

## Temporary Local Planning Instrument No. 2. of 2020

Temporary Local Planning Instrument (TLPI) No.2. of 2020 - Quandamooka Land Aspirations Area

On 14 September 2020, Queensland’s Treasurer and Minister for Infrastructure, declared a TLPI over land bank parcels on Minjerribah to force RCC to implement changes to the Redland City Plan 2018 and to facilitate development on land within the Quandamooka Land Aspirations Areas. The TLPI is a direct result of the failure of RCC to implement changes to recognise the cultural, economic and social wellbeing of Quandamooka People as they committed to in the 2011 ILUA and associated Heads of Agreement. The purpose of the TLPI is to:

1. facilitate development on land within the Quandamooka Land Aspirations Area in accordance with the zones identified in the TLPI; and
2. ensure development within the Quandamooka Land Aspirations Area has regard to and considers natural hazards and risks, including risk of bushfire.

The TLPI provides the way for Quandamooka People to build on their traditional lands, however buildings must still meet all assessable management codes.

## Reserves held by QYAC

36 SP250105	Cultural Purposes Reserve
171 SL12421	Reserve for Cemetery
32 SL12751	Heritage, historical and cultural purposes Reserve
135 SP250106	Cultural Purposes and Open Space Reserve
148 SP250106	Cultural Purposes and Open Space Reserve
2 CP884283	Parks and Recreation Reserve
1 SP247477	Cultural Purposes and Open Space Reserve
1 SP306495	Recreation and Scenic Reserve
159 SP292439	Recreation and Scenic Reserve
161 SP304733	Recreation and Scenic Reserve
1 SP228346	Historical Reserve
3 SP311530	Buffer Zones and Environmental Purposes Reserve
141 SP297157	Aboriginal Purposes Reserve
2 SP304067	Aboriginal Purposes Reserve
4 SP304067	Aboriginal Purposes Reserve
1 SP304077	Aboriginal Purposes Reserve
10 SP304081	Aboriginal Purposes Reserve
195 SP304082	Aboriginal Purposes Reserve
3 SP304083	Aboriginal Purposes Reserve
6 SP308438	Aboriginal Purposes Reserve
21 A33930	Aboriginal Purposes Reserve
15 SP277800	Aboriginal Purposes Reserve
16 SP277801	Aboriginal Purposes Reserve
202 SP304078	Aboriginal Purposes Reserve
10 SP305449	Aboriginal Purposes Reserve
10 SP315396	Aboriginal Purposes Reserve
3 SP315396	Aboriginal Purposes Reserve
7 SP315396	Aboriginal Purposes Reserve
9 SP315396	Aboriginal Purposes Reserve
12 PL85432	Aboriginal Purposes Reserve
13 PL85432	Aboriginal Purposes Reserve
10 PL8545	Aboriginal Purposes Reserve
6 PL8545	Aboriginal Purposes Reserve
7 PL8545	Aboriginal Purposes Reserve
8 PL8454	Aboriginal Purposes Reserve
9 PL8545	Aboriginal Purposes Reserve





### Reserves held by QYAC

14 SP250106	Aboriginal Purposes Reserve
1 SP299987	Aboriginal Purposes Reserve
160 SP304733	Aboriginal Purposes Reserve
10 SP305447	Aboriginal Purposes Reserve
1 SP307583	Aboriginal Purposes Reserve
1 SP310010	Aboriginal Purposes Reserve
2 SP310010	Aboriginal Purposes Reserve
1 SP311530	Aboriginal Purposes Reserve
2 SP311530	Aboriginal Purposes Reserve
11 D90429	Aboriginal Purposes Reserve
9 D90430	Aboriginal Purposes Reserve
801 D9045	Aboriginal Purposes Reserve

### Aboriginal Land Act Freehold Land held by QYAC

Native Title has ensured that QYAC holds formal title over various parcels of land on Minjerribah catagorised as Aboriginal Land Act freehold. The Freehold land is transferred as ‘inalienable freehold’, which means the land can never be sold or mortgaged. The land can be leased with tight restriction and native title interests are not extinguished by the grant of the title.

QYAC also negotiated the transfer of 6,500 hectares ALA, under the mining tenure - not as part of the Native Title Consent Determination, but rather as a sensible tenure transition post mining. Deanbilla Bay and other post mining leaselands are proposed to be transferred under future ILUAs, yet to be authorised.

Lot plan		
100 SP307750	130 SP228365	300 SP104019
102 SP307750	147 SP250105	300 SP305460
103 SP312110	15 SP307751	3 SP308009
10 SP307751	1951 SP228368	5 SP228365
113 SP228365	1 SP228365	76 SL4907
119 SP228365	1 SP228366	90 SP250106
11S P307751	1 SP299981	9 SP307751
129 SP228365	1 SP311721	19 SP106585
12 SP307751	2 SP228367	18 SL11788

### Indigenous Protected Areas

#### Management Planning Process

Following two years of development in planning, workshopping, and a public consultation period in June-July 2020, the Naree Budjong Djara Management Plan was approved by the Queensland Government – the state’s first jointly developed national park management plan. The approved statutory management plan sets out key priorities for the joint management of the Naree Budjong Djara National Park and Conservation Park, Myora Conservation Park, Main Beach Conservation Park and the Minjerribah Recreation Area, and the key values that exist within the IJMA.

Specific actions for the management of the IJMA relating to jarlo, pest, visitor, research and monitoring are being developed as a suite of thematic strategies. Following the same process as Naree Budjong Djara, Gheebulum Kunungai IJMA is undergoing the same statutory planning process following the Values-based Management Framework. Development of the plan and workshops to identify values, threats, condition, and strategic direction is underway, with a draft plan expected mid-2022.

Minjerribah Protected Area Expansion Strategy  
The purpose for the Expansion of the Naree Budjong Djara, is to lock up more lands in protected area estate. With the expansion of the national park, Quandamooka People will be better able to protect the unique cultural landscape and natural environment. The expansion will also provide additional employment opportunities for Quandamooka People. With the strategy comes a range of opportunities including improved visitor access and experience, from glamping to camping, to tracks and trails.



Stage	Timeframe	Park Increase
Short-term additions 13,878 hectares to 19,894 hectares	6-18 months	+22% to a total of 74% of the island
Medium-term additions 19,894 hectares to 21,430	18 months to 5 years	+6% to a total of 80% of the island
Long-term additions	5 years +	Future planning needed once mining ceases and rehabilitation commences





## QYAC'S PRIORITIES

### Make QYAC a financially robust organisation

It remains clear from community that ensuring and strengthening QYAC's ability to operate is fundamentally important and the number one priority for the organisation in the future.

### Finalisation of Native Title Claims

There are two remaining Native Title Claims for the Quandamooka People, these will be a focus for QYAC in the coming years.

### Ensure our Country and knowledge are cared for

Community continues to hold the view of what QYAC's core business should be – to care for the natural environment on Country AND to gather, sustain, share and grow the Quandamooka cultural knowledge and identity.

### Succession Planning

Educating and training the future leaders to care for Country and successfully manage the corporation is a critical priority to ensure QYAC remains viable.

## QYAC'S CHALLENGES

### Compliance with LAW on QYAC land

Prior to Native Title there were many people occupying and using land that has now been granted to QYAC. A number of aspects of this situation have led to the following urgent issues:

- Dealing fairly with long-standing occupants and land-users as well as those who have more recently become aware of their Quandamooka heritage, alongside the need to ensure homes and buildings on Native Title land comply

with community expectations and government regulations.

- Ensuring Quandamooka People have access to affordable housing on Country in a sustainable and environmental manner.
- The development of an endorsed land use policy, is perhaps the toughest challenge QYAC faces. Agreeing and then ensuring consistency with the way Quandamooka land is used by Quandamooka traditional occupants is a priority. In this and many other aspects of its operations QYAC must continue to ensure compliance with Quandamooka Law, Australian Law and International Law.

### Sustainable Finances

QYAC's cash resources fall into three categories:

1. The Quandamooka People – This is money that is received by QYAC as a result of the ILUAs, the main current contributor being mining royalties. QYAC receives this money on behalf of the Quandamooka Native Title Holders. It is held on trust and use of this money requires endorsement at a Native Title Holder Authorisation Meeting. Future revenues for Quandamooka People may include funds derived from authorised leases and joint ventures on Quandamooka Land transferred under the ILUA.
2. Government funded projects - This is money that can only be spent on activities relating to specific activities. This includes Australian Government Indigenous Advancement Strategy (IAS), National Parks Joint Management funding, and projects implemented on behalf of the State Government.
3. QYAC Operations – This money can be spent at QYAC's discretion. QYAC also derives income from Cultural Heritage and Quandamooka Business Services fee for service projects. QYAC's aspirations includes developing new business ventures to employ our young people.





## Acquire, engage, manage and strengthen



### QYAC'S STRATEGIC GOALS

What we will achieve by 2030

**Secure the Quandamooka Estate**

**Engage and Protect Quandamooka Knowledge**

**Become Self-sufficient**



## SECURE THE QUANDAMOOKA ESTATE

- Strengthen QYAC as an organisation.
- Complete the acquisition of other areas of Quandamooka Country including, Quandamooka People #5 (Quandamooka Coast) and Quandamooka People #6 (Greater Quandamooka Area) Claims.
- Through QALSMA become the lead agency in the region for land and sea management and co-ordination.
- Achieve Protected Area status for appropriate areas of the Quandamooka Estate.
- Achieve World Heritage Area status for Quandamooka Country.



## ENGAGE AND PROTECT QUANDAMOOKA KNOWLEDGE

- Key QYAC strategic and operational knowledge is safely stored and accessible to staff, Board and members where appropriate.
- Cultural Heritage and intellectual property rights are protected and held by Quandamooka People.
- Quandamooka Elders are engaged to incorporate their knowledge into planning and management of the Quandamooka Estate.
- QALSMA continues to develop Quandamooka led policies and practices for water, fire, weed, pest and other land management practices on Country.

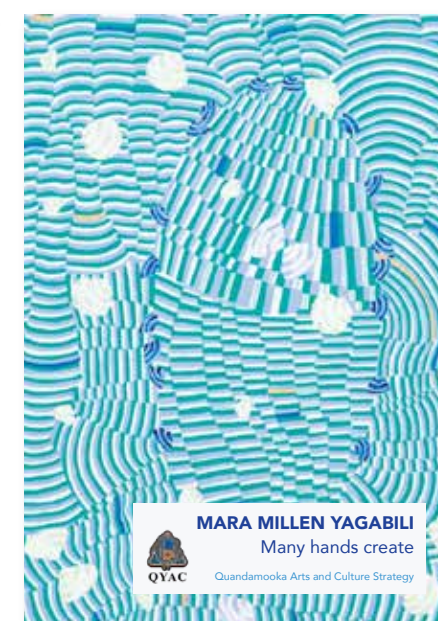
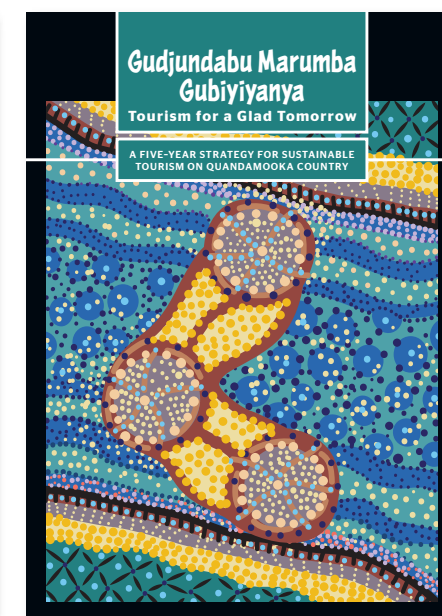
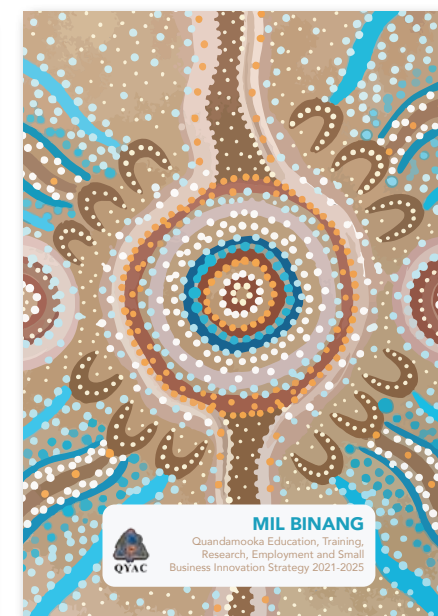




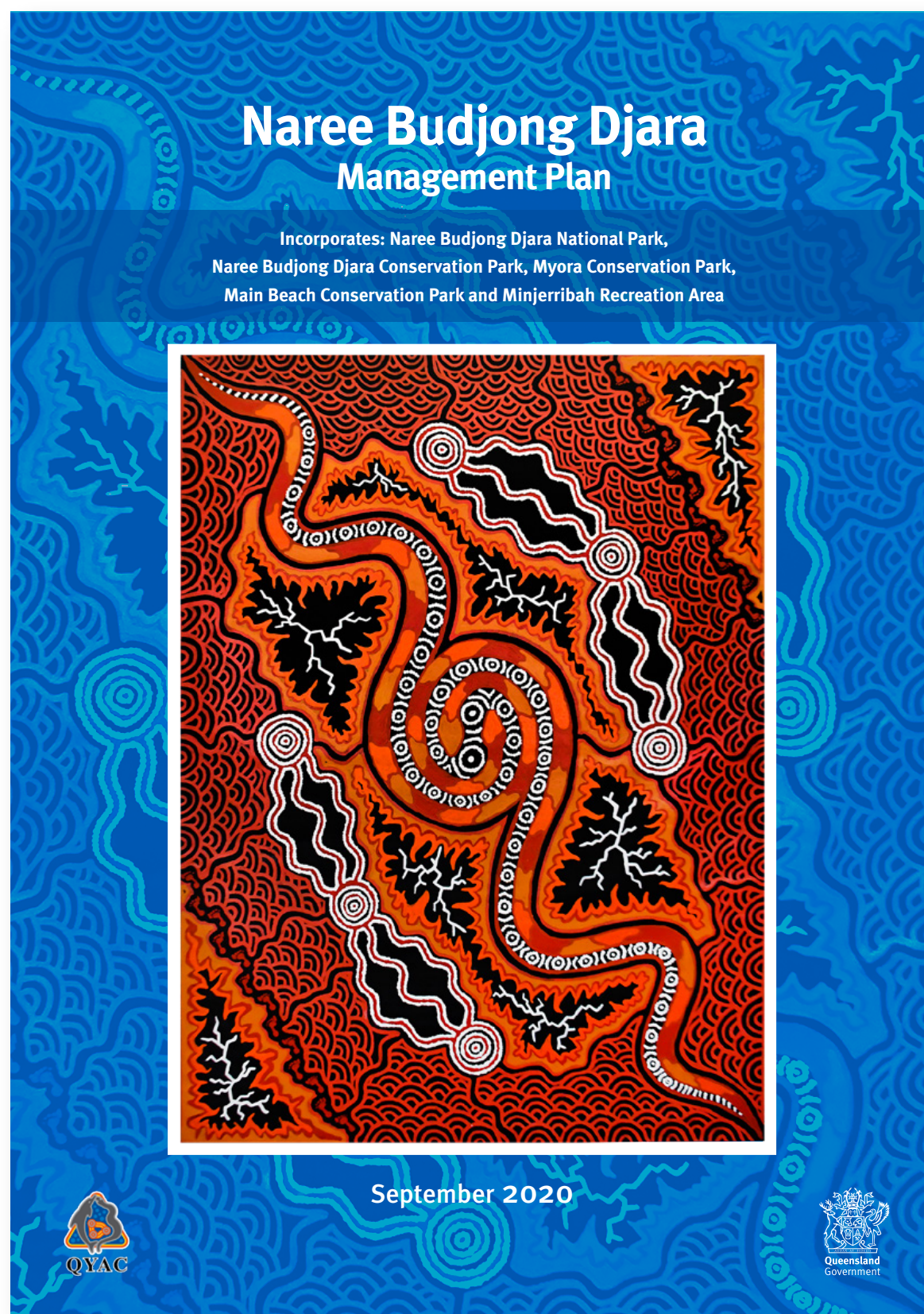
## BECOME SELF SUFFICIENT

- QYAC will continue to generate revenue streams through agreements, and progress outcomes that assist in the growth of both the Quandamooka People's funds (held in trust) and QYAC's revenue base.
- Examine ways to develop a strong financial strategy, planning, and growth for QYAC and the Quandamooka People's funds.
- Build capacity of Quandamooka People to manage our Quandamooka estate through building partnerships, bringing external knowledge into the organisation, and training our own people to care for and manage Country.
- Continue to operate Minjerrabah and Mulgumpin camping to generate employment and revenue.
- Continue the following sub committees to support the implementation of strategies and plans:
  - Land and Sea Committee – to develop planning, policy and frameworks for QALSMA to manage land and sea, national parks, climate change, on Country research, post-mining contamination and land recovery.
  - Finance Audit and Risk – to create rules and systems for financial management, governance and compliance with regulators.
  - Investment Committee to develop strategy, filter proposals and drive forward feasible business opportunities out of QYAC's key plans and strategies.
- Generate systems, policies and procedures for land allocation, living and economic development on Country.
- Educate Traditional Owners about native title, land management, cultural heritage, business, economics and law to ensure development of future leaders and strong governance.
- Leverage economic outcomes from the Brisbane 2032 Olympic and Paralympic Games.
- Create revenue opportunities in innovation, research and education.

## QYAC'S KEY PLANS AND STRATEGIES







## STRATEGY ONE

Scan to view the full document



## Management directions

Through joint management, QYAC and QPWS manage Naree Budjong Djara and Gheebulum Kunungai National Parks, to protect the cultural and natural values and deliver legislative, cultural and management obligations as joint land managers under the NCA and IMA.

### Joint management partnership and cultural heritage management

#### Management direction statement

Joint management partnership and cultural heritage management of Naree Budjong Djara and Gheebulum Kunungai National Parks

Quandamooka People's rights and interests are key to the joint management arrangements under the IMA. As joint managers, QYAC and QPWS manage Naree Budjong Djara and Gheebulum Kunungai National Parks to protect the integrity of the diverse natural and cultural values in accordance with traditional knowledge.

QPWS and QYAC have obligations to each other in supporting the delivery of:

- IMA arrangements for joint management
- cultural heritage management
- Quandamooka People's native title rights and interests.

#### Desired level of service and strategic management direction

**Desired level of service:** Joint management partnership and cultural heritage management will be managed at an 'exceptional' LoS through enhancing knowledge and management capacity and partnerships, to protect and enhance Quandamooka People's rights, interests, cultural values and aspirations.

### Fire management

#### Desired level of service and strategic management direction

**Desired level of service:** Fire will be managed to a 'very high' LoS through improved knowledge, management capacity and partnerships, to protect and reduce risk of life and property and to protect and enhance Quandamooka cultural values.

Research and innovation partnerships with industry and relevant government agencies like Queensland Fire and Rescue Service for fire management on Mulgumpin.





### Pest management

**Desired level of service:** Pests will be managed to a ‘high’ LoS through improved knowledge and a more strategic approach to management and protection of the cultural and natural values.

### Natural values management

**Management direction statement**  
Natural values management for Naree Budjong Djara and Gheebulum Kunungai National Parks

QYAC and QPWS manage natural values in accordance with the NCA, EPBC, Environmental Protection Act 1994 (Qld) and relevant international agreement guidelines, and by incorporating traditional ecological knowledge.

Naree Budjong Djara and Gheebulum Kunungai National Parks has significant natural values, including endangered regional ecosystems, and Quandamooka cultural heritage elements. The condition of natural values will be monitored through the implementation of the Naree Budjong Djara and Gheebulum Kunungai National Parks Monitoring and Research Strategy.

Threatening processes will be managed through the implementation of Naree Budjong Djara and Gheebulum Kunungai National Parks’s fire, pest and visitor strategies.

Naree Budjong Djara and Gheebulum Kunungai National Parks’ natural values are closely associated with, or inseparable from, Quandamooka People’s cultural value of healthy Country and landscapes. To manage and improve natural values is to improve the condition of cultural landscape values.

### Desired level of service and strategic management direction

**Desired level of service:** Natural values will be managed to a ‘very high’ LoS through improved knowledge and a more strategic approach to management and protection of the natural key values.

### Historic cultural heritage management

**Management direction statement**  
Historic cultural heritage management for Naree Budjong Djara and Gheebulum Kunungai National Parks

QPWS and QYAC manage historical sites in accordance with the NCA and Queensland Heritage Act 1992 (Qld).

There are no identified heritage sites of significance within Naree Budjong Djara and Gheebulum Kunungai National Parks and none listed on the Queensland Heritage Register or Australian National Heritage List. Accordingly, the ‘acceptable’ LoS has been applied.

Sites identified or contained in future planning areas will be managed in accordance with contemporary heritage management provisions.

### Desired level of service and strategic management direction

**Desired level of service:** Historic cultural heritage values will be managed to an ‘acceptable’ LoS.

### Visitor management

**Management direction statement**  
**Desired level of service and strategic management direction**

**Desired level of service:** Visitor values will be managed to a ‘high’ LoS through improved knowledge and a more strategic approach to management and protection of the visitor values.



Commercial tourism operators will be managed more effectively and efficiently. Partnerships with relevant tertiary institutions will be created to research capacity of camp grounds and 4WDs on Mulgumpin.

### Community, partnerships and other interests

**Management direction statement**  
Community, partnerships and other interests associated with Naree Budjong Djara and Gheebulum Kunungai National Parks

Naree Budjong Djara and Gheebulum Kunungai National Parks provides sustainable environmental, economic and social benefits. QYAC and QPWS are committed to working with the community and other partners to ensure activities and infrastructure are ecologically sustainable and continue to benefit Quandamooka People, the wider community, and Queensland’s economic and social wellbeing as outlined in QPWS’s Master Plan (QPWS 2014). Permitted activities are administered in accordance with the requirements of the NCA, RAMA and other relevant legislation. This will include the creation of eco-certification for commercial tour operations and service providers.

Throughout Naree Budjong Djara and Gheebulum Kunungai National Parks are bores monitored by SEQwater. QYAC and QPWS authorise the continued use of bores to monitor the level and quality of groundwater across Naree Budjong Djara and Gheebulum Kunungai National Parks in perpetuity.

### Desired level of service and strategic management direction

**Desired level of service:** Community, partnerships and other interests will be managed to a ‘very high’ LoS through improved engagement.

### Field management capability

**Management direction statement**  
Field management capability for Naree Budjong Djara and Gheebulum Kunungai National Parks

Managing natural and cultural areas has varying degrees of complexity. Field management capability is a measure of this complexity and considers the significance of the planning area’s values, potential threats, intensity of visitor use and community expectations. It considers the required proximity, frequency and intensity of on-ground management that are needed to manage key values and meet legislative obligations. The rating provides QYAC and QPWS with a means for gauging resource requirements and staff training needs.

**Desired level of service:** Field management capacity will be managed to a ‘high’ LoS through additional support to manage, protect and enhance Naree Budjong Djara and Gheebulum Kunungai National Parks key values.

### Operational planning and management support

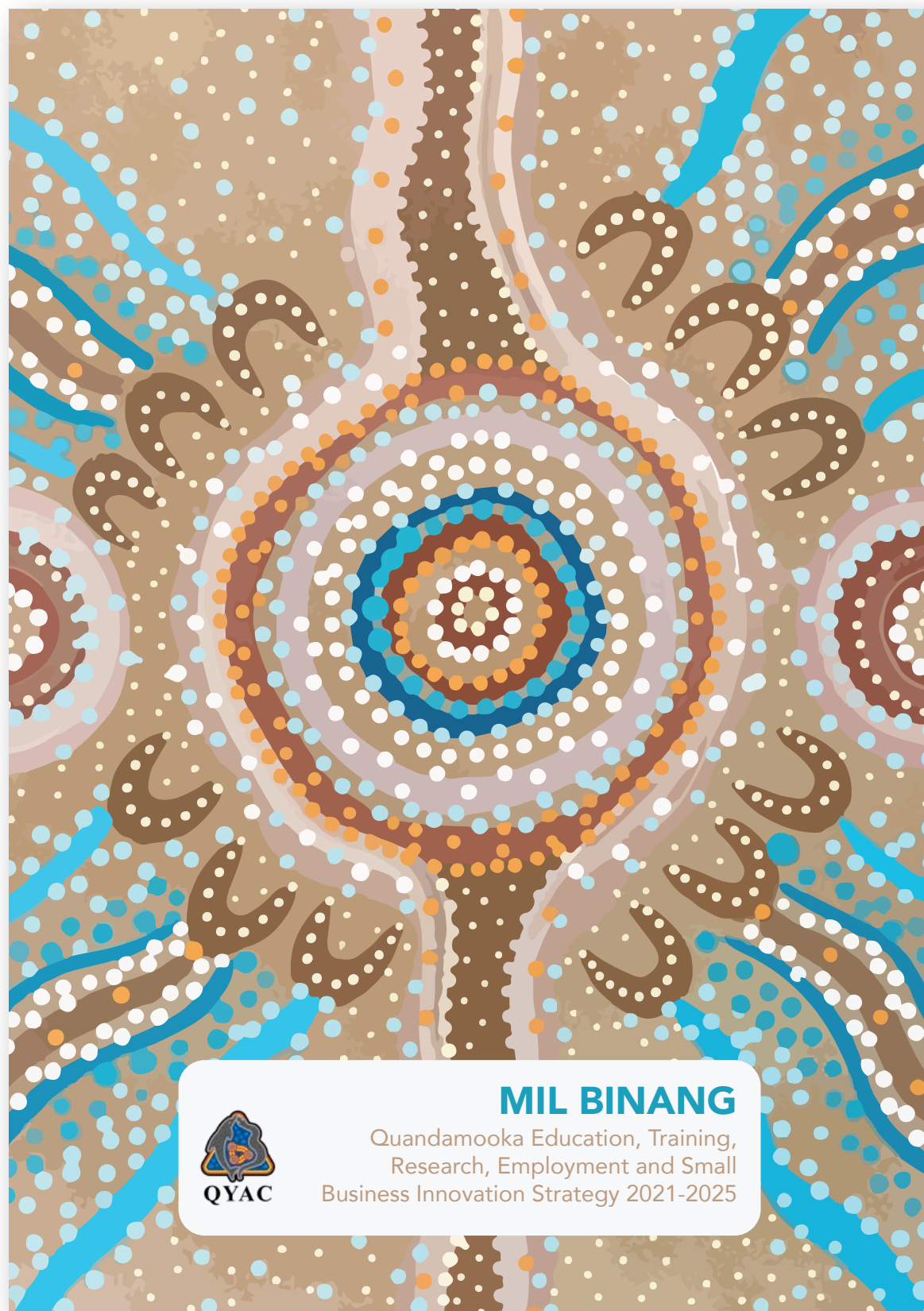
**Management direction statement**  
Operational planning and management support for Naree Budjong Djara and Gheebulum Kunungai National Parks

Operational planning and management support covers all aspects of management direction including information, assessments, systems, tools and monitoring. As with field management capability, Naree Budjong Djara and Gheebulum Kunungai National Parks’ values, potential threats, intensity of visitor use and community expectations are considered when determining the appropriate levels of service.

### Desired level of service and strategic management direction

**Desired level of service:** Operational planning and management capacity will be managed to a ‘high’ LoS through ongoing support to manage, protect and enhance Naree Budjong Djara key values.







**MIL BINANG**  
 Quandamooka Education, Training,  
 Research, Employment and Small  
 Business Innovation Strategy 2021-2025

## STRATEGY TWO

Scan to view the full document



### Our Vision

While the strategy is focused on Minjerribah, it will benefit all Quandamooka People. As Minjerribah transitions from sand mining to a new economic future, our vision is to support a strong local economy that provides all Quandamooka People with an opportunity to participate in education, training, research, employment, business development and innovation activities, and pursue a prosperous future of their choice. To achieve this vision, four key objectives will be pursued, drawing on the strengths of Quandamooka Country, the community and QYAC, and working together to address challenges and capitalise on our competitive advantages.

Quandamooka People have good prospects and confidently pursue economic opportunities.

Quandamooka Country is world renowned for fostering education, innovation and research.

The Quandamooka community drives and leverages jobs and investment, supported by resilient, sustainable small businesses.

QYAC is a leader in edu-tourism experiences, native title, cultural protection and ensuring a sustainable economic future for Quandamooka People.







**ACTION 1:** To improve the skills of, and the job opportunities for Quandamooka People.

To achieve this outcome, we will continue to work with key partners and invest in the education, training and skill development of Traditional Owners and local people and focus on setting young Quandamooka People up for success.



**ACTION 2:** Quandamooka Country is world renowned for fostering international education and training, innovation and research

Working with our partners, QYAC will continue to encourage, empower and support opportunities for education and training, innovation and research on Quandamooka Country to maximise the benefit of our competitive advantages.



**ACTION 3:** The Quandamooka community drives and leverages jobs and investment based on resilient, sustainable small businesses

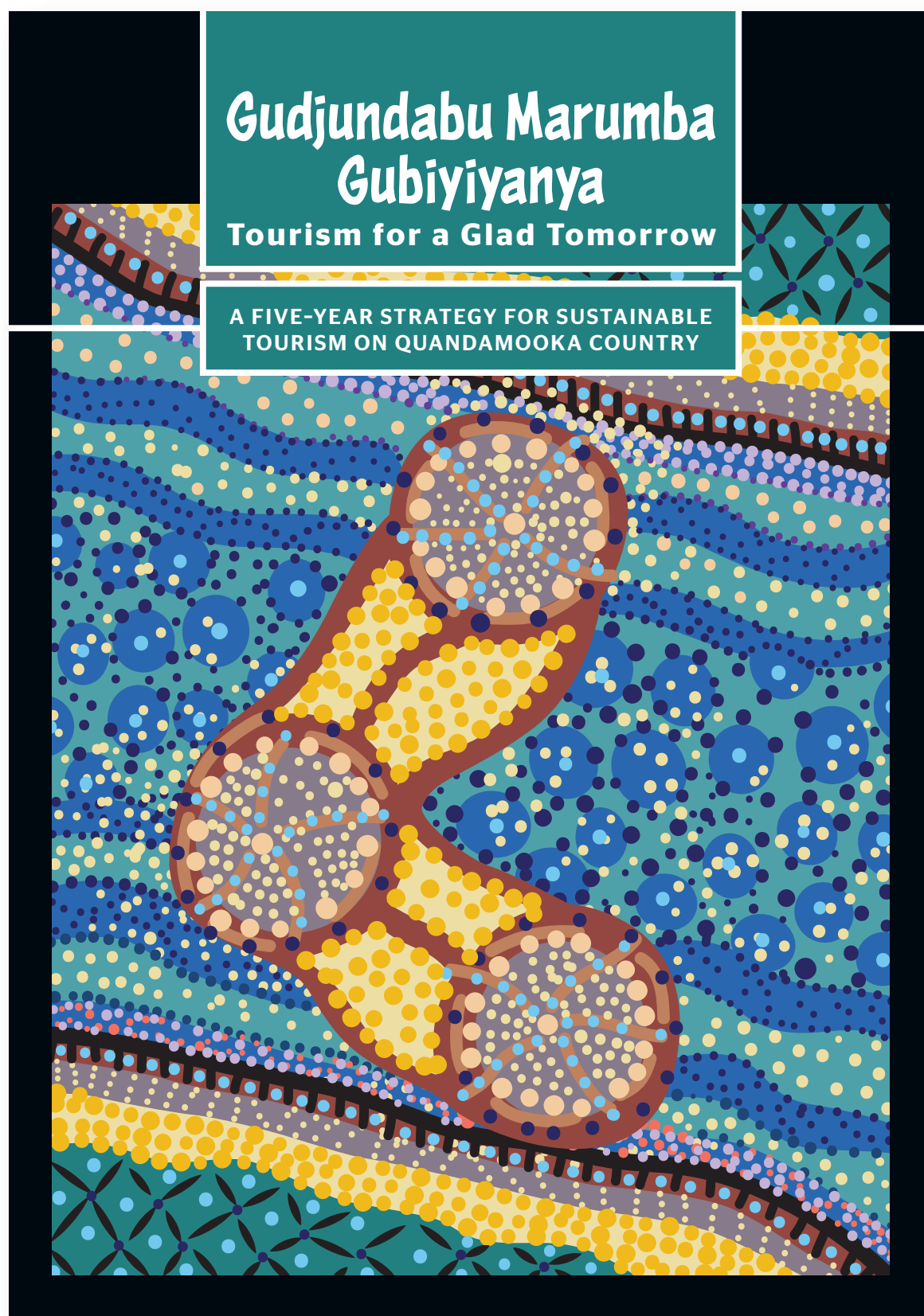
Working with our partners and the Quandamooka small business community, we're taking steps to further support the small business community across Quandamooka Country – including sustainable economic opportunities in new industries – so that we leave only footprints on Country.



**ACTION 4:** QYAC is a leader in edu-tourism experiences, native title and cultural heritage protection and ensuring a sustainable economic future for Quandamooka People

QYAC will build on achievements to date in caring for Country protecting native title and advancing the economic futures of Traditional Owners and local people.





## STRATEGY THREE

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## Vision

A global ecocultural tourism destination built on a foundation of Quandamooka culture and sustainability.

## The Quandamooka Perspective

Quandamooka Country is Quandamooka People's sanctuary that we have carefully managed for thousands of generations.

We acknowledge that our physical, spiritual and emotional wellbeing and connection to Country has been handed to us by our ancestors. Through our continued cultural practices we maintain, protect and nurture our cultural and natural values across all of Quandamooka Country for our children's children.

Quandamooka People have always shared our sanctuary with others who respect our values. We must ensure that there is always sufficient space and time for Quandamooka People to access and enjoy Country and resources and to undertake cultural activities.

While Quandamooka People will continue to control how our sanctuary is shared, our sincerest wish is for visitors to feel welcome and be enriched through engagement with Quandamooka People, Country and Culture.

## Objectives

- Providing self-determination opportunities for Quandamooka People through economic development, including employment, procurement and gaining an equitable share of the income generated from tourism activities.
- Enabling Quandamooka People to provide fulfilling and authentic experience for visitors in the environment and culture of their Country.
- Supporting Quandamooka People to have sufficient space and time to access and enjoy Country and resources, and to undertake cultural activities.
- Placing ecological and cultural sustainability as the primary requirement for tourism on Quandamooka Country. This includes researching capacity of the Islands and aligning management of tourism accordingly.



# Guiding Principles

The intent of the guidelines is to assist with the future of sustainable tourism development across Quandamooka Country by:

- caring for Country is a priority for Quandamooka People
- encouraging a consistent approach to planning for tourism
- ensuring tourism planning and development is considered at the strategic planning stage, as part of the wider planning context
- supporting the Larrakia Declaration on the development of Indigenous tourism, which provides the foundation for advancement of global Indigenous tourism.

The 10 guiding principles are developed and endorsed by the Quandamooka Yoolooburrabee Aboriginal Corporation.

1. Maximise ecological and cultural sustainability before economic benefit.
2. Maximise the material, cultural and environmental benefits for Quandamooka People.
3. Provide sufficient space and time so that Quandamooka People always have access to enjoy Country and cultural resources, and to undertake cultural activities.
4. Support Quandamooka People to play the lead role in management and governance through the Quandamooka Yoolooburrabee Aboriginal Corporation.
5. Promote understanding, recognition and respect for Quandamooka culture and values.
6. Maximise employment, procurement, capacity building and participation for Quandamooka People.
7. Promote innovative approaches to raising awareness of Quandamooka Country and its cultural and wildlife significance.
8. Require that tourism and businesses operations on Quandamooka Country are culturally respectful, recognise and protect intellectual property, and traditional knowledge of Quandamooka People, and provide eco-certified products.
9. Continue to promote practices and behaviours to eliminate waste and emissions on Quandamooka Country.
10. Meet the costs of shared (common good) tourist infrastructure and facilities by equitable contributions from all tourist operators and community beneficiaries.

# Action Areas

## 1 ENSURING CULTURAL RESPECT, SECURITY, ACCEPTABLE ECOLOGICAL AND ENVIRONMENTAL FOOTPRINTS AND IMPACTS

Immerse Quandamooka Culture (language, art, food, and cultural protocol) throughout the tourism products operating on Quandamooka Country.

### 2A INFRASTRUCTURE

Continue to complete the projects under the Minjerribah Futures (North Stradbroke Island Economic Transition Strategy) include the:

- QUAMPI Cultural Centre
- Whale Interpretive Facility
- Minjerribah Ganaba
- Minjerribah Signage
- Minjerribah Recreational Trail Master Plan
- Minjerribah Camping Upgrades
- Additional projects include:
  - Keyhole Recreation Upgrade
  - Mulgumpin Great Walk
  - Kaboora (Blue Lake) Circuit

### 2B PLANNING & REGULATION

- Deliver a capacity audit for tourism in Quandamooka Country.
- Assist with the Goompi Master Plan.
- Develop a Minjerribah Transport Plan.
- Mainland to islands and inter-island connectivity.
- Continue to be involved with other key tourism planning and projects in the region including Toondah Harbour and Brisbane Cruise Ship Terminal.
- Provide cross compliance training and authorisation.

## 3 EDUCATION, TRAINING, EMPLOYMENT AND ECONOMIC DEVELOPMENT

- Identify supply chain opportunities for tourism operators.
- Support joint business development for tourism operators.
- Develop a Quandamooka Country Tourism Employment, Education and Training Plan.
- Continue to develop a tourism and training hub via Minjerribah Ganaba to include tourism (bookings and administration) and hospitality (food preparation and barista) training courses and accreditation.

## 4 PRODUCT DEVELOPMENT, EVENTS AND EXPERIENCES

- Progress product development for the following:
  - Recreational Trails
  - Koala Tours
  - Jarjum (Children) educational tourism for schools
  - International student educational tours
- Develop and progress cultural competency and heritage training.
- Develop product offerings that will showcase Quandamooka arts and First Nations contemporary arts programming to complement the Minjerribah Cultural Centre.
- Continue to host the Quandamooka Festival as an iconic Queensland event.

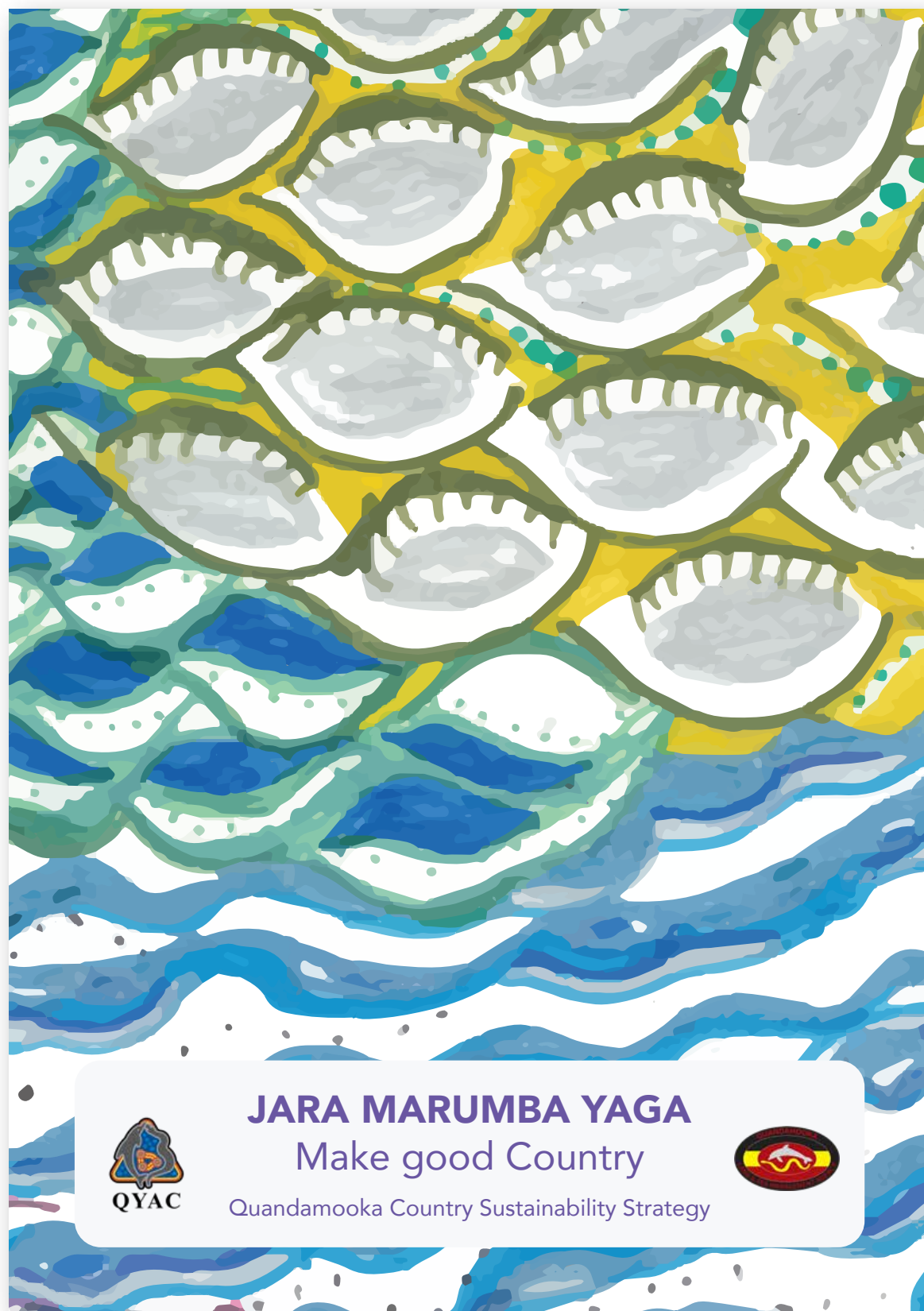
## 5 MARKETING

- Develop a five-year Quandamooka Sustainable Tourism Marketing Plan in partnership with the Department of Innovation, Tourism Industry Development and the Commonwealth Games, Tourism and Events Queensland, Brisbane Marketing and Redland City Council.
- Establish and position the Minjerribah Cultural Centre as a centre for contemporary Indigenous Arts.

## 6 STRATEGIC PARTNERSHIPS

- Establish investment partners for tourism infrastructure and products that understand and align with Quandamooka People's vision for tourism on Country.





## STRATEGY FOUR

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## Vision

Our Vision Statement

We live where we work, we all want a healthy community on Quandamooka Country.

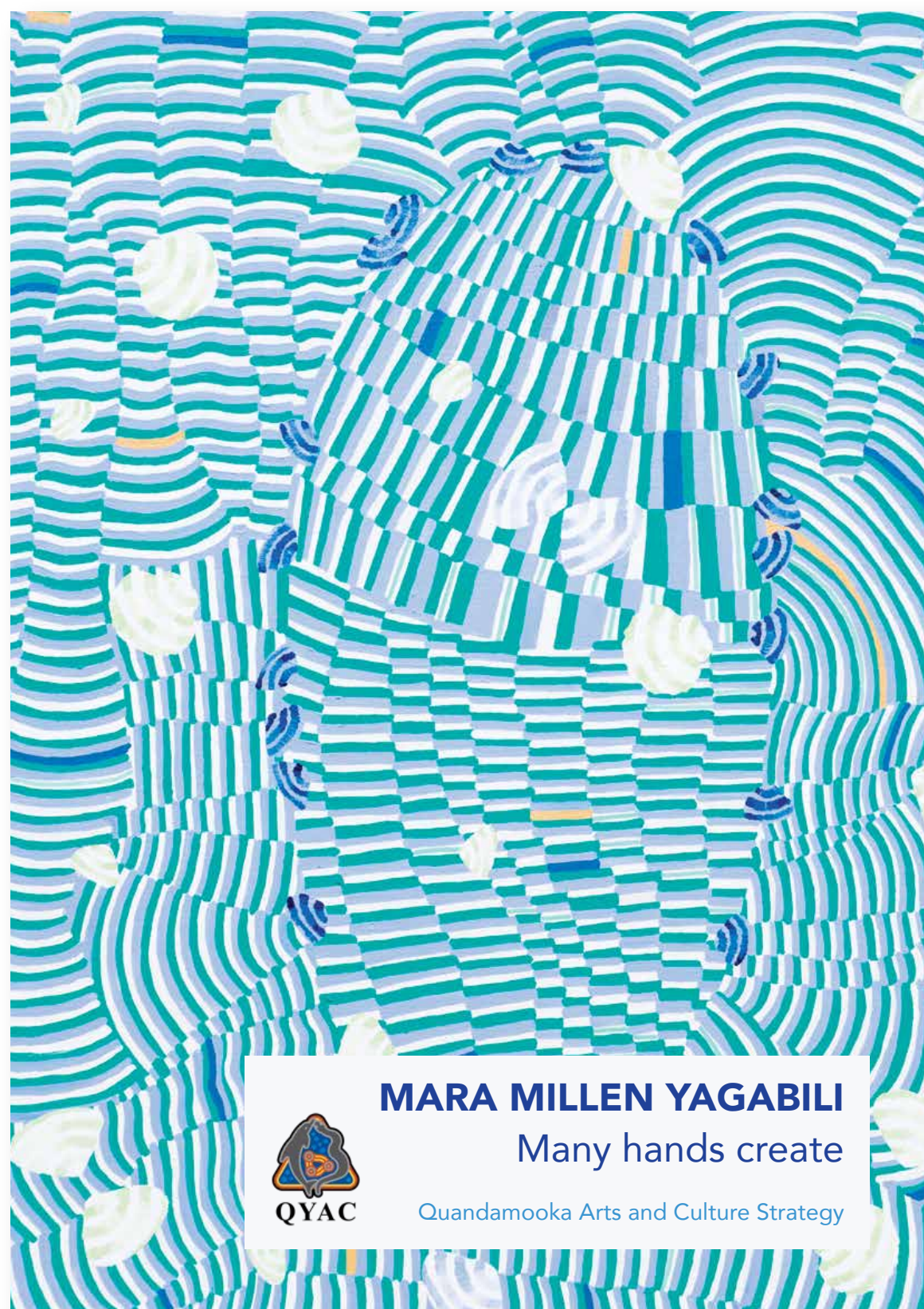
We commit to doing our work in the most socially, culturally and environmentally responsible manner.

We commit to working towards a zero net waste and emissions future to become the most sustainably managed sand islands in the world!









## STRATEGY FIVE

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### Our Vision

Bringing people together,  
continuing our living culture and  
strengthening our Country and  
community

### Guiding Principles

The following principles underpin the Arts and Cultural Strategy:

- Abide by and uphold protocol and law including that knowledge is owned by Quandamooka families and that our families have the right to protect their intellectual and cultural property.
- Foster strong local, national and international partnerships and collaborations.
- Quandamooka People will determine which other Aboriginal, Torres Strait Islander and international First Nations and non-Indigenous artists, arts workers and organisations we will welcome and host on Country and partner.
- Present high-quality multi-art form works in traditional and contemporary forms.
- Benchmark against national and international excellence in Indigenous leadership and management.



# Strategies and actions



## Inspiring artists and arts workers

We will provide opportunities for Quandamooka People, young and old, to actively engage with and be inspired by art.

## Strengthening arts and cultural practice

We will encourage and support opportunities for emerging artists through to professional artists across art forms to create traditional and contemporary work.

## Elevating artists locally, nationally and internationally

We will support artists to show, exhibit, perform and share work on Quandamooka Country and beyond.



## Sharing culture and educating through the arts

We will build collections and programs for sharing Quandamooka arts and culture.

## Practicing arts for sustainability and innovation

We will encourage language, arts and culture for social, cultural, emotional and economic well-being

## Embedding Quandamooka creative leadership

We will recognise and support the experience, skill and leadership of artists and arts workers.





## STRATEGY SIX

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**Vision**

*To support our  
traditional economic  
base through  
sustainable and  
culturally appropriate  
management of  
Quandamooka Country's  
natural and cultural  
resources.*

*Healthy Country  
supporting a vibrant  
and thriving economy  
and healthy people.*





## Protect

Protect Quandamooka Country through the following actions:

- Invasive flora effectively managed across Quandamooka Country to reduce impacts on native flora and fauna.
- Disease threat protocol and management to ensure the protection of Quandamooka Country.
- Recognition of Minjerribah and Mulgumpin's significance as a sanctuary for Quandamooka flora, fauna, and people
- Undertake a review of ship-based sewage output, in line with the proposed World Heritage area.
- Protect traditional hunting resources through vessel strike reduction initiatives.
- Ensure marine infrastructure is designed in a way that respects Country and that Quandamooka People are consulted before it is created.
- Introduce monitoring regimes on Quandamooka Country to ensure that agricultural systems and production do not impact on native flora, fauna, and ecosystem health.
- Improve commercial permitting processes to recognise Quandamooka interests and not undermine Native Title rights.
- Protect the Jandai language, resources, Quandamooka brand, arts, culture, and traditional knowledge and science.
- Ensure Moreton Bay water quality is supported through a comprehensive catchment health monitoring program.



## Encourage

Encourage new opportunities, businesses, and partnerships that contribute to a restorative economy for Quandamooka Country through the following actions:

- Seek opportunities for Quandamooka-led habitat restoration including shellfish, reef, seagrass, and saltmarsh.
- Foster Quandamooka-owned and run commercial fishing business opportunities.
- Enhance Quandamooka involvement in existing and future agricultural and marine industries.
- Increase opportunities in new sustainability industries such as carbon capture, nutrient storage, and blue carbon.
- Advocate for Quandamooka People to play the lead role in fisheries industry compliance on Quandamooka Country including the protection of resources from overuse and pollution.
- Ensure the development of fisheries policies include:
  - o The integration of traditional law and custom into fisheries management regimes and harvest strategies for Quandamooka Country.
  - o Recognition of the impact of disease and overfishing on traditional fisheries industry and cultural resources and ensuring it is acknowledged in government responses.



## Promote

Promote the Quandamooka brand through the following actions:

- Increase economic outcomes by localising the supply system on Quandamooka Country with consent and support of Quandamooka People through:
  - o The use of local timber and quarry materials in landscaping and living.
  - o Primary production utilising local materials (such as timber for hive production).
  - o Retaining Quarry materials to be used within Quandamooka Country.
- Strengthen the sense of place, ownership, and identity through establishing partnerships between producers, manufacturers, local businesses, and restaurants to create a strong brand associated with Quandamooka Country.
- Educate Quandamooka People of their resource collecting rights under the *Native Title Act 1993 (Cth)*, as well as the wider community.



## Grow

Grow the economy, opportunities, and the future to ensure a glad tomorrow for the generations of Quandamooka People to come through the following actions:

- Advocate to the Queensland Government for a Quandamooka allocation of commercial fishing licenses and moorings, in addition to ensuring Indigenous Fishing Permits are accessible within sustainable limits and allow Quandamooka People to supply products to their own communities and surplus into the mainstream market.
- Investigate the feasibility of an Aquaculture facility on Minjerribah.
- Continue to progress honey production on Quandamooka Country through Native and European honeybees.
- Progress cultural forestry practices in priority locations on Quandamooka Country.
- Pursue opportunities in the horticultural space through undertaking a feasibility assessment to assess the market viability
- Investigate the commercial potential of medicinal/pharmaceutical/nutraceutical uses of plant and animal species on Quandamooka Country.
- Undertake an opportunities analysis to identify suitable locations for agriculture by mapping what is existing, what could exist, and soil types and rainfall to support the appropriate use of landscapes.
- Investigate the commercial viability of freshwater resources for sustainable small-scale enterprises.
- Explore opportunities and viability of forestry production on Quandamooka Country.





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