Welcome

Welcome to Gold Coast 2022, the Council of the City of Gold Coast’s (the City) Corporate Plan.

Gold Coast 2022 supports the implementation of the City Vision – ‘Inspired by lifestyle. Driven by opportunity.’ It describes the outcomes we are working towards; our key plans and programs and signature actions the City aims to deliver over the next few years. This plan builds on the directions and priorities of Gold Coast 2020, endorsed by Council in 2014.

The city is well placed after hosting the Gold Coast 2018 Commonwealth Games (GC2018) to leverage the infrastructure; investment and international exposure from this world-class event. GC2018 is seen by the City as an important catalyst for city growth and development and is expected to deliver significant benefits for our city over the coming years.

Gold Coast 2022 focuses on Gold Coast families and will ensure that decisions we make today will allow our children and grandchildren to enjoy fulfilling lives in our great city. We want children that are born in the city today to be raised, educated, employed, have their own families and retire here on the Gold Coast.

Gold Coast 2022 aims to protect our enviable Gold Coast lifestyle, ensuring that future generations are proud to call the Gold Coast home.
Mayor’s message

The Gold Coast continues to mature as we work to broaden our economy and carve out a bright future for residents, and our 13.1 million annual visitors.

The 2018 Commonwealth Games was a pivotal moment in our history, not just for the 12 days of sporting success but for the world-wide exposure it provided our city.

Today, our focus is on maximising legacy benefits from GC2018 in areas such as transport, public safety, volunteering, investment, sports training and tourism.

What people saw during the Games was a city filled with community pride, and a community with a ‘can-do’ spirit.

The balance is to maximise these legacy opportunities while retaining our envious lifestyle, protecting our precious green and open space and continuing to develop the infrastructure needed to take the city into the next decade and beyond.

An area we are focusing heavily on is ‘social inclusion’. During GC2018, more than 45,000 people registered to be volunteers, with 15,000 chosen as ambassadors. That level of interest underscored the strength and vibrancy of our community, one where people want to give back.

Having a five year plan such as GC2022 allows us to ensure we retain that community spirit through a suite of programs and activities. The plan is a blueprint for how we can create more jobs for today’s and tomorrow’s workers.

We are targeting jobs in diverse industries including health, medical science, sport, marine manufacturing, IT and tertiary education. Diversifying our economy allows us to become less reliant on the two economic pillars that have served us so well for many decades – tourism and construction.

A diversified economy is a smart economy and we are making the right moves to create smart jobs for our youth.

In the fields of arts and culture, we are creating the city’s cultural heartland with the HOTA (Home of the Arts) amphitheatre now open, and the City Art Gallery construction underway.

The GC2022 Plan supports the continued evolution of this great city in years to come.

TOM TATE BE (UNSW)
Mayor

Chief Executive Officer’s message

In April 2018, the City of Gold Coast hosted the XXI Commonwealth Games (GC2018) after eight years of planning, infrastructure construction and readiness activities.

The 12 day event was broadcast to around 1.5 billion people worldwide and delivered a wide range of economic, social and environmental benefits before, during and after the Games.

The benefits include new and upgraded infrastructure, trade and investment opportunities, increased tourism and event attraction and improved public transport, city security and public safety outcomes – to name just a few.

Importantly, our GC2018 story is not over yet. There are many more benefits that will continue to be realised over the life of our refreshed Corporate Plan.

Our other programs of work support the City’s strategic agenda, which now includes transport, beaches, culture, economic development, solid waste, our natural city and of course, the City Plan to guide our growth.

We will also add a water strategy to our strategic agenda to recognise the importance of managing this valuable resource sustainably and in an integrated manner to support our water lifestyles, water quality, urban planning and water services into the future.

Key infrastructure investments will include a new art gallery and green bridge for HOTAs; Stage 1 of a major upgrade to the City’s recycled water release network, construction of an artificial reef to protect the Palm Beach shoreline and continued planning for Stage 3A of the Gold Coast Light Rail network.

Gold Coast 2022 also retains its strong focus on technology, recognising the need to invest in innovative solutions to meet the growing demand for real-time information and smart city solutions. It is a critical element to any city’s prosperity in this knowledge-based era, ensuring we remain globally competitive as a preferred city to live, work, visit and invest.

Please read on for more detail on Gold Coast 2022 – there is so much more to come.

DALE DICKSON PSM
Chief Executive Officer
Introduction

Our City Vision ‘Inspired by lifestyle. Driven by opportunity,’ informs strategic planning for the city. Gold Coast 2022 supports the delivery of the City Vision through three themes – Place, Prosperity and People.

Gold Coast 2022 identifies what we need to do between now and 2022 to work towards the City Vision. Implementation is supported by robust planning, responsible management and the active engagement of the community.

City Vision

Inspired by lifestyle. Driven by opportunity.

Gold Coast 2022

PLACE

Our city provides a choice of liveable places
We live in balance with nature
We manage our resources for a sustainable future
We can get around the city easily
We are an active digital city
Our modern centres create vibrant communities
Everyone can enjoy a beach experience
Our city is resilient to natural hazards

PROSPERITY

Our city’s economy is diverse and innovative
We have a thriving cultural economy
We have infrastructure that supports productivity and growth
We are a city with a strong and globally competitive business environment
We are a globally recognised tourism destination
We have a positive global reputation

PEOPLE

Our city is safe
We are proud of our city
Our community is inclusive and supportive
Our city embraces culture every day
Our city provides a wide range of job opportunities
We are an active and healthy community

Supporting the delivery of Gold Coast 2022

We plan for the future of the city. We manage the city responsibly. We actively engage residents, customers and visitors.

Strategies supporting this plan are identified using the following icons:

- Culture Strategy 2023
- Gold Coast City Transport Strategy 2031
- Ocean Beaches Strategy 2013–2023
- Economic Development Strategy 2013–2023
- Solid Waste Strategy 2024
- City Plan
- Our Natural City
From 4 to 15 April 2018, the Gold Coast shone on the world stage as 1.5 billion people tuned in to see the city host the 21st Commonwealth Games.

Welcoming more than 6,500 athletes and team officials from 71 nations and territories, the 2018 Gold Coast Commonwealth Games was the largest sporting event in Australia for more than a decade.

The program featured:

- an extensive multi-sport program – attracting approximately 1.2 million ticketed spectators
- Festival 2018 – Queensland’s largest ever arts and cultural festival with more than 1,000 free performances, activities and public art displays run during the 12 days of GC2018 attracting more than 550,000 participants
- Trade 2018 – trade and investment events, attracting interest from the 71 nations and territories that make up the commonwealth.

In partnership with the Queensland Government, the Gold Coast Organising Committee (GOLDOC) and other key stakeholders, the City of Gold Coast played a key role in delivering GC2018. On the frontline, numerous City departments were involved to organise and keep the city moving in the lead up to and throughout the Games period.

In the years leading up to the Games, the City applied a benefits management framework to help inform strategic decision and allocate funding and staff resources to achieve the best GC2018 outcomes for the Gold Coast.

The overall result was astounding with more than $2 billion invested into our local economy, creating jobs and kick-starting infrastructure projects that delivered a world-class event and left a lasting legacy for the Gold Coast community.

The $1 billion investment into city infrastructure including duplication of parts of the heavy rail line, delivery of the Light Rail Stage 2 project and substantial improvements to major roads and intersections.

More than $200 million was allocated to upgrading existing and developing new sporting venues including the Gold Coast Sports...
and Leisure Centre at Carrara, Coomera Indoor Sports Centre, Gold Coast Aquatic Centre and Gold Coast Hockey Centre. These venues are now well used by our local community and attracting more and more national and international sporting events to the Gold Coast. In fact, the Gold Coast was named a 2018 World Festivals and Events City by the International Festival and Events Association.

The legacy from the Commonwealth Games Village is being transformed into a permanent mixed-use residential community with seven hectares of new parklands, more than 1200 dwellings and supporting local retail outlets. This project also delivered nine hectares of ready to build on land within the Gold Coast Health and Knowledge Precinct.

The newly constructed super stage at Village Roadshow Studios at Oxenford, host to GC2018 squash matches is the largest sound stage in the southern hemisphere and consolidates the city's position as a film production location of choice. Several blockbusters have been already produced at the studio with others earmarked for the near future.

Another legacy was the Gold Coast Commonwealth Walkway, the first of its kind outside the United Kingdom, created in partnership between City of Gold Coast and The Outdoor Trust. The 10 kilometre walk is marked by historical points of interest as it meanders from Southport to the Gold Coast Cultural Precinct and Council chambers at Evandale.

GC2018 also spurred on a renewed interest in the development of the Gold Coast’s arts and cultural sector further supporting the City’s ongoing investment in and development of the HOTA (Home of the Arts) precinct.

Other legacy benefits from GC2018 include:

- public art installations
- enhanced CCTV network
- upgrades to existing parks including Kurrawa Terrace at Broadbeach which is the Gold Coast’s first dedicated beachfront event site
- Eat Safe Gold Coast, a new food safety star-rating system which makes it easy for diners to identify establishments with high standards of food safety. Many businesses are now registered with the program and display their stars with pride
- streetscape works and upgrades to Southport and Broadbeach malls.
- new cycle-ways, footpaths and walkways including the Mangrove Deck at the Broadwater Parklands, built as an interpretive area for students and visitors to learn about the area’s mangrove wetlands and indigenous history.

Overall, the City is continuing to leverage and build on the legacy of GC2018 to ensure our Gold Coast community continues to realise benefits for many years to come.
What we want to see by 2022

1.1 Our city provides a choice of liveable places
We can choose diverse lifestyle and housing options.

1.2 We live in balance with nature
We manage quality rural and urban living while looking after the future of the city’s rainforest, bushland, waterways and open space.

1.3 We manage our resources for a sustainable future
We innovate to protect our water resources, maximise recycling and reduce waste.

1.4 We can get around the city easily
We have a reliable and integrated city transport system.

1.5 We are an active digital city
We use data and real-time information to shape our city.

1.6 Our modern centres create vibrant communities
We can work, live and play in our local neighbourhoods.

1.7 Everyone can enjoy a beach experience
Our beaches are open and accessible to everyone.

1.8 Our city is resilient to natural hazards
We can adapt to change.
Broadwater Parklands and Gold Coast Aquatic Centre, Southport

Providing beach access, Burleigh Heads

G:Link light rail, Broadbeach
Light Rail from Gold Coast University Hospital to Broadbeach carries 20,000 people daily, extension will link the Hospital to Helensvale (7.3km)*

4 April 2018 marked the successful hosting of GC2018

43% of total waste collected was recycled*

14 Surf breaks in the World Surfing Reserve*

43% of total waste collected was recycled*

52.8km of sandy beaches*

850 conservation reserves*

691km of bush trails*

* as at 2015–16
Our city provides a choice of liveable places
We can choose diverse lifestyle and housing options.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of city dwellings that are detached</td>
<td>In 2013: 50%</td>
<td>By 2019: 42%</td>
<td>By 2020: 40%</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Regularly amend the City Plan to ensure the city is safe, accessible and can take advantage of emerging opportunities.

Consolidate population growth in ‘priority growth areas’, including mixed use activity centres, urban neighbourhoods, light rail corridor urban renewal areas, remaining greenfield, specialist business precincts and identified future growth areas.

Protect identified areas for their distinctive character or lifestyle attributes, including parks, green space, City assets, high value ecological areas or land with rural production and scenic amenity values.

Support the delivery of housing choice to support liveability and affordability in the city.

Plan and implement appropriate community facilities for residents across the city.

Key Strategy

Implement the City Plan to guide development around our diverse lifestyle, provide choices for living in rural areas, suburban and urban neighbourhoods, in and around activity centres and along the coastal edge.

Supporting Strategies

- Gold Coast City Transport Strategy 2031
- Economic Development Strategy 2013–2023
- Our Natural City
We live in balance with nature

We manage quality rural and urban living while looking after the future of the city’s rainforest, bushland, waterways and open space.

### Performance Measure

<table>
<thead>
<tr>
<th>Condition of native vegetation cover</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>• High quality vegetation (remnant)</td>
<td>In 2013: 41.16% 4.94% 4.29%</td>
<td>By 2019: Maintain or improve vegetation condition</td>
<td>By 2022: Maintain or improve vegetation condition</td>
</tr>
<tr>
<td>• Distributed remnant vegetation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Regrowth remnant vegetation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total native vegetation cover</td>
<td>In 2013: 60.39%</td>
<td>By 2019: 51%</td>
<td>By 2022: 51%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Support the preservation of the city’s natural environment (open space, natural resources and conservation) through a strategic leadership approach to the City Plan and environmental strategies.

Develop and implement plans that encourage appropriate access and use of the city’s unique natural areas while maintaining the liveability and amenity of the city.

Restore ecosystems and fauna through weed control, natural regeneration, revegetation, maintenance, education and voluntary programs.

Management of the conservation network across private and public land, including Voluntary Conservation Agreements and the Nature Conservation Assistance Program.

Roll out the Beaches to Bushland Volunteer Program working with the community to restore our natural areas.

Develop and implement a Biosecurity Plan to protect local ecosystems; increase native vegetation cover and enhance management of pests to safeguard the city’s liveability.

### Key Strategy

Implement Our Natural City Strategy to connect people with nature, protect places for nature and partner with the community to secure and enhance our natural assets.

### Supporting Strategies

- Solid Waste Strategy 2024
- Ocean Beaches Strategy 2013–2023
- City Plan
We manage our resources for a sustainable future
We innovate to protect our water resources, maximise recycling and reduce waste.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of total waste recycled</td>
<td>In 2015: 40%</td>
<td>By 2019: 45%</td>
<td>By 2022: 54%</td>
</tr>
<tr>
<td>Average annual grading of waterways across the city</td>
<td>In 2013: B</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: A-</td>
</tr>
<tr>
<td>Water system losses (%)</td>
<td>In 2013: 16%</td>
<td>By 2017: 9.9%</td>
<td>By 2022: 9.2%</td>
</tr>
<tr>
<td>Average water use per person per day (litres)</td>
<td>In 2013: 200L</td>
<td>By 2019: Decrease from baseline</td>
<td>By 2022: 185L</td>
</tr>
<tr>
<td>Percentage of water recycled</td>
<td>In 2013: 12%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 25%</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Implement plans to ensure that our waterways and water resources are managed for the benefit of our city.

Promote water efficiency and minimise water waste by reducing water leakage and improving customer awareness of smarter water use.

Manage sewerage systems to reduce impacts on the environment by reducing inflow and infiltration.

Implement a Total Water Cycle Management Plan which considers all elements of the water cycle including catchment management, stormwater and waterway management and incorporates benchmarking and measurement of the Gold Coast as a water sensitive city.

Minimise waste going to landfill by expanding waste diversion programs for green waste, food waste, plastics, timber and wood waste, metals and construction waste.

Expand the range of services at waste recycling centres and optimise infrastructure providing better value for money for residents.

Progressively design and construct a long-term system for safe release of excess recycled water for the city.

Key Strategy

Implement the Solid Waste Strategy 2024 to ensure that resources and waste are managed for the benefit of future generations.

Supporting Strategies

- City Plan
- Our Natural City
We can get around the city easily
We have a reliable and integrated city transport system.

<table>
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<tr>
<th>Performance Measure</th>
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<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of daily trips using public transport</td>
<td>In 2016: 4.8%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 5.7%</td>
</tr>
<tr>
<td>Percentage of people who are satisfied with public transport</td>
<td>In 2016: 69.2%</td>
<td>By 2019: 72.5%</td>
<td>By 2022: 75%</td>
</tr>
<tr>
<td>Percentage of daily trips taken by private motor vehicle</td>
<td>In 2016: 84.7%</td>
<td>By 2019: Decrease from baseline</td>
<td>By 2022: 83.7%</td>
</tr>
<tr>
<td>Average vehicle travel time along key road corridors within the city during peak hours</td>
<td>In 2016: Baseline to be established</td>
<td>By 2019: Interim checkpoint to be established</td>
<td>By 2022: Checkpoint to be established</td>
</tr>
<tr>
<td>Improved traffic flows and reduced accident rates on key road corridors and key intersections throughout the city</td>
<td>In 2017: Baseline to be established</td>
<td>By 2019: Interim checkpoint to be established</td>
<td>By 2022: Checkpoint to be established</td>
</tr>
</tbody>
</table>

**Key plans and programs of work**

- Work with the Department of Transport and Main Roads to plan one network transport management solution for the city.
- Plan and deliver targeted road upgrades that maximise network efficiency, safety and support Pacific Highway (M1) operations.
- Advocate for and support the Department of Transport and Main Roads to provide greater public transport service coverage, service hours and additional high frequency bus routes across the city.
- Advocate for and assist the Department of Transport and Main Roads in planning and delivering future stages of the Gold Coast light rail system.
- Develop and deliver travel demand management programs, that accelerate travel behaviour change, deliver quality infrastructure and provide high quality end-of-trip facilities that make it more attractive to walk and cycle.
- Continue to support the free Seniors’ Bus Travel initiative to encourage more Gold Coast seniors to use public transport and to make better use of existing services.

**Key Strategy**

Implement the Gold Coast City Transport Strategy 2031 to achieve an integrated transport system in a smart, connected city.

**Supporting Strategies**

City Plan
We are an active digital city
We use data and real-time information to shape our city.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average broadband speed</td>
<td>In 2016: Download of 14mbs and upload of 1mbs</td>
<td>By 2018: Download of 20mbs and upload of 5mbs</td>
<td>By 2020: Download of 40mbs and upload of 10mbs</td>
</tr>
<tr>
<td>Number of City services using Internet of Things (IoT) systems/networks</td>
<td>In 2016: Nil</td>
<td>By 2018: &gt;3</td>
<td>By 2020: &gt;6</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Develop and implement a Digital City Plan that delivers infrastructure; enhances the use of data; supports knowledge based industries and improves the city’s attractiveness as a business destination.

Increase the use of real-time data to deliver services and provide information to the public through the roll out of sensors and devices to support disaster responses, public safety and other initiatives.

Invest in data transmission networks including fibre optics, wi-fi and radio technologies to support the provision of real-time information and services to residents and visitors.

Plan a sensor network across the city to monitor transport network use, supporting the management of congestion and providing real-time information to system users on traffic conditions, parking availability and travel alternatives.

Work with industry and universities to develop new data analytics systems to inform service delivery and capital investment programs.

Deliver the Open Data Access Program and provide access to information that will build the IT and software development industry.

Collaborate with industry and government agencies to increase the availability of high-speed wi-fi across key precincts in the city.

Key Strategy

Implement the Economic Development Strategy 2013–2023 to build business community capacity, capability and efficiencies through the innovative use of technology.

Supporting Strategies

Gold Coast City Transport Strategy 2031  City Plan
## Key plans and programs of work

- Implement principal activity centres (Southport CBD, Broadbeach, Robina and Coomera) as the main business areas of the city.
- Provide clear vision and direction for the future growth of the CBD; identify and prioritise key projects and optimise opportunities.
- Implement the City Parking Plan 2015, to improve economic prosperity and urban amenity and to support sustainable transport choices through a balance of parking options.
- Deliver the City Place Making Program to facilitate the long-term, integrated planning and development of safe, vibrant public spaces and neighbourhoods that are valued by local people and are attractive to visitors, strengthening the local community and economic life.
- Deliver Local Area Transport Schemes that better integrate road transport, public transport, city freight needs, parking, walking, cycling and land use.
- Encourage open and accessible parklands and other public spaces in high density areas, bringing communities together by providing opportunities for social connections.
- Deliver the Urban Greenspace Program through increased tree planting and landscaping that improves neighbourhoods and makes areas more attractive through tree lined boulevards and inviting parklands.
- Develop and implement cycle and pedestrian active transport network plans to guide future city investment in delivering network improvements.

### Key Strategy

- Implement the City Plan to provide mixed use activity centres that are pedestrian-orientated, vibrant areas offering employment, community, cultural, retail and residential uses.

### Supporting Strategies

- Gold Coast City Transport Strategy 2031
- Economic Development Strategy 2013–2023
Everyone can enjoy a beach experience
Our beaches are open and accessible to everyone.

<table>
<thead>
<tr>
<th>Performance Measure</th>
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<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community satisfaction with services for beach facilities and safety</td>
<td>In 2017: Baseline to be established</td>
<td>By 2020: Increase from baseline</td>
<td>By 2023: Maintain or improve from interim checkpoint</td>
</tr>
<tr>
<td>Sufficient sand volumes along Gold Coast beaches</td>
<td>In 2017: Average Beach Volume Index (BVI) Score between 1.0 and 1.3.</td>
<td>By 2020: Average Beach Volume Index (BVI) Score between 1.0 and 1.3.</td>
<td>By 2023: Average Beach Volume Index (BVI) Score between 1.0 and 1.3.</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Implement the Gold Coast Shoreline Management Plan, supporting best practice coastal management.

Implement the Gold Coast Surf Management Plan to maximise resident and visitor enjoyment of the Gold Coast surfing experience.

Continue to implement the Public Seawall Upgrade Program, reducing the impact of coastal erosion.

Work with local Surf Lifesaving Clubs and other stakeholders to improve beach accessibility for people of all age groups and abilities.

Implement the City Parking Plan 2015, to provide appropriate traffic management measures within the city’s coastal precincts to ensure parking availability for residents accessing the beach.

Key Strategy

Implement the Ocean Beaches Strategy 2013–2023 to ensure our beaches are clean, healthy, safe and accessible now and into the future.

Supporting Strategies

Gold Coast City Transport Strategy 2031
Our Natural City
1.8 **Our city is resilient to natural hazards**

We can adapt to change.

### Performance Measure

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of coastal public beachfront requiring protection with a certified seawall</td>
<td>In 2016: 51.6%</td>
<td>By 2019: 54.1%</td>
<td>By 2020: 56.6%</td>
</tr>
<tr>
<td>Percentage of properties that are exposed to unacceptable natural hazard risks</td>
<td>In 2017: Baseline to be established</td>
<td>By 2019: Maintain or decrease from baseline</td>
<td>By 2022: Maintain or decrease from interim checkpoint</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

- Implement the Bushfire Hazard Reduction Program to minimise bushfire risk throughout the city.
- Deliver a flood resilient Gold Coast through the Sustainable Flood Management Program.
- Implement recommendations from the Shoreline Management Plan to support coastal protection.
- Manage natural hazard exposure across the city including, slope instability, heatwave, bushfire, flood and storm tide through strategic land-use planning.
- Deliver a new flood map for the city that supports the City’s management of flood hazards into the future.
- Enhance the City’s flood emergency decision support system.
- Develop innovative computer modelling tools for the management of natural hazards.
- Use innovative urban design and city planning to promote city resilience.

### Key Strategy

- Implement the City Plan to undertake risk based land use planning that considers natural hazards as a fundamental element in city planning.

### Supporting Strategies

- Ocean Beaches Strategy 2013–2023
- Our Natural City
Prosperity built on a strong diverse economy

What we want to see by 2022

2.1 Our city’s economy is diverse and innovative
We have knowledge-based, start-up and entrepreneurial businesses.

2.2 We have a thriving cultural economy
Our city attracts and retains creative skills, talent and investment.

2.3 We have infrastructure that supports productivity and growth
We have connected and vibrant economic precincts.

2.4 We are a city with a strong and globally competitive business environment
Our city is an exciting place to do business.

2.5 We are a globally recognised tourism destination
Our city attracts visitors from all over the world.

2.6 We have a positive global reputation
We are an emerging world-class boutique city attracting trade and investment.

Dr Hal Rice, Gold Coast University Hospital, Gold Coast Health and Knowledge Precinct, Southport
▲ Gold Coast Health and Knowledge Precinct, Southport

▲ Chinatown, Southport

▲ University students, Gold Coast
Prosperity  city snapshot

Our city
has grown and diversified through investment attraction

10,000
jobs already generated from Gold Coast Health and Knowledge Precinct*

$4.1b
visitor spend*

$1.9b
Value of Gold Coast exports*

Close to 25,000 international students call Gold Coast home**

23m
visitor nights in our city*

* as at 2015–16
** as at 2016–17

▲ Music lovers enjoyed the Queensland Symphony Orchestra perform From Jaws to Jurassic Park: The music of John Williams, Surfers Paradise © HOTA
Our city’s economy is diverse and innovative
We have knowledge-based, start-up and entrepreneurial businesses.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in the number of businesses employing in the city</td>
<td>In 2013: 20,800</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: 23,000</td>
</tr>
<tr>
<td>Growth in the number of knowledge based jobs (non-population serving employment)</td>
<td>In 2013: 28.8%</td>
<td>By 2019: 32%</td>
<td>By 2023: 34%</td>
</tr>
<tr>
<td>Increase in international students</td>
<td>In 2013: 19,185 international students</td>
<td>By 2019: Increase from baseline</td>
<td>By 2024: 34,185 international students</td>
</tr>
<tr>
<td>Attract national sporting organisations to relocate to the city</td>
<td>In 2013: 2 new organisations</td>
<td>By 2019: 2 new organisations</td>
<td>By 2022: 2 new organisations</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Through the Gold Coast Health and Knowledge Precinct (200 hectare precinct developed in collaboration with the Queensland Government) accelerate the creation of jobs, attract a talented workforce and increase innovation in the city, delivering a vibrant mixed-use community.

Manage the Citywide Innovation and Commercialisation Network – entrepreneurs working together to innovate ideas and build start-up businesses.

Implement a program in partnership with the education sector to promote the Gold Coast as a world-class education city, attracting more international students to the city.

Work with universities and industry sectors to use big data analytics to create new products, services and goods.

Implement the Gold Coast Sport Plan 2013-2023, to develop a sustainable and inclusive sports economy for the city, including a targeted program to attract high performance sport related business and recruit peak sporting bodies.

Key Strategy

Implement the Economic Development Strategy 2013–2023 to promote the city’s “have a go” attitude to create new start-up businesses and job opportunities.

Supporting Strategies

City Plan
We have a thriving cultural economy
Our city attracts and retains creative skills, talent and investment.

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<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth in the number of people employed in creative industries</td>
<td>In 2015: 2833</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Rating for ‘Culture’ – RepTrak Reputation Report</td>
<td>In 2014: AUS 9 of 16 G8 44 of 100</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Increase GDP related to creative industries</td>
<td>In 2015: $313.2m</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Increase in the value of film productions</td>
<td>In 2016: $135 million</td>
<td>By 2019: $149 million</td>
<td>By 2022: $163 million</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Roll out a cultural capital and skill creation program and build local creative talent to support a thriving and globally competitive industry sector.

Deliver a program which builds the capacity of creative industries and arts and culture sectors to support city reputation and economic growth.

Establish the city as a premier film location through targeted investment.

Support and advocate for creative cultural opportunities that reflect the unique and iconic characteristics of and opportunities for communities across the Gold Coast.

Implement the “Writers Block” program, supporting aspiring local writers to engage in the cultural economy.

Continue to implement the Gold Coast Stories initiative to incorporate stories that reflect the historical importance of city events, such as the Commonwealth Games to the Gold Coast community.

Key Strategy

Implement the Economic Development Strategy 2013-2023 to build a strong creative base to deliver real business opportunities, attract new talent, knowledge workers and investment.

Supporting Strategies

Culture Strategy 2023
City Plan
Our Natural City
We have infrastructure that supports productivity and growth

We have connected and vibrant economic precincts.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage business growth in key economic zones</td>
<td>In 2015: 21,554 registered businesses in the City's four economic regions</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: Increase of 1.3–1.8% from the baseline</td>
</tr>
<tr>
<td>Productive value add per worker</td>
<td>In 2015: $93,613</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: $103,752</td>
</tr>
<tr>
<td>Standard of living (Gross Regional Product per capita)</td>
<td>In 2015: $48,559</td>
<td>By 2019: $51,488</td>
<td>By 2023: $55,281</td>
</tr>
</tbody>
</table>

**Key plans and programs of work**

Develop priority precincts to maximise the economic benefits of the central business district, Yatala and the airport precinct.

Work with the State Government to advocate for one network congestion management solution for the city and plan and deliver targeted road upgrades that maximise network efficiency.

Implement a program of transport improvements to connect activity centres through a high frequency public transport network, principal cycling networks and better roads.

Implement a program of investment in data and communications infrastructure to support business growth.

Implement the Gold Coast Sport Plan 2013-2023, including facilitating the development of sport and recreation infrastructure.

Develop and implement the Local Government Infrastructure Plan, which identifies the trunk infrastructure and standards of service required to support urban development.

Support the attractiveness of city lifestyle and amenity to potential businesses and skilled talent through maintaining and enhancing social infrastructure, parklands and open space networks.

**Key Strategy**

Implement the Economic Development Strategy 2013–2023 to identify and promote key pieces of infrastructure to drive the economy, link business and employment and increase investment.

**Supporting Strategies**

- Gold Coast City Transport Strategy 2031
- City Plan
We are a city with a strong and globally competitive business environment

Our city is an exciting place to do business.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business confidence in the economy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In 2016: 39%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: 50%</td>
</tr>
<tr>
<td>Number of people employed in the city</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>By 2015: 238,534</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: 296,474</td>
</tr>
<tr>
<td>Standard of living (Gross Regional Product per capita)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In 2015: $48,559</td>
<td>By 2019: $51,488</td>
<td>By 2023: $55,281</td>
</tr>
<tr>
<td></td>
<td>In 2014: AUS 13 of 16, G8 49 of 100</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Value of Gold Coast exports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In 2013: $1.9 billion</td>
<td>By 2018: Increase from baseline</td>
<td>By 2023: $3.6 billion</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Implement the Open for Business Program which will reduce red tape, support business growth, build business capacity, retention and accessibility to local buyers opportunities.

Deliver an Export Program to support new and emerging exporters to access and further develop new markets.

Deliver the Business Trade and Investment Program, which leverages investment opportunities, focusing on business and industries where the Gold Coast has a competitive advantage.

Implement supporting programs such as the Open for Business Program, Growth Accelerator Program, Online Business Program and Supply Chain Development Program to promote sustainable economic city growth.

Key Strategy

Implement the Economic Development Strategy 2013–2023 to promote the city as an easy and exciting place to do business.

Supporting Strategies

Not applicable
We are a globally recognised tourism destination
Our city attracts visitors from all over the world.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>The amount of money spent by international visitors each year</td>
<td>In 2016: $1.2 billion</td>
<td>By 2019: Increase from baseline</td>
<td>By 2020: $1.5 billion</td>
</tr>
<tr>
<td>The amount of money spent by domestic visitors each year</td>
<td>In 2016: $2.9 billion</td>
<td>By 2019: Increase from baseline</td>
<td></td>
</tr>
</tbody>
</table>

Key plans and programs of work

Implement the Gold Coast Destination Tourism Management Plan 2014-2020 working with Gold Coast Tourism, to capitalise on opportunities for the city as a world-class tourism destination.

Capitalise on emerging trends in the tourism market by driving the development of active and eco tourism experiences in the hinterland and other natural areas.

Promote the city as a world-class tourism destination through a range of marketing programs and activities.

Implement a City Wayfinding Strategy across key centres, to enable pedestrians and cyclists to easily navigate around the city.

Facilitate the development of world-class tourism infrastructure to grow the city’s reputation as a premier tourism destination.

Implement a program to improve service quality, standards and customer responsiveness across tourism and service sectors, improving visitor satisfaction.

Implement an Events Plan which positions the Gold Coast as a premier events destination, encouraging new events to the city which deliver economic and social benefits.

Key Strategy

Implement the Economic Development Strategy 2013–2023 to build and create a sustainable local, national and international tourism market for the city.

Supporting Strategies

- City Plan
- Ocean Beaches Strategy 2013–2023
- Gold Coast City Transport Strategy 2031
- Culture Strategy 2023
- Our Natural City
We have a positive global reputation
We are an emerging world-class boutique city attracting trade and investment.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating for ‘City ranking’ – RepTrak Reputation Report</td>
<td>In 2014: AUS 13 of 16 G8 43 of 100</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Percentage increase in favourable environment for doing business – RepTrak Reputation Report</td>
<td>In 2014: AUS 13 of 16 G8 49 of 100</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Global media reach</td>
<td>In 2017: Baseline to be established</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Visitor sentiment</td>
<td>In 2017: Baseline to be established</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
</tbody>
</table>

Key plans and programs of work
Implement the City Reputation Strategic Plan to promote the city as a key location for trade and investment.
Implement the Economic Development International Plan 2014-2024 which supports a globally connected city economy by strengthening international networks, increasing the export base and raising the city's profile.
Deliver an Export and Trade Development Program that leverages economic benefits from international partnerships and networks within priority trade markets.
Develop our business and investment attraction activities to grow international partnerships that promote our competitive advantage and drive inward investment.
Leverage the unique opportunity to generate global media coverage created by the Commonwealth Games to raise the profile of the Gold Coast and Queensland, transforming the city's image and reputation and attracting investment, major events and visitation.
Strengthen existing and identify new sister city relationships to drive improved economic outcomes across key export markets.

Key Strategy
Implement the Economic Development Strategy 2013–2023 to create a positive global image for the city, raise our profile as a key location for trade and investment, create new jobs and ensure business thrives.

Supporting Strategies
- City Plan
- Gold Coast City Transport Strategy 2031
- Culture Strategy 2023
- Our Natural City
People contribute to a strong community spirit

What we want to see by 2022

3.1 Our city is safe
We feel secure and confident in our communities.

3.2 We are proud of our city
We are engaged citizens who advocate for our city.

3.3 Our community is inclusive and supportive
We are a diverse community where everyone is welcome, families thrive and people know their neighbours.

3.4 Our city embraces culture every day
We are a creative community.

3.5 Our city provides a wide range of job opportunities
We are a highly skilled and educated community.

3.6 We are an active and healthy community
We enjoy our city and its enviable climate.
Stand up paddle boarding, Tallebudgera Creek

People city snapshot

96.4% of people surveyed were proud of the Gold Coast*

287,013 people attended major arts and cultural events*

9.2% of daily trips is by walking*

City Beaches provided amenity and safety for residents and visitors with 235 beach showers and 39 beaches patrolled during peak holiday periods*

89,200 people attended events celebrating national cultures*

1.3% of daily trips is by cycling*

* as at 2015–16
Our city is safe
We feel secure and confident in our communities.

### Performance Measure

<table>
<thead>
<tr>
<th>Percentage of residents who feel safe in their neighbourhood:</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Average, strong and very strong sense of safety</td>
<td>In 2016: 88%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 90%</td>
</tr>
<tr>
<td>Rating for ‘Safe environment for visitors and residents’ – RepTrak Reputation Report</td>
<td>In 2014: AUS 13 of 16 G8 36 of 100</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Percentage of residents who indicated that they had an emergency plan</td>
<td>In 2016: 35%</td>
<td>By 2019: 45%</td>
<td>By 2022: 75%</td>
</tr>
<tr>
<td>Percentage of residents who have one place where emergency items are stored in case they are impacted by severe weather</td>
<td>In 2016: 55%</td>
<td>By 2019: 65%</td>
<td>By 2022: 80%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Deliver the Community Safety Program which works towards a safer community focusing on safe public spaces and precincts, graffiti prevention, and supporting community safety programs.

Promote a safer community through the expansion of the Safety Camera Network.

Implement the Gold Coast Road Safety Plan 2015-2020 to reduce crashes, save lives and prevent serious trauma on the transport network.

Support community safety through innovative urban design and city planning.

Develop and implement a strategic plan for Disaster Management to minimise adverse impacts that threaten the safety of the community prior, during and after an event.

Support community readiness for adverse events through the “Get Ready” campaign.

Develop and implement capability to provide real time information to the public in the event of natural disasters.

Develop and implement disaster recovery arrangements for the city, which support community recovery, enabling the community to obtain assistance for self-driven recovery.

### Key Strategy

Not applicable

### Supporting Strategies

- Gold Coast City Transport Strategy 2031
- City Plan
- Our Natural City
3.2 We are proud of our city
We are engaged citizens who advocate for our city.

<table>
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<tr>
<td>Percentage of community who feel proud of the Gold Coast</td>
<td>In 2016: 88%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 90%</td>
</tr>
<tr>
<td>• Some, very and extremely proud</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of the community engaged in volunteering</td>
<td>In 2011: 14.9%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Key plans and programs of work**

Support the development of a strong culture of volunteering in the city through capitalising on the GC2018 Volunteering Program.

Implement an annual Community Engagement Program, which provides the opportunity for the community to provide views and feedback, which inform city direction and decision making.

Facilitate Gold Coast City’s Junior Council, which provides students with the opportunity to learn and participate in local government and community issues.

Develop and implement a collaborative program that celebrates pride in the city and builds a strong and supportive community, including:

- delivering a program of major civic events featuring local, Australian and international content
- supporting Bleach as the Gold Coast’s signature festival
- building a cultural legacy, through the continued support of local arts and culture organisations.

Deliver the “Who We Are” Program which enables residents to celebrate the city’s diversity through online engagement.

**Key Strategy**

Not applicable

**Supporting Strategies**

Culture Strategy 2023

---

Gold Coast 2022 – Bringing the City Vision to life  33
Our community is inclusive and supportive

We are a diverse community where everyone is welcome, families thrive and people know their neighbours.

### Performance Measure

<table>
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<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of residents who feel a sense of belonging to their community</td>
<td>In 2013: 81.5%</td>
<td>By 2019: 85%</td>
<td>By 2022: 90%</td>
</tr>
<tr>
<td>• Average, strong and very strong sense of belonging</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage increase in attendance at events celebrating national cultures</td>
<td>In 2016: 89,200 people attended festivals celebrating national culture</td>
<td>By 2019: Increase from baseline</td>
<td>By 2020: 93,600</td>
</tr>
<tr>
<td>Percentage of bus stops that comply with DSAPT (Disability Standards for Accessible Public Transport)</td>
<td>In 2016: 80%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: 100%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Develop and implement the Accessible and Inclusive City Action Plan 2014–19 to help make the city a better place to live and visit for people of all ages and abilities.

Deliver a Liveable City Program that connects people, celebrates diversity, increases civic pride and encourages our community to thrive.

Implement the Community Development Program to increase community resilience, promote positive local connections, reduce social isolation, and to maintain a strong sense of belonging, identity and pride.

Create vibrant communities by improving authenticity and amenity through urban design.

Support the professional development and profile of artists, reflecting the diversity of the Gold Coast.

Promote social connections and inclusion through the City’s network of Community Centres.

Plan and implement appropriate community facilities for residents across the city.

Implement the Gold Coast Youth Plan 2020, which in partnership with other levels of government responds to the needs and aspirations of young people in the city.

Develop and implement plans to further enhance the liveability of our city for seniors.

Plan and implement a bus stop upgrade program to satisfy legislative requirements for accessible public transport services and facilities.

### Key Strategy

Not applicable

### Supporting Strategies

- Gold Coast City Transport Strategy 2031
- Ocean Beaches Strategy 2013–2023
- City Plan
- Culture Strategy 2023
Our city embraces culture every day

We are a creative community.

### Performance Measure

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<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in the number of people participating in arts and culture in the city</td>
<td>In 2015: 287,013</td>
<td>By 2019: Increase from baseline</td>
<td>By 2020: 359,000</td>
</tr>
<tr>
<td>Growth in the number of people employed in creative industries</td>
<td>In 2015: 2833</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Number of heritage places protected</td>
<td>In 2016: 74</td>
<td>By 2019: ≥74</td>
<td>By 2022: ≥74</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Development of the Gold Coast Cultural Precinct, creating a city heart for the arts, culture and creative enterprise.

Provide and develop spaces for artists and creative industries to make work, show work and collaborate.

Implement the Public Art Plan 2021, which will provide commissioning and development opportunities to our local artists, manage our artworks and celebrate our local culture.

Develop and implement a program supporting live music to provide access to resources and promote Gold Coast music.

Develop and implement an Indigenous Heritage and Culture Program which celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

Facilitate innovation in sports, science, art, architecture and education by engaging with the arts and creative sectors.

Maximise sister city relationships to foster cultural communication and exchange for economic benefits.

### Key Strategy

Implement the Culture Strategy 2023 to provide for a growing cultural vibrancy in the city that fosters community connectedness, wellbeing and creativity.

### Supporting Strategies

- City Plan
- Economic Development Strategy 2013–2023
- Our Natural City
Our city provides a wide range of job opportunities
We are a highly skilled and educated community.

### Performance Measure

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<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage increase in residents with a bachelor/tertiary degree or above</td>
<td>In 2011: 14.3%</td>
<td>By 2019: National average</td>
<td>By 2023: Higher than national average</td>
</tr>
<tr>
<td>Number of people employed in the city</td>
<td>In 2015: 238,534</td>
<td>By 2019: Increase from baseline</td>
<td>By 2023: 296,474</td>
</tr>
<tr>
<td>Increase in jobs in the education and training sector</td>
<td>In 2016: 24,500 jobs</td>
<td>By 2019: Increase from baseline</td>
<td>By 2024: 41,300 jobs</td>
</tr>
<tr>
<td>Growth in the number of knowledge based jobs (non-population serving employment)</td>
<td>In 2013: 28.8%</td>
<td>By 2019: 32%</td>
<td>By 2022: 34%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Work collaboratively with Study Gold Coast to:
- Promote the Gold Coast as an education city and attractive location for skilled talent
- Deliver a city-wide employability campaign, designed at bridging the gap between the business community and the education sector
- Develop programs to support the development of a highly-skilled workforce with a focus on increasing skills and jobs in STEAM (Science, Technology, Engineering, Arts and Maths)
- Strengthen links between business and universities to support research, innovation and business growth.

Implement a program in partnership with the education sector to promote the Gold Coast as a world-class education city, providing increased opportunities for education and professional development within the city.

Implement a Creative Skills Development Program to leverage opportunities from the Cultural Precinct.

Facilitate innovation in sports, science, art, architecture and education by engaging the arts and creative sectors.

### Key Strategy

- Implement the Economic Development Strategy 2013–2023 to increase the study and training available to local residents leading to a wider range of employment options.

### Supporting Strategies

- Culture Strategy 2023
- Our Natural City
We are an active and healthy community

We enjoy our city and its enviable climate.

### Performance Measure

<table>
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<th>Performance Measure</th>
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<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of people who make daily trips by walking</td>
<td>In 2016: 9.2%</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Percentage of people who make daily trips by cycling</td>
<td>In 2016: 1.3%</td>
<td>By 2019: 2.5%</td>
<td>By 2022: 3.3%</td>
</tr>
<tr>
<td>Percentage of Gold Coast City adult residents who meet the National Physical Activity Guidelines</td>
<td>In 2014: 64.1%</td>
<td>By 2019: 68.2%</td>
<td>By 2023: 75.7%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Progressively implement community boulevards and pedestrian priority zones in key locations throughout the city (Coolangatta, Coomera, Robina, Southport, Carrara and Surfers Paradise) which will give priority to pedestrians, cyclists and public transport.

Develop and deliver travel demand management programs that accelerate travel behaviour change through a city-wide active transport program which delivers quality infrastructure and provides high quality end-of-trip facilities that make it more attractive to walk and cycle.

Develop and implement cycle and pedestrian network plans to guide future city investment in delivering network improvements.

Develop and deliver travel demand management programs for secondary schools and tertiary education institutions.

Develop a green bridge program to remove water, rail and road barriers and provide a connected active transport network.

Continue to support the free Seniors’ Bus Travel initiative to encourage more Gold Coast seniors to use public transport and to make better use of existing services.

Implement the Nature Based Recreation Plan 2015-2025, encouraging the community to actively embrace the natural areas of the city.

Increase public accessibility to healthy lifestyle options through the Active and Healthy Program.

### Key Strategy

Not applicable

### Supporting Strategies

- City Plan
- Gold Coast City Transport Strategy 2031
- Ocean Beaches Strategy 2013–2023
- Our Natural City
What we want to see by 2022

A  We plan for the future of the city
   We make good choices that create a better future for the Gold Coast community.

B  We manage the city responsibly
   Our stewardship of the city provides value for money for ratepayers.

C  We actively engage residents, customers and visitors
   We deliver a positive city experience.
▲ Gemvale Road construction, Reedy Creek

▲ Tree planting at Country Paradise Parklands, Nerang

▲ Waste and Recycling Centre, Reedy Creek
**City of Gold Coast snapshot**

1.69% overall increase in rates and charges in 2016–17 for owner occupied residential dwellings (excluding State Government Bulk Water Charges)**

$942m delivering city services and operations**

92% Customer Service Experience: rated average, good or excellent*

$77.8m delivering city waste services including:
- 191,000 general waste bins weekly
- 21,000 green waste bins fortnightly
- 179,000 recycling bins fortnightly
- 12 waste and recycling centres across the city**

$148m delivering the city transport network including maintaining:
- 3,000+ km of roadways
- 900+ km of cycleways
- 2,000+ km of paths and walkways**

$328.3m delivering city water and sewerage services including maintaining:
- 3,000+ km of potable water mains
- 3,000+ km of sewer mains
- four sewerage treatment plants
- 529 sewerage pumping stations**

17,000 City Panel members enabling more people to have a voice on how the city is run**

Increase in customer online service availability*

* as at 2015–16
** as at 2016–17
We plan for the future of the city
We make good choices that create a better future for the Gold Coast community.

### Performance Measure

<table>
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<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Renewal Funding Ratio</td>
<td>In 2015: 100%</td>
<td>By 2019: Greater than 90%</td>
<td>By 2022: Greater than 90%</td>
</tr>
<tr>
<td>Leverage Ratio</td>
<td>In 2016: -3.7%</td>
<td>By 2019: &lt;60%</td>
<td>By 2022: &lt;60%</td>
</tr>
</tbody>
</table>

### Key plans and programs of work

Implement the City Vision through the development and implementation of long-term plans, including Gold Coast 2022 (Corporate Plan) and City strategies.

Manage the long-term financial sustainability of the City to ensure sustainable City assets and services.

Manage the maintenance, renewal and delivery of infrastructure for the city through the Total Asset Management Plan and the forward Capital Works Program.

Develop and implement the Local Government Infrastructure Plan, which identifies the trunk infrastructure and standards of service required to support urban development.

Manage the long term growth of the city through the City Plan, focusing on the redevelopment of urban centres and key inner city neighbourhoods, ensuring non-urban areas such as the hinterland ranges and foothills are protected.

Manage risk exposure faced by the city to minimise the impact of adverse events and take advantage of opportunities for the city.

Implement the People Plan, to ensure workforce planning supports future City service needs.

Continue to implement a major transformation program for Information and Communication Technology Services to support information and knowledge management; improve business capability and provide value for money.

Encourage coordinated and constructive partnerships across all levels of government, business and the community to access appropriate levels of funding, infrastructure and services that support the delivery of the City Vision.
We manage the city responsibly
Our stewardship of the city provides value for money for ratepayers.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating surplus ratio</td>
<td>In 2016 1.1%</td>
<td>By 2019: 4%</td>
<td>By 2022: 4%</td>
</tr>
<tr>
<td>Debt Service Coverage</td>
<td>In 2016: 2.8</td>
<td>By 2019: &gt;2.2</td>
<td>By 2022: &gt;2.2</td>
</tr>
<tr>
<td>Lost time injury frequency rate (LTIF)</td>
<td>In 2017: 22.85</td>
<td>By 2019: Decrease from baseline</td>
<td>By 2022: Decrease from interim checkpoint</td>
</tr>
<tr>
<td>Partnering for performance participation rate (%)</td>
<td>In 2016: Baseline to be established</td>
<td>By 2019: 75%</td>
<td>By 2022: 100%</td>
</tr>
<tr>
<td>Domestic collected waste disposed per household (kg per household per year)</td>
<td>In 2015: 737kg</td>
<td>By 2019: 710kg</td>
<td>By 2024: 680kg</td>
</tr>
<tr>
<td>Average duration of unplanned interruption – water (minutes)</td>
<td>In 2016: 119.7</td>
<td>By 2019: 130</td>
<td>By 2022: 130</td>
</tr>
<tr>
<td>Average Residential Rate Rise (ARRR)</td>
<td>In 2016/17 financial year 1.69%</td>
<td>By 2019: ARRR increase approximate to Brisbane CPI</td>
<td>By 2022: ARRR increase approximate to Brisbane CPI</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Deliver a wide range of high quality services to the Gold Coast community (as identified in the annual Operational Plan).

Provide safe and reliable water, sewerage and waste services to people of the Gold Coast to protect our communities’ health and wellbeing and to care for the catchments and waterways that support our city’s lifestyle and future prosperity (see Appendix 2 and 3 for details of the City’s Commercialised Business Units – Water and Waste).

Develop and implement the Annual Plan (including the Operational Plan and Annual Budget) to ensure the City is focused on implementing the city’s priorities year by year.

Deliver prudent financial management which supports high quality city services and provides value for money and continues to deliver average rate rises for residential non-Community Title Property (CTP) dwellings being principal place of residence under or as near to CPI as possible while employing fiscal restraint in other fees, charges and rate categories.

Implement a robust management and control environment, supported by key functions including Legal Services; Integrity and Ethics, Corporate Policies; Internal and External Audit and the City’s Audit Committee.

Manage and improve security and cyber resilience, reducing risks to business operations of the City.

Manage and review property and facilities to support City services to maximise efficiency and productivity.

Identify and implement strategies to manage risk exposures and maximise opportunities, including ensuring a safe working environment and that “Work Health and Safety is everyone’s business”.

Implement the People Plan to realise employee potential and maximise performance.

Regularly review City financial and service performance to improve service delivery and provide better value for money.
We actively engage residents, customers and visitors
We deliver a positive city experience.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall rating of customer service experience</td>
<td>In 2016: 81%</td>
<td>By 2019: 85%</td>
<td>By 2022: 85%</td>
</tr>
<tr>
<td>Level of participation in city community engagement</td>
<td>In 2016: City Panel membership: 10,000 Total number of responses: 11,500</td>
<td>By 2019: City Panel membership: 20,000 Total number of responses: 25,000</td>
<td>By 2022: City Panel membership: 25,000 Total number of responses: 30,000</td>
</tr>
<tr>
<td>Online submission of customer requests via forms and apps</td>
<td>In 2016: 90,365</td>
<td>By 2019: 110,000</td>
<td>By 2022: 130,000</td>
</tr>
<tr>
<td>Percentage of notices (rates and water) provided to ratepayers online</td>
<td>In 2016: 3%</td>
<td>By 2019: 20%</td>
<td>By 2022: 30%</td>
</tr>
</tbody>
</table>

Key plans and programs of work

Develop and implement flexible omni-channel services, supporting residents, customers and visitors to have equitable access to engage through their preferred channel of choice.

Implement the Local Government Platform to improve the customer experience across all customer services, including property and revenue functions, while at the same time enhancing the city’s digital capability and business mobility.

Provide opportunities for residents, customers and visitors to engage with the City to inform city direction and decision-making, including:

- using internationally recognised principles for public participation to guide city engagement
- providing good information on current services, key issues and future city direction
- providing options for engagement, including easy, on-line mechanisms, such as the Gold Coast City Panel; and
- communicating the outcome of the engagement.

Manage customer information to ensure that all personal information provided by residents, customers and visitors is respected and secure.

Implement an annual Community Engagement Program, which provides the opportunity for the community to provide views and feedback, which inform city direction and decision making.

World Heritage Rainforest, Purling Brook Falls, Springbrook National Park
Appendix 1 – Gold Coast 2022 signature actions

The best Place to live, visit and stay
What will be underway by 2022

Prosperity built on a strong diverse economy
What will be underway by 2022

People contribute to a strong community spirit
What will be underway by 2022
In accordance with the Local Government Regulation 2012 Section 166 c(i) and (ii), Council’s Corporate Plan is required to contain the following information in relation to its commercial business units:

- an outline of the objectives of the commercial business unit; and
- an outline of the nature and extent of the significant business activity the commercial business unit will conduct.
## Appendix 1 – Gold Coast 2022 signature actions

The best **Place** to live, visit and stay

### What will be underway by 2022

<table>
<thead>
<tr>
<th>Signature actions</th>
<th>Our contribution</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020–2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver the Northern Beaches Shoreline Project to widen the beach and dunes at Surfers Paradise and improve the surf quality at Narrowneck</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver the Palm Beach Shoreline Project, including the artificial reef, providing a sustainable solution for the ongoing protection of the foreshore at Palm Beach</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Progress the development of the Long Term Recycled Water Release Plan, including the upgrade of infrastructure to support the growth of the city and the protection of the surrounding environment</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop a preliminary business case for Stage 3 – Broadbeach to Coolangatta – of the Gold Coast Light Rail network southern extension</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Work with the Department of Transport and Main Roads to deliver Stage 2 of the Gold Coast Light Rail system from Gold Coast University Hospital to Helensvale Railway Station</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver a high speed fibre optic backbone from Helensvale to Coolangatta</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Design and implement Stage 3B of the Broadwater Parklands redevelopment improving facilities for residents and visitors</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop the Gold Coasts Sports Precinct at Carrara as an international sports and leisure venue with an elite sports training facility</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Road network improvement at Napper Road and Arundel Drive intersection, to reduce queuing and improve safety</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Support the road network improvement at High Street Southport, to provide two lanes in each direction to provide a clearway during major events</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Road network improvement at Old Coach Road – Bermuda Street to improve traffic flow</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Investigate and design expansion of Sundale Bridge to five lanes and extra lanes for Waterways Drive – Gold Coast Highway intersection</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Plan and design for increased capacity across the Nerang River to the Isle of Capri by providing an additional bridge and intersection upgrades, alleviating traffic congestion</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver a real-time emergency flood management system to enhance performance and improve public access to information</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
## Appendix 1 – Gold Coast 2022 signature actions

The best **Place** to live, visit and stay

What will be underway by 2022

<table>
<thead>
<tr>
<th>Signature actions</th>
<th>Our contribution</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020–2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to review opportunities to provide a Gold Coast Central Park in the heart of the city for residents and visitors</td>
<td>Lead</td>
<td>![Start]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Develop a Green Bridge program to support active travel initiatives</td>
<td>Lead</td>
<td>![Start]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Undertake a housing needs analysis study to support housing choice in the city</td>
<td>Lead</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Review the future direction and plans for the Spit</td>
<td>Support</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td></td>
</tr>
<tr>
<td>Review requirements for the upgrade of Biggera Creek dam to ensure adequate flood mitigation</td>
<td>Lead</td>
<td>![Completed]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and implement an automated management system for feral animal trapping</td>
<td>Lead</td>
<td>![Completed]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop and implement an Into Nature program to educate, engage with and encourage the community to access the city’s natural assets</td>
<td>Lead</td>
<td>![Start]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Develop and implement a cost effective Targeted Statutory Covenants program to proactively protect high value areas of the city’s natural asset network</td>
<td>Lead</td>
<td>![Start]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Develop and implement a Citywide Koala Conservation program</td>
<td>Lead</td>
<td>![Start]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
<tr>
<td>Develop a Water Strategy to ensure that waterways and water resources are managed for the future benefit of the city</td>
<td>Lead</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop an Our Natural City Strategy that encourages access and use of the city’s unique natural areas while maintaining the liveability and amenity of the city</td>
<td>Lead</td>
<td>![Completed]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop the Robina City parklands to provide picnic facilities, playgrounds, event space and walking tracks for residents and visitors</td>
<td>Lead</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
<td>![Completed]</td>
</tr>
</tbody>
</table>
Appendix 1 – Gold Coast 2022 signature actions

Prosperity built on a strong diverse economy

What will be underway by 2022

<table>
<thead>
<tr>
<th>Signature actions</th>
<th>Our contribution</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020–2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Stage 1A of the city’s cultural heartland at Evandale, including an outdoor amphitheatre</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>■</td>
<td></td>
</tr>
<tr>
<td>Plan and implement Stage 1B of the Cultural Precinct at Evandale, including a new City Art Gallery</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>■</td>
</tr>
<tr>
<td>Facilitate the attraction of a key anchor tenant to the Gold Coast Health and Knowledge Precinct to act as a catalyst for subsequent attraction of supporting business and industry and collaborate with the Queensland Government to identify and promote potential site options</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Advocate for a world-class dive attraction and attract new visitors to the city through targeted marketing</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Maintain and expand strategic marine industry infrastructure including the delivery of a Cruise Ship Terminal</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Continue to develop Chinatown in Southport CBD</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop and implement a Targeted Occupier Strategy to encourage new investment and business into the CBD to increase demand for existing commercial floor space and the development of new high quality commercial buildings</td>
<td>Advocate</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>■</td>
</tr>
<tr>
<td>Development of new sporting/aquatic facilities to support the growing population of the northern Gold Coast</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>■</td>
</tr>
<tr>
<td>Work with Gold Coast Tourism to encourage tourism operators to consider accessibility as part of their everyday business to encourage accessible tourism</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver an integrated visitor servicing plan to improve the overall visitor experience through delivery of the latest digital technology, mobile and pop-up visitor solutions, including a refurbishment of the Surfers Paradise Visitor Information Centre</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>The implementation of a digital city architecture to support complex data analytics</td>
<td>Lead</td>
<td>■</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquire significant additional tertiary education capacity, including a new university, working collaboratively with high quality educational institutions, thereby supporting the establishment of the Gold Coast as a city with a global brand for tertiary learning</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Support the development of live music in the city through artist and industry development to create a vibrant music sector</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
## Appendix 1 – Gold Coast 2022 signature actions

### People contribute to a strong community spirit

<table>
<thead>
<tr>
<th>Signature actions</th>
<th>Our contribution</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020–2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redeploy GC2018 CCTV cameras and explore new safety technologies</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver mobility services in high activity hubs such as the Cultural Precinct, Southport and Surfers Paradise to provide information, rest facilities and mobility equipment hire for seniors and people with a disability</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop mobility maps for key precincts</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Deliver a green bridge connecting the new Cultural Precinct via Chevron Island with Surfers Paradise</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Elevating and valuing our Indigenous arts and culture and our city's heritage through the South Stradbroke Indigenous Artist Camp and exhibition and partnerships that support local artists to present work nationally and internationally</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Support the Arts Centre Gold Coast to activate the Cultural Precinct with a diverse contemporary quality program</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop cultural leadership in the city's youth</td>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Develop playgrounds for children of all ages and abilities</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Implement a Community and Sporting Club Volunteer Attraction Program</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Improve the student experience through student hubs, work placement program and the student ambassador program</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Implement the Eat Safe Program, which will provide a ‘star rating’ for food safety management for all licensed food premises in the city</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Complete the Oceanway (Tugun to Bilinga) to provide a world-class city amenity for residents and visitors</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Plan for integrated community facilities in Coomera</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Install security infrastructure at various urban precinct sites and areas of significant public gathering across the city</td>
<td>Lead</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>
Appendix 2 – Commercialised Business Unit
Gold Coast Water

Objectives

Gold Coast Water aims:

• We ensure zero harm – we ensure the health and safety of ourselves, our environment and our community
• We strive for satisfied customers – we provide value for money, innovative, customer focused services
• We manage finances responsibly – we balance life-cycle costs and service prices to sustain our City
• We provide reliable services – we plan, build, operate, maintain and renew assets prudently and efficiently.

Significant business activity

Gold Coast Water undertakes the following significant business activities:

• purchase and distribute water
• provide water and sewerage services to customers
• charge customers for relevant services
• manage customer enquiries, service requests and complaints
• perform functions relating to trade waste and seepage water as a sewerage service provider
• perform planning and development assessment functions under the Planning Act
• anything else likely to complement or enhance a function mentioned above – specifically analytical laboratory services directly to external customers.
Appendix 3 – Commercialised Business Unit
Gold Coast Waste Management Services

Objectives
Gold Coast Waste Management Services aims:

- We ensure zero harm – we ensure the health and safety of ourselves, our environment and our community
- We strive for satisfied customers – we provide value for money, innovative, customer focused services
- We manage finances responsibly – we balance life-cycle costs and service prices to sustain our City
- We provide reliable services – we plan, build, operate, maintain and renew assets prudently and efficiently.

Significant business activity
Gold Coast Waste Management Services undertakes the following significant business activities:

- promote waste avoidance and reduction and resource recovery and efficiency actions
- reduce the consumption of natural resources and minimise the disposal of waste by encouraging waste avoidance and the recovery, re-use and recycling of waste
- minimise the overall impact of waste generation and disposal
- ensure a shared responsibility between government, business and industry and the community in waste management and resource recovery
- support and implement national frameworks, objectives and priorities for waste management and resource recovery.

▲ Recycling at the Botanic Gardens, Ashmore
Appendix 4 – How to read this Corporate Plan

Gold Coast 2022 (Corporate Plan) is divided into three themes for easy reading:

- **Place** – describes the city’s lifestyle options and amenity
- **Prosperity** – describes the city’s economy and reputation
- **People** – describes the city’s spirit and culture.

A supporting section describes how the City of Gold Coast supports the delivery of these outcomes through longer-term city plans and managing City services.

**Corporate Plan structure**

Each theme includes the following information:

**City snapshot**

This infographic includes city highlights relating to each theme.

**Outcomes**

2.6 **We have a positive global reputation**

We are an emerging world-class boutique city attracting trade and investment.

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Baseline</th>
<th>Interim Checkpoint</th>
<th>Checkpoint 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating for ‘City ranking’ – RepTrak Reputation Report</td>
<td>AUS 13 of 16</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Percentage increase in favourable environment for doing business – RepTrak Reputation Report</td>
<td>AUS 13 of 16</td>
<td>By 2017: Increase from baseline</td>
<td>By 2020: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Global media reach</td>
<td>Baseline to be established</td>
<td>By 2019: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
<tr>
<td>Visitor sentiment</td>
<td>Baseline to be established</td>
<td>By 2018: Increase from baseline</td>
<td>By 2022: Increase from interim checkpoint</td>
</tr>
</tbody>
</table>

**Key plans and programs of work**

- Implement the City Reputation Strategic Plan to promote the city as a key location for trade and investment.
- Implement the Economic Development International Plan 2014-2024 which supports a globally connected city economy by strengthening international networks, increasing the export base and raising the city’s profile.
- Deliver an Export and Trade Development Program that leverages economic benefits from international partnerships and networks within priority trade markets.
- Develop our business and investment attraction activities to grow international partnerships that promote our competitive advantage and drive inward investment.
- Leverage the unique opportunity to generate global media coverage generated by Commonwealth Games to raise the profile of the Gold Coast and Queensland, transforming the city’s image and reputation and attracting investment, major events and visitation.
- Strengthen existing and identify new sister city relationships to drive improved economic outcomes across key export markets.

**Key Strategy**

- Implement the Economic Development Strategy 2013–2023 to create a positive global image for the city, raise our profile as a key location for trade and investment, create new jobs and ensure business thrives.

**Supporting Strategies**

- **City Plan**
- **Gold Coast City Transport Strategy 2031**
- **Culture Strategy 2023**
- **Our Natural City**

- **Culture Strategy 2023**
- **Economic Development Strategy 2013-2023**
- **Gold Coast City Transport Strategy 2031**
- **Solid Waste Strategy 2024**
- **Ocean Beaches Strategy 2013-2023**
- **City Plan**
- **Our Natural City**

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**What we want to see by 2022**

Each theme has a number of outcomes that describe what we expect the city to be like in the future.

**How progress will be measured**

Every outcome has Performance Measures that will be used to assess progress during the life of the plan.

- baseline (where we are now)
- Interim checkpoint (expected progress)
- 2022 checkpoint (where we want to be)

**Plan outcomes are delivered through:**

- key strategies
- key plans and programs of work
- signature actions (see appendices)

The City’s corporate strategies and City Plan support the transformational change needed to deliver the Gold Coast 2022 outcomes.

Where relevant for each outcome, a key strategy and supporting strategies are identified using the following icons:
Adapting to challenges and taking opportunities

Gold Coast 2022 supports the transformation of the city with progress reviewed annually.

### Signature actions

**Appendix 1 – Gold Coast 2022 signature actions**

#### Prosperity built on a strong diverse economy

<table>
<thead>
<tr>
<th>What will be underway by 2022</th>
<th>Start</th>
<th>Ongoing</th>
<th>Completed</th>
</tr>
</thead>
</table>

**Signature actions**

- **Implement Stage 1A of the city’s cultural heartland at Evandale, including an outdoor amphitheatre**
  - Lead

- **Facilitate the attraction of a key anchor tenant to the Gold Coast Health and Knowledge Precinct**
  - Lead

- **Advocate for a world-class dive attraction and attract new visitors to the city through targeted marketing**
  - Lead

- **Maintain and expand strategic marine industry infrastructure**
  - Support

- **Continue to develop Chinatown in Southport CBD**
  - Lead

- **Develop and implement a Targeted Occupier Strategy to encourage new investment and business into the CBD to increase demand for existing commercial floor space and the development of new high-quality commercial buildings**
  - Advocate

- **Work with Gold Coast Tourism to encourage tourism operators to consider accessibility as part of their everyday business to encourage accessible tourism**
  - Support

- **Deliver an integrated visitor servicing plan to improve the overall visitor experience through delivery of the latest digital technology, mobile and pop-up visitor solutions, including a refurbishment of the Surfers Paradise Visitor Information Centre**
  - Support

- **The implementation of a digital city architecture to support complex data analysis**
  - Lead

- **Acquire significant additional tertiary education capacity, including a new university, working collaboratively with high-quality educational institutions, thereby supporting the establishment of the Gold Coast as a city with a global brand for tertiary learning**
  - Lead

- **Support the development of live music in the city through artist and industry development to create a vibrant music sector**
  - Support

- **Acquire significant additional tertiary education capacity, including a new university, working collaboratively with high-quality educational institutions, thereby supporting the establishment of the Gold Coast as a city with a global brand for tertiary learning**
  - Lead

The City has committed to signature actions that will be underway and/or completed by 2022. Some initiatives are already planned while others are aspirational (plans and funding arrangements are not yet developed).

Council contributes towards delivery of key signature actions as follows:

- **Lead** – responsible for delivery
- **Support** – assisting another lead agency
- **Advocate** – advocating for action on behalf of the city.

#### Community engagement

City-wide engagement on Gold Coast 2020 took place in 2014 and the City has continued to actively engage the community with 54 major engagements since 2014 as well as the launch of the City Panel. Key engagement activities which have informed the development of Gold Coast 2022 include the City Budget 2016–17 Listening Post, the City Pride Survey and the Annual Business Satisfaction Survey.

City-wide engagement on Gold Coast 2022 took place in March 2017, with the draft plan available online and displayed at City Libraries and Customer Service Centres. This enabled residents, customers and visitors to voice their views and inform the final plan.

For more information on the City Panel and to view the feedback on city engagements visit [gchaveyoursay.com.au](http://gchaveyoursay.com.au)

#### Meeting our legislative obligations

*The Local Government Act 2009* (as amended by the Local Government and Other Legislation Amendment Bill 2012) requires Council to prepare a five year corporate plan that incorporates community engagement. Gold Coast 2022 is the City of Gold Coast’s Corporate Plan and provides support for the implementation of the Queensland Plan at a local level.
## Appendix 5 – Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>The things that are done by defined individuals or Branches – or to, for, or with individuals or groups – as part of the provision of City services.</td>
</tr>
<tr>
<td>Annual Budget</td>
<td>The City’s annual budget identifies the planned expenditure and revenue approved by Council for a financial year. This includes any specific activities identified as a priority under the Operational Plan.</td>
</tr>
<tr>
<td>Annual Report</td>
<td>The City of Gold Coast’s Annual Report provides a detailed account of the progress made on the implementation of the City Vision, Corporate and Operational Plans and the financial performance of the City during the previous year.</td>
</tr>
<tr>
<td>Asset</td>
<td>An item that has potential or actual value to an organisation.</td>
</tr>
<tr>
<td>Asset Management</td>
<td>A systematic approach to manage assets through all lifecycle phases. This involves applying a combination of engineering, financial and other technical practices to the management of infrastructure, costs, opportunities, risks and performance.</td>
</tr>
<tr>
<td>Asset Renewal Funding Ratio</td>
<td>The Asset Renewal Funding Ratio considers the net present value of planned capital expenditures on infrastructure asset renewals over 10 years (per the long-term financial forecast) and the net present value of the required capital expenditures on infrastructure asset renewals over the same period (per the long-term asset management plan). This represents the extent to which the required capital expenditures on renewals per the asset management plans have been incorporated into the 10 year financial model of the Local Government.</td>
</tr>
<tr>
<td>Average Residential Rate Rise</td>
<td>This measure refers to average rate rise for residential non-Community Title Property (CTP) dwellings being a principal place of residence.</td>
</tr>
<tr>
<td>Baseline</td>
<td>A fixed reference point of previous or current performance levels used as a comparison or control to provide a base for assessing progress.</td>
</tr>
<tr>
<td>Benefit/s</td>
<td>Quantified positive consequence arising from carrying out a project, strategy, policy or other initiative. Benefits may be financial or non-financial (e.g. efficiency gains or service improvement).</td>
</tr>
<tr>
<td>Benefits Management Framework</td>
<td>This Framework provides a consistent set of processes and practices for identifying benefits, ensuring benefits are realised as project implementation progresses and that benefits can be sustained after project implementation is complete.</td>
</tr>
<tr>
<td>Broadband Speed</td>
<td>Council’s major works program assigned to ‘capital’ budgets. It should be noted that not all expenditure within Council’s Capital Works Program is capitalised.</td>
</tr>
<tr>
<td>Central Business District (CBD)</td>
<td>The commercial and business centre of a city. Southport is the Gold Coast’s CBD and was declared a Priority Development Area (PDA) of Queensland to facilitate economic development within the CBD.</td>
</tr>
<tr>
<td>Certified seawall</td>
<td>A seawall that has been certified by a Registered Professional Engineer of Queensland as being constructed in accordance with the relevant seawall designs as outlined in the City Plan.</td>
</tr>
<tr>
<td>Checkpoint</td>
<td>A defined point where confirmation of expected achievement is checked.</td>
</tr>
<tr>
<td>city</td>
<td>Refers to geographic area of the Gold Coast city.</td>
</tr>
<tr>
<td>City of Gold Coast (City)</td>
<td>Refers to Council of the City of Gold Coast.</td>
</tr>
<tr>
<td>City Plan</td>
<td>The Planning Scheme is a legal instrument that guides the growth and development of the City of Gold Coast (City). It sets out the preferred land use of every Gold Coast property and identifies what natural areas should be protected, where shops, industrial estates and public spaces etc. should be located, and sets standards and criteria for buildings. It is regularly reviewed and amended in accordance with State legislation relevant at the time. The City Plan is the Gold Coast’s Planning Scheme.</td>
</tr>
<tr>
<td>City Vision</td>
<td>A statement that articulates direction and guides the City’s future.</td>
</tr>
<tr>
<td>Community</td>
<td>The people living, working and visiting the Gold Coast e.g. residents, ratepayers, business investors and visitors.</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>Community engagement is interaction between the City and any section of the community either individually or as a group and includes information sharing, consultation and/or active participation.</td>
</tr>
<tr>
<td>Corporate Plan</td>
<td>The City’s Corporate Plan outlines the Council’s vision and translates it into medium and long term priorities, outcomes and strategies for a minimum five-year period. The City’s current Corporate Plan is known as Gold Coast 2022.</td>
</tr>
<tr>
<td>Corporate Strategy</td>
<td>A strategy is a long term plan which supports the creation of a desired future outcome for the community and identifies priorities for investment.</td>
</tr>
<tr>
<td>CPI</td>
<td>Consumer Price Index.</td>
</tr>
<tr>
<td>Debt servicing coverage</td>
<td>Provides an ability to repay loan funds. The ratio is calculated by the operating result adjusted for capital items divided by interest expense plus prior year current interest bearing liabilities.</td>
</tr>
<tr>
<td>G8</td>
<td>Is a group of eight highly industrialised nations – France, Germany, Italy, the United Kingdom, Japan, the United States, Canada and Russia. (In terms of measurement the G8 is an international representative sample that uses the eight countries as a benchmark).</td>
</tr>
<tr>
<td>GC2018</td>
<td>Commonwealth Games scheduled for 2018 to be hosted by the City of Gold Coast.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
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<tr>
<td>-----------------------------</td>
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</tr>
<tr>
<td>Green bridge</td>
<td>A bridge that provides a grade-separated link catering primarily to pedestrians and cyclists.</td>
</tr>
<tr>
<td>Gross Regional Product</td>
<td>This is the net measure of wealth generated by the region.</td>
</tr>
<tr>
<td>Interim checkpoint</td>
<td>See ‘Checkpoint’ definition.</td>
</tr>
<tr>
<td>Internet of Things (IoT)</td>
<td>A network of inter-connected sensors, devices, vehicles and buildings that transfer data over a secure network to support remote management, real-time operations and analysis of operational data.</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology.</td>
</tr>
<tr>
<td>Leverage ratio</td>
<td>This measures the City’s ability to cover debt payments over the long-term and indicates the City’s risk exposure in meeting debt obligations. It is calculated by looking at the amount of earnings in comparison to debt.</td>
</tr>
<tr>
<td>Liveability</td>
<td>Liveability refers to a combination of factors that contribute to quality of life. These include the impact of the built and natural environment as well as economic, social and cultural factors.</td>
</tr>
<tr>
<td>Live sites</td>
<td>Live sites are official event activation sites, located in designated areas within the city, where the public can view Commonwealth Games coverage and participate in entertainment.</td>
</tr>
<tr>
<td>Measure</td>
<td>The specific quantitative representation of a capacity, process, or outcome deemed relevant to the assessment of performance.</td>
</tr>
<tr>
<td>Municipal Infrastructure</td>
<td>The capital works required to provide municipal services, including all activities necessary to ensure that the works are delivered effectively, such as feasibility studies, project planning and capacity building to establish sound operational arrangements for the works.</td>
</tr>
<tr>
<td>Non-population serving employment</td>
<td>Employment that does not service the needs of the local population. For example: engineers, architects, scientists etc.</td>
</tr>
<tr>
<td>Objective</td>
<td>Something toward which work is to be directed, a strategic position to be attained, or a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed.</td>
</tr>
<tr>
<td>Operating surplus ratio</td>
<td>Indicates operational efficiency. The ratio is calculated by dividing operational result by total operating revenue excluding capital items.</td>
</tr>
<tr>
<td>Operational Plan</td>
<td>The Operational Plan is a detailed plan showing how it is intended to give effect to one year’s portion of the Corporate Plan. It is a statement of specific works to be undertaken and services to be provided in order to progress the goals and objectives set out in the Corporate Plan.</td>
</tr>
<tr>
<td>Outcome</td>
<td>An outcome is the effect, impact, result on, or consequence for the community, environment or organisation of strategies, services, policies or activities.</td>
</tr>
<tr>
<td>Performance</td>
<td>The progress in achieving planned outcomes over a given period of time.</td>
</tr>
<tr>
<td>Performance measures</td>
<td>A quantifiable indicator used to assess how well the organisation achieves its desired capacity, process or outcome.</td>
</tr>
<tr>
<td>Portfolio</td>
<td>A collection of programs, projects and activities that are centrally coordinated to achieve a set of strategic goals.</td>
</tr>
<tr>
<td>Precinct</td>
<td>An area that may contain multiple asset types that primarily exist for the purpose of supporting a facility (e.g. car parks and pathways within a park primarily existing to support the amenity of the park).</td>
</tr>
<tr>
<td>Productive value add per worker</td>
<td>This is a measure that reflects the effectiveness and efficiency of labour in the production and sale of the output.</td>
</tr>
<tr>
<td>Program</td>
<td>A Program is a related group of services provided to the City e.g. the Waste Management Program includes waste collection, waste disposal, waste recycling and city cleaning services.</td>
</tr>
<tr>
<td>Recreational</td>
<td>Recreation is an activity of leisure where activities are undertaken for enjoyment, fitness, relaxation, restoration, amusement or pleasure.</td>
</tr>
<tr>
<td>RepTrak™</td>
<td>The RepTrak™ model, provides a standardised framework for benchmarking reputation internationally. It tracks and compares perception about the City across seven key dimensions – leadership, performance, products, innovation, workplace, governance and citizenship.</td>
</tr>
<tr>
<td>Resource</td>
<td>These are the human and non-human inputs required during the execution of an activity. These include persons (individually or on crews), disciplines, equipment and machinery, services and material.</td>
</tr>
<tr>
<td>Service</td>
<td>A Service is a related group of activities provided to the City e.g. waste collection which manages a range of different waste collection types is a Service.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>A person or organisation with an interest in the outcome or output or is affected by services, activities, policies, programs or strategies.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>Public officials are entrusted with stewardship on behalf of the community. In this role, they are responsible for the considered application of legislative powers, responsible planning and the careful management of resources, ensuring that the public interest is maintained and improved over time.</td>
</tr>
<tr>
<td>Strategy</td>
<td>See Corporate Strategy.</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs.</td>
</tr>
<tr>
<td>Trend</td>
<td>Movement or change in results in a general direction, usually in an upwards or downwards direction.</td>
</tr>
<tr>
<td>Water system losses</td>
<td>Volume of metered and estimated non-metered potable water supplied to any other uses not reported elsewhere (excluding recycled water, non-urban agriculture and aquifer recharge; including losses).</td>
</tr>
</tbody>
</table>
Language assistance

If you need an interpreter, please contact City of Gold Coast Translating and Interpreting Services on 131 450 or visit cityofgoldcoast.com.au for details.

For more information

P 1300 GOLDCOAST (1300 465 326)
W cityofgoldcoast.com.au