Adopted Report
for the
Economic Development and Major Projects Committee Meeting
held
Thursday, 4 August 2016
at
2 pm
City of Gold Coast Council Chambers
135 Bundall Road
Surfers Paradise
## Index

### Adopted Report

**Economic Development and Major Projects Committee Meeting**

**Thursday, 4 August 2016**

<table>
<thead>
<tr>
<th>Item</th>
<th>Direct.</th>
<th>File</th>
<th>Page</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EDMP</td>
<td>LG115/1296/01/2016(P1)</td>
<td>4</td>
<td>2016 Proposed Agenda Items for the Economic Development and Major Projects Committee</td>
</tr>
<tr>
<td>2</td>
<td>EDMP</td>
<td>CM787/789/04/08(P1)</td>
<td>8</td>
<td>Qld Surf Life Saving Championships (9 – 12 Mar, 2017 and 2019)</td>
</tr>
<tr>
<td>3</td>
<td>EDMP</td>
<td>CM787/789/04/08(P1)</td>
<td>17</td>
<td>Gold Coast Bulletin Fun Run &amp; Half Marathon (23 April, 2017 And 2018)</td>
</tr>
<tr>
<td>4</td>
<td>EDMP</td>
<td>PD330/398/- (P21)</td>
<td>27</td>
<td>Workforce and Education Update</td>
</tr>
<tr>
<td>5#</td>
<td>EDMP</td>
<td>LG235/46/03/03/01(P1)</td>
<td>95</td>
<td>Gold Coast Cultural Precinct Update Stage 1</td>
</tr>
</tbody>
</table>

### General Business

# Recommendation changed at Committee

**KEY:**

OCEO - Office of the Chief Executive Officer  
CI - City Infrastructure  
CS - Community Services  
EDMP - Economic Development & Major Projects  
GCW - Gold Coast Water  
OS - Organisational Services  
PE - Planning & Environment
ADOPTED AT COUNCIL 9 AUGUST 2016

RESOLUTION G16.0809.016 moved Cr Vorster seconded Cr O’Neill


CARRIED UNANIMOUSLY

ATTENDANCE
Cr H Vorster (Chairperson)
Cr T Tate Mayor left meeting at 2.28pm
Cr G O’Neill
Cr C Caldwell
Cr D Crichlow OAM
Cr P Taylor
Cr R La Castra
Cr PC Young (visitor)
Cr Baildon (visitor)

Mr D Scott Director Economic Development and Major Projects
Mr T Windsor Co-ordinator Project Development
Mr S Brook Team Leader – City Events
Ms S Wilkinson Principal Project & Programs Officer
Ms Shannon Willoughby Chief Executive Officer - Study Gold Coast
Ms Tracy Cooper-Lavery Director - Gold Coast City Gallery

PRESENTATIONS

Nil

APOLOGIES

PROCEDURAL MOTION moved Cr Crichlow seconded Cr Tate

That the apology of Cr D Gates be noted.

CARRIED

PROCEDURAL MOTION moved Cr Vorster Seconded Cr Tate

Item five be moved up the agenda for discussion as the second item.

CARRIED
### ITEM 1  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS

**2016 PROPOSED AGENDA ITEMS FOR THE ECONOMIC DEVELOPMENT AND MAJOR PROJECTS COMMITTEE**

**LG115/1296/01/2016(P1)**

<table>
<thead>
<tr>
<th>ITEM</th>
<th>BRANCH</th>
<th>ACTION/ COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development and Major Projects Committee – Standing Item All Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 Proposed Agenda Items for the Economic Development and Major Projects Committee</td>
<td>Director’s Office</td>
<td>Standing Item</td>
</tr>
</tbody>
</table>

### 721 Council Meeting – 23 August 2016

**Economic Development & Major Projects Committee – 18 August 2016**

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RADF Review Report</td>
<td>Arts and Culture</td>
<td>Report be brought back to Committee following #718</td>
</tr>
<tr>
<td>Export Assistance Scheme</td>
<td>Economic Development</td>
<td>Updated Guidelines</td>
</tr>
</tbody>
</table>
### 2016 PROPOSED AGENDA ITEMS FOR THE ECONOMIC DEVELOPMENT AND MAJOR PROJECTS COMMITTEE

LG115/1296/01/2016(P1)

#### 722 Council Meeting – 6 September 2016
Economic Development & Major Projects Committee – 1 September 2016

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Plan and International Trade and Investment Program</td>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>2015-2016 Six-monthly Update (Final)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cruise Ship Terminal Update report</td>
<td>Major Projects</td>
<td></td>
</tr>
<tr>
<td>Live Music Action Plan</td>
<td>Arts and Culture</td>
<td>For Council consideration – new plan to support development of live music industry on the Gold Coast</td>
</tr>
<tr>
<td>Draft Gold Coast CBD Market Positioning Strategy</td>
<td>Major Projects</td>
<td>Initial report on the draft Gold Coast CBD Program and Market Positioning Strategy</td>
</tr>
<tr>
<td>Events Report TBC</td>
<td>City Events</td>
<td></td>
</tr>
</tbody>
</table>

#### 723 Council Meeting – 15 September 2016
Economic Development & Major Projects Committee – 14 September 2016

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMX Australia Gold Coast Facility</td>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>Events Report TBC</td>
<td>City Events</td>
<td></td>
</tr>
<tr>
<td>ITEM NAME</td>
<td>BRANCH</td>
<td>ACTIONS/COMMENTS</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Marine Industry Update</td>
<td>Economic Development</td>
<td>Six-monthly update</td>
</tr>
<tr>
<td>Heart of the City Advisory Committee minutes</td>
<td>Economic Development</td>
<td>Quarterly Update</td>
</tr>
<tr>
<td>Surf World Gold Coast</td>
<td>Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Gateway Advisory Committee minutes</td>
<td>Economic Development</td>
<td>Quarterly Update</td>
</tr>
<tr>
<td>GC2018 Gold Coast Marketing &amp; Implementation Plan</td>
<td>Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor Servicing Update</td>
<td>Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

**Presentation by Mark Peters, CEO of GOLDOC**
ITEM 1 (Continued)
2016 PROPOSED AGENDA ITEMS FOR THE ECONOMIC DEVELOPMENT AND MAJOR PROJECTS COMMITTEE
LG115/1296/01/2016(P1)

727 Council Meeting – 29 November 2016
Economic Development & Major Projects Committee – 24 November 2016

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RADF Funding Round 1 for 2016/17</td>
<td>Arts and Culture</td>
<td></td>
</tr>
<tr>
<td>Southern Event Infrastructure</td>
<td>Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

728 Council Meeting – 7 December 2016
Economic Development & Major Projects Committee – 6 December 2016

<table>
<thead>
<tr>
<th>ITEM NAME</th>
<th>BRANCH</th>
<th>ACTIONS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Gold Coast Six-monthly Update</td>
<td>Economic Development</td>
<td>6-monthly update on delivery of actions under SGC’s funding agreement with Council.</td>
</tr>
</tbody>
</table>

RECOMMENDATION
It is recommended that Council resolves as follows:
That the 2016 Proposed Agenda Items for The Economic Development and Major Projects Committee be noted.

Authorised by:
Darren Scott
Director Economic Development and Major Projects

COMMITTEE RECOMMENDATION:  ED16.0804.001
moved Cr Crichlow  seconded Cr La Castra

That the 2016 Proposed Agenda Items for The Economic Development and Major Projects Committee be noted.  CARRIED
ITEM 2  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

1 BASIS FOR CONFIDENTIALITY
Not Applicable.

2 EXECUTIVE SUMMARY
Not Applicable.

3 PURPOSE OF REPORT
The purpose of this report is to consider a request for funding support of the 2017 QLD Surf Life Saving Championships (9 – 12 March, 2017).

4 PREVIOUS RESOLUTIONS
A proposal for support of the 2014 and 2016 QLD Surf Life Saving Championships was considered at the 23 July 2013 Council meeting and was subsequently resolved G15.1102.001:

   a That Surf Life Saving Queensland be advised that Council will provide support to the 2014 and 2016 Queensland Surf Life Saving Championships comprising a cash contribution of $25,000 (plus GST), and in-kind support of $5,000 (plus GST) per event, subject to the execution of a contract to the satisfaction of the Chief Executive Officer.

   b That the source of funds is ED57100007 ‘Special Events-Tourist Parks Tax Equivalents’.

   c That support to this event is an exercise of Council’s Beneficial Enterprise Powers

5 DISCUSSION

5.1 Applicant
Stuart Hogben
Sport Manager
Surf Life Saving QLD
18 Manning Street, South Brisbane
07 5566 1007
0419 318 329
www.lifesaving.com.au
shogben@lifesaving.com.au
ITEM 2 (Continued)
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

5.2 Overview

The Queensland Championships are an event that has been held annually since 1932, when the first championships were held at Coolangatta. The event brings together approx 2,000 competitors from Rainbow Bay to Port Douglas to compete in over 250 events over the three day Championships with ages ranging from 16 years through to over 65 years of age. The 250 events held over the three days range from beach events to surf events giving competitors the opportunity to test their skills against each other in the quest for state glory.

Surf Life Saving QLD (SLSQ) conducts the State Championships annually with the objective of offering their members an opportunity to compete against fellow lifesavers from around the State in a safe and enjoyable manner. SLSQ also highly encourages the community to support the event by attending the event and witnessing the skills that our State’s lifesavers hold.

SLSQ has a Strategic Plan of which surf sports is an integral part, as it forms part of the recruitment and retention strategies as well as increasing members wellbeing by offering a healthy lifestyle.

5.3 Attendance

Organisers are forecasting slight growth in the number of participants in 2017 (refer figure 1 below).

![Figure 1 – Total participants 2016 v 2017](image)
Of the projected 2000 participants, a significant portion are from out-of-region (refer figure 2 below).

![Figure 2 – Geographic spread of registrations 2017 (projected)](image)

5.4 Event Program

SLSQ would be conducting the following events over the 4 days:

- **9th March – State School Surf League.** An event that is open to any schools both in Qld and Northern NSW with Surf Races, Board races and beach events in both individual and team format with approx. 300 students in attendance.

- **10th March – Qld State Masters Competition.** An event for members who are 30yrs and over that will compete across 15 different types of events both in the water and on the beach in both individual and team formats.

- **11th & 12th March – Qld State Open Championships.** An event which will see members aged 17 and over compete with the best surf life savers in the state coming together to compete for state honours across a wide variety of events including Ironman/Ironwoman races, surf boat competition, beach events and many more.

The School Surf league will run from 9am through to 3pm on the Thursday.

The State Masters and Open Championships will be conducted from 8am through to 4pm with 1km & 2km beach runs conducted at 7am on the 11th March.
ITEM 2 (Continued)
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

5.5 Marketing / Media Summary

SLSQ works closely in partnership with key event stakeholders and existing media partners to ensure maximum event exposure. Outside of the Gold Coast region, this will include pre-event media launches in other coastal regions (including the Sunshine Coast, and North Qld regions). The event is promoted heavily within the Surf Life Saving movement, currently across 59 surf clubs and approx 33,000 members state-wide, through regular internal communications such as e-newsletters, club circulars and social media platforms. SLSQ relies heavily on the support of media partners for pre-event promotion.

Print media relationships with Gold Coast Bulletin, The Courier Mail and various regional newspapers provide regular pre-event promotion via editorial and athlete profiles. Similarly, Hot Tomato provide pre-event promotion using region-based surf athletes to profile the Championships.

SLSQ will be once again working with Castlemedia for a highlights package that will go to air on pay TV with high ratings over the last 2 years that this has occurred.

SLSQ’s operates a dedicated media unit who incorporate and drive all social media content and on-line media opportunities. Information including media launches, athlete appearances, pre-promotion events, competition results, championship highlights, daily carnival images, are released regularly throughout the delivery of the Championships, updated daily pre and post event, and hourly during the Championships.

5.6 Growth Strategy

SLSQ will be working with clubs over the coming season to promote the event as well as the opportunity to compete at the same venue as what the Australian Championships will be held only 2 weeks later giving Queensland athletes an excellent opportunity to test the conditions and be given an advantage heading into the Australian Championships.

SLSQ will be changing some of its events by increasing the gender equality which in turn will give female participants a fairer opportunity where some events they have competed against their male counterparts which we hope will increase participation numbers in some age groups.

5.7 Outcomes and Benefits to the city

With nearly 60% of competitors and officials residing outside the Gold Coast and on average staying 3 nights each with an average daily spend of $200, the economic benefit for the Gold Coast is approx. $1 million.

For the 2016 event, SLSQ media and marketing achieved the following:

- total reach of media activities was in excess of 8.4 million people
- more than 270,000 people were directly reached through SLSQ’s social media activities
- network Ten and Channel 9 both carried out live weather crosses for the State Wide news
ITEM 2 (Continued)
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

5.8 Support Requested

Funding at the same level as in 2014 has been requested ($30,000). This will be utilised to assist with event setup including fencing hire, toilet hire, officials food costs, generator hire, fuel costs for both generators and IRB fuel for water safety.

5.9 Sponsor Benefits

SLSQ has worked closely with City of Gold Coast on previous events and would look at similar opportunities that have been offered in the past which would include (but not limited):

- Incorporated recognition of City support in public address announcements at the event
- Provided hyperlinks on the event homepage to relevant websites
- Web banner advertising on the SLSQ homepage and championships webpage which includes City logo
- SLSQ to place the Championships details and image of the Championships on the Australian Tourism Data Warehouse (ATDW)
- City logo advertising tile and weblink to be included in SLSQ E-newsletters to members database (approx. 30,000 reach)
- Light pole banner advertising with City logo appearing on a total of 12 banners to be displayed
- Finishing tape which includes the City logo in a prominent position and is used on the finals day (Sunday) of the Championships.
- City signage (feather flags & mesh fencing) to be placed in high traffic areas at the championships
- State Championships program (printed & electronic) which would include City logo and a welcome message from Mayor Tom Tate as well as a supplied City advert to promote Gold Coast as a tourist destination.
- Event shirts to be produced for event staff and volunteers to wear during the Senior State Championships and these to include the City logo printed on them in a prominent position

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

2.0 Prosperity built on a strong diverse economy

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

3.0 People contribute to a strong community spirit

3.2 We are proud of our city.
   We are a vibrant community committed to success.

3.6 We are an active and healthy community.
   We enjoy our city and its enviable climate.
ITEM 2 (Continued)
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/- (P18)

7 COMMONWEALTH GAMES IMPACT

Not applicable

8 FUNDING AND RESOURCING REQUIREMENTS

ED57100007 “Tourist Parks Tax Equivalents” holds small unallocated contingent funds in cc1005350 to support events. $40,000 can be allocated from this fund to support the Qld Surf Life Saving Championships.

9 RISK MANAGEMENT

There are no significant strategic risks associated with this event. Operational risks will be assessed and addressed as detailed planning and preparation evolves.

10 STATUTORY MATTERS

All appropriate legislative requirements will be addressed during the operational planning and approval processes.

11 COUNCIL POLICIES

Not applicable

12 DELEGATIONS

Not applicable

13 COORDINATION & CONSULTATION

Consultation to date has been limited to discussions with key agencies involved in the operational planning and approval processes.

14 STAKEHOLDER IMPACTS

Key stakeholders are sectors of the tourism industry, business community and the broader community.

15 TIMING

The 2017 event is to be staged from 9 – 12 March 2017.
16 CONCLUSION

Surf life saving is part of the DNA of the Gold Coast. It represents the healthy, outdoor, mate ship and volunteerism that exists in our residents and forms part of our brand as a city in that we have clean and safe beaches. This event drives significant visitation into the city with approximately 1000 out-of-region participants staying for 3 to 5 nights. It also kicks off a bumper March and April period for major events on the Gold Coast, with the Quiksilver Pro, Bleach Festival, Gold Coast Triathlon and Gold Coast Film Festival all following.

The major events portfolio has a strong surf life saving element and currently includes this event every second year (with it going to the Sunshine Coast in alternate years), along with the Australian Surf Life Saving Championships confirmed for 2017, 19, 20 and 21 and the annual Coolangatta Gold. This successful ongoing commitment to host the country’s leading surf related events, has allowed the Gold Coast to achieve a national reputation of being the capital of surf live saving.

Organisers have switched the rotation of the event between the Gold and Sunshine Coasts in order to ensure the event sits outside of the city in 2018, given its proximity in the calendar to the Commonwealth Games. This will see both the QLD and Australian Titles held back-to-back on the Gold Coast in 2017, with potential cost savings achieved for Organisers through the sharing of infrastructure.

Organisers are only requesting an investment in 2017, however a multi-year commitment to the event is recommended in order to provide funding certainty along with securing the event for the City’s major events calendar over the medium term.
ITEM 2 (Continued)
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

17 RECOMMENDATION

It is recommended that Council resolve as follows:

1 That the applicant (Surf Life Saving Queensland) be advised that Council will provide support to the 2017 and 2019 Queensland Surf Life Saving Championships comprising a cash contribution of $25,000 (plus GST), and in-kind support of $5,000 (plus GST) per event, subject to the applicant:
   a listing the event with detailed information and images on [www.moregoldcoast.com.au](http://www.moregoldcoast.com.au)
   b engaging with Gold Coast Tourism to:
      i coordinate marketing and promotion of the event so as to attract additional visitors to the city and
      ii deliver out-of-region competitors with a range of Tourism related products to support overnight stays and visitor expenditure around the event;
   c undertaking to provide a comprehensive Post Event Report

2 That the source of funds is ED57100007 ‘Special Events-Tourist Parks Tax Equivalents’.

3 That support to this event is an exercise of Council’s Beneficial Enterprise Powers

Author:                      Authorised by:
Steve Brook               Darren Scott
Events Team Leader        Director Economic Development and Major Projects
19 July 2016               19 July 2016

TRACKS REF: 57100656
ITEM 2 ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
QLD SURF LIFE SAVING CHAMPIONSHIPS (9 – 12 MAR, 2017 AND 2019)
LG426/602/-(P18)

Cr Caldwell declared that a real (or perceived) conflict of interest in this matter could exist (as per section 173 of the Local Government Act 2009) due to him being active patrol member of Southport Surf Club, but that he had considered his position and was firmly of the opinion he could participate in debate and vote on this matter in the public interest.

Cr Caldwell remained in the room

Cr Taylor declared that a real (or perceived) conflict of interest in this matter could exist (as per section 173 of the Local Government Act 2009) due to him being a member of Kurrawa Surf Club, but that he had considered his position and was firmly of the opinion he could participate in debate and vote on this matter in the public interest.

Cr Taylor remained in the room

COMMITTEE RECOMMENDATION: ED16.0804.002

moved Cr Taylor seconded Cr La Castra

1 That the applicant (Surf Life Saving Queensland) be advised that Council will provide support to the 2017 and 2019 Queensland Surf Life Saving Championships comprising a cash contribution of $25,000 (plus GST), and in-kind support of $5,000 (plus GST) per event, subject to the applicant:
   a listing the event with detailed information and images on www.moregoldcoast.com.au
   b engaging with Gold Coast Tourism to:
      iii coordinate marketing and promotion of the event so as to attract additional visitors to the city and
      iv deliver out-of-region competitors with a range of Tourism related products to support overnight stays and visitor expenditure around the event;
   c undertaking to provide a comprehensive Post Event Report

2 That the source of funds is ED5710O007 ‘Special Events-Tourist Parks Tax Equivalents’.

3 That support to this event is an exercise of Council’s Beneficial Enterprise Powers

Cr Caldwell and Cr Taylor voted in the positive
ITEM 3  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

1  BASIS FOR CONFIDENTIALITY

Not Applicable.

2  EXECUTIVE SUMMARY

Not Applicable.

3  PURPOSE OF REPORT

The purpose of this report is to consider a request for funding support for the 2017 and 2018
Gold Coast Bulletin Fun Run and Half Marathon (23 April in 2017).

4  PREVIOUS RESOLUTIONS

A proposal for support of the 2016 Gold Coast Bulletin Fun Run and Half Marathon was
considered at the Events Advisory Committee meeting of 14 Oct 2015 and Council
subsequently resolved G15.1102.001:

a  That the applicant (The Event Crew) be advised that Council will provide cash
support of $5,000 (plus GST) for the Half Marathon component of the 2016
Gold Coast Bulletin Fun Run and Half Marathon (17 April 2016), provided that
a minimum of 25% of the participants in the Half Marathon are from out-of-
region, and subject to the applicant:

(i)  listing the event with detailed information and images on
www.moregoldcoast.com.au

(ii)  engaging with Gold Coast Tourism to:

• coordinate marketing and promotion of the event so as to attract
additional visitors to the city and

• deliver out-of-region competitors with a range of Tourism related
products to support overnight stays and visitor expenditure around the
event;

(iii)  undertaking to provide a comprehensive Post Event Report

b  That the source of Funds be Account ED5710006-Major Events Support.

c  That support to this event is an exercise of Council’s Beneficial Enterprise
Powers.

5  DISCUSSION

5.1  Applicant

Brendon Downey
Director
The Event Crew Pty Ltd
Unit 3 / 4 Fremantle Street
West Burleigh, QLD 4220

P:  07 55 680 443
M: 0410 376 661
E: brendon@theeventcrew.com.au
5.2 Overview

The Gold Coast Bulletin Fun Run isn’t just a fun run, it’s a fun run festival that starts and finishes at one of the Gold Coast’s most iconic venues – Cbus Super Stadium. Gold Coast Bulletin Fun Run features five distinct race distances, catering to everyone from the serious half marathon runner, to mums and dads who just want to get the kids out and have some family fun.

What makes this event truly special is that every participant experiences how it feels to run through the stadium gates, accompanied by the resounding cheers of thousands of watching family members in the stands, and look up to see themselves on the big screen running to the finish line!

The Fun Run Festival includes five events which cater for a wide variety of runners, families and walkers alike:

- Half Marathon (21.1km) run – attracting both elite and the challenge-based runner
- 10km run – attracting both elite athletes and passionate runners
- 5km run/walk – a nice distance for everyone
- 2.5km run/walk – a great family event or for the runners who are just starting out
- 1km run/walk – a great one for the kids

The Gold Coast Bulletin Fun Run also incorporates other activities including an event expo and an area set aside for kids’ activities.

5.3 Attendance

Across all 5 events, Organisers are forecasting continued growth (projected at 10%) in registrations in 2017 (refer figure 1 below). This growth has been scaled back from previous years, as projections in 2015 were for 3000 participants in 2016, which was subsequently not achieved.

![Figure 1 – Total registrations 2012 – 2017](image-url)
ITEM 3  (Continued)
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

Organisers are forecasting an increased demand on this event from out-of-region, with a slight increase in the intrastate audience (refer figure 2 below).

Specifically for the Half Marathon, 472 runners competed in 2016 with Organisers forecasting 10% growth in 2017 (refer figure 3 below). The Half Marathon is attended by a greater percentage of out-of-region audience (46%) than all of the other events held on the day.
ITEM 3 (Continued)
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

5.4 Event Program

**SATURDAY** 22nd April

10-2pm Event Check In and Late Entries – Rebel Pacific Fair

**SUNDAY** 23rd April

5.30am Late Event Check In and Late Entries Opens*
6:30am Jumping Castle and Face Painting open!
6.30am Griffith University Half Marathon start
6.45am Heritage Bank 10km Start
7.00am Late Event Check In and Late Entries Closes*
7.00am Warm Up
7.15am Ramsden Lawyers 2.5km Family Run and Walk
8.15am Warm Up
8.30am Brooks 5km Start
9.00am Warm Up
9.15am Rebel Sport 1km Kids Dash Start
9.30am Random Draws & rebel School Challenge presentation

5.5 Commercial Sponsors

The event received $33,000 in sponsorship from its various partners in 2016 (including City of Gold Coast) and Organisers hope to receive a similar level in 2017 if agreements are resigned.

5.6 Marketing / Media Summary

Organisers are finding that electronic mail has become the main driver for communicating with and recruiting participants, along with social media advertising. GCBFR currently has an active database of just over 17,000 people. The Event Crew general database adds a further 25,000 on top of this from other events. Newsletters are emailed monthly, however Organisers also produce a number of other digital communications including:

- We miss you (if someone has not come back the following year to an event)
- Partially completed entry reminder
- Pre- and post-event news
- Number allocation and E-Kit content (special offers from sponsors)

Social Media –

The social media platform has become and will continue to be the largest advertising and promotional vehicle for GCBFR. Organisers have grown their reach over the past year, and with these improvements have come increased interaction. Organisers are poised to continue this growth into the future. At present, Facebook is the dominant part of this with over 2975 followers on GCBFR. Organisers have been using paid and organised advertising strategies and will continue to do so into the future. Twitter is somewhat smaller in terms of engagement with the audience. TEC’s Instagram account has increased to almost 1000 over the season as they have started using this medium more frequently. This has become the secondary platform for social media communication after Facebook.
Print and Digital Media –

With the Gold Coast Bulletin being the major sponsor for the GCBFR, Organisers have a major ally in the print and digital media space. In the lead up to the event, Organisers have a mixture of full and quarter page colour ads and features as well as post race photos and stories. GCBFR also featured an insert into all circulated papers on the day the late entry fees kicked in which showed a boost in entry numbers. In addition to this, Organisers have utilised social media and eDM’s to connect with new and existing audiences. Organisers continue to produce flyers and posters that are distributed, but not limited to, pools, gyms, cafes, other events, coaches and tri clubs/teams and schools and universities. Organisers have and will continue to engage other media via event previews, press releases and event wrap-ups. In the past this has led to some great coverage via a number of traditional and new media throughout the season.

5.7 Growth Strategy

The 2015 event was the first year Organisers started to see a real increase in participants from outside the Gold Coast, particularly from northern NSW and Brisbane. The plan is to continue to grow this portion of the market over the next 3 years through targeted marketing campaigns to both intra and interstate locations, particularly into cities with a high level of running participation, including Sydney and Melbourne but also wider into other new markets of Auckland where there is a strong running participation. This will encourage people to come to the Gold Coast with family and friends, staying approx. 2-3 nights and contributing significant economic benefits to other local businesses.

Proposed continued activity and enhancements for the participants for 2016-2018 events include:

- Enhance the value of the event and the participant’s experience with course measured to international standards, (IAAF-AIMS Course Measurement)
- Improve the participant’s comfort with on-course toilets
- Provide run splits for the Half Marathon at the expo results booth (real time)
- Maintain the incredible atmosphere with the finish line inside CBUS
- Continue to ensure participant safety and quality event environment with full road closure and running on the road
- Maintain the participant experience with finish line video
- Maintain the high quality expo and child-friendly area inside CBUS
- Continue to include the free athlete gift (run visor) with entries to provide ongoing marketing exposure throughout the year
- Create more quality marketing collateral including a full on-line video highlights package in 2016
- Market the event more extensively across Australia and into New Zealand (specifically Auckland) through more social media spend and in running magazines and event calendars as well as cross-promotion at key interstate running events, where possible.
5.8 Outcomes and Benefits to the city

Economic Impact –

Tourism Research Australia statistics show that sporting tourists spend on average $242 per day. Based on 639 participants travelling for the event over the period of days leading up to and after the event, with approximately 1.5 travelling companions per participant, the economic impact to the City of Gold Coast is estimated at $232,000.

In addition there is significant additional hidden economic impact from locals, competing locally and therefore not travelling for another event or leisure activity. The GCB Fun Run and Half Marathon has become the preferred lead up event for locals for the Gold Coast Airport Marathon, especially since 2014 with the addition of the Half Marathon option.

Further economic impact is also achieved as The Event Crew, is a local Gold Coast business, owned by Gold Coasters, employing local people, contractors, community groups and suppliers, any profits from this event are spent locally.

5.9 Support Requested

The applicant seeks support of $10,000 (plus GST) per year, for a two year period. This will be used to continue to build the event experience and market the event further afield. This amount represents 8% of the total event budget.

5.10 Sponsor Benefits

City of Gold Coast - Silver Partnership

As a Silver Partner of the GCBFR & Half Marathon, The Event Crew can offer the City of Gold Coast the following benefits as part of the comprehensive marketing package:

Recognition –

- City of Gold Coast will be recognised throughout event promotion as a Silver Partner of the GCB Fun Run;
- Access to Participants
- City of Gold Coast will receive access to include promotions in two (2) e-newsletters.
- City of Gold Coast will be provided access to include information on the event’s website;
- City of Gold Coast will receive access to include a promotional collateral in competitor race e-kits
- On-site Event Day Activation
- A 3m x 3m area at the event to promote City of Gold Coast, Regional Tourism Organisation or other City Active & Healthy programs or events
- Promotion throughout the day from the event commentators
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

Branding – The City of Gold Coast logo will appear:
- on selected promotional materials, including entry forms;
- on other selected participant materials;
- on the footer of the GCBFR website;
- City of Gold Coast tower advertisement will appear on the GCBFR website;
- City of Gold Coast barrier signage (40m) and flags (6) will appear on course.

Corporate Hospitality –
- 8 x individual entries into the event to be used at City of Gold Coast’ discretion

Additional Benefits –
- Access to use the GCBFR logo in City of Gold Coast marketing (subject to approval from The Event Crew)

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

2.0 Prosperity built on a strong diverse economy
- 2.5 We are a globally recognised tourism destination.
  Our city attracts visitors from all over the world.

3.0 People contribute to a strong community spirit
- 3.2 We are proud of our city.
  We are a vibrant community committed to success.
- 3.6 We are an active and healthy community.
  We enjoy our city and its enviable climate.

7 COMMONWEALTH GAMES IMPACT

Not applicable

8 FUNDING AND RESOURCING REQUIREMENTS

In the 2016-17 adopted initial budget, Council allocated $5,000 in cc1001393, (ED5710O006 Major Events Support).

9 RISK MANAGEMENT

There are no significant strategic risks associated with this event. Operational risks will be assessed and addressed as detailed planning and preparation evolves.

10 STATUTORY MATTERS

All appropriate legislative requirements will be addressed during the operational planning and approval processes.
ITEM 3 (Continued)
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

11 COUNCIL POLICIES

Not applicable

12 DELEGATIONS

Not applicable

13 COORDINATION & CONSULTATION

Consultation to date has been limited to discussions with key agencies involved in the operational planning and approval processes.

14 STAKEHOLDER IMPACTS

Key stakeholders are sectors of the tourism industry, business community and the broader community.

15 TIMING

The 2017 event is to be staged on 23 April.

16 CONCLUSION

This event was originally placed into the calendar as a community fun run and has recently expanded its offering to include both distance and kids’ events. Community fun runs generally service the needs of the residents in the cities the events are held, yet with the expanded format of this event, the level of interest from out-of-region has been raised.

This event provides an avenue to motivate the community to stay active and healthy and is beneficial in playing an important role in the social wellbeing and connectedness of the city’s residents. It may also provide a platform for race training in the months leading into the Gold Coast Marathon. As Organisers expand their marketing efforts beyond the boundary of the city, comparisons will continue to be made on the number of out-of-region visitors participating in this event, compared to other single day mass participation events within the portfolio.

Organisers were unsuccessful in achieving their projections of 3000 participants in 2016 and therefore an investment into Half Marathon component of the event at a lower level than what has been requested is recommended.
ITEM 3 (Continued)
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/- (P18)

17 RECOMMENDATION

It is recommended that Council resolve as follows:-

1 That the applicant (The Event Crew) be advised that Council will provide cash support of $5,000 (plus GST) per annum for the Half Marathon component of the 2017 and 2018 Gold Coast Bulletin Fun Run and Half Marathon, subject to the applicant:

   a achieving growth in the number of Half Marathon participants year-on-year
   b achieving at least 25% participation in the Half Marathon from out-of-region
   c listing the event with detailed information and images on www.moregoldcoast.com.au
   d engaging with Gold Coast Tourism to:
      i coordinate marketing and promotion of the event so as to attract additional visitors to the city and
      ii deliver out-of-region competitors with a range of Tourism related products to support overnight stays and visitor expenditure around the event;
   e undertaking to provide a comprehensive Post Event Report

2 That the source of funds be cc1001393, ED5710006 - Major Events Support.

3 That support to this event is an exercise of Council’s Beneficial Enterprise Powers.

Author: Steve Brook
Events Team Leader
13 July 2016

Authorised by: Darren Scott
Director Economic Development and Major Projects

TRACKS REF: 57041618
ITEM 3  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
GOLD COAST BULLETIN FUN RUN & HALF MARATHON (23 APRIL, 2017 AND 2018)
LG426/602/-(P18)

COMMITTEE RECOMMENDATION:  ED16.0804.003
moved Cr Crichlow  seconded Cr Taylor

1 That the applicant (The Event Crew) be advised that Council will provide cash support of $5,000 (plus GST) per annum for the Half Marathon component of the 2017 and 2018 Gold Coast Bulletin Fun Run and Half Marathon, subject to the applicant:

   a achieving growth in the number of Half Marathon participants year-on-year
   b achieving at least 25% participation in the Half Marathon from out-of-region
   c listing the event with detailed information and images on www.moregoldcoast.com.au
   d engaging with Gold Coast Tourism to:
      i coordinate marketing and promotion of the event so as to attract additional visitors to the city and
      ii deliver out-of-region competitors with a range of Tourism related products to support overnight stays and visitor expenditure around the event;
   e undertaking to provide a comprehensive Post Event Report

2 That the source of funds be cc1001393, ED5710O006 - Major Events Support.

3 That support to this event is an exercise of Council’s Beneficial Enterprise Powers.

CARRIED
ITEM 4  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

Refer 47 page attachment

1 BASIS FOR CONFIDENTIALITY

Not Applicable.

2 EXECUTIVE SUMMARY

Not Applicable.

3 PURPOSE OF REPORT

The purpose of this report is to update Council on workforce and education initiatives being implemented under the city’s Workforce Framework in partnership with Study Gold Coast (SGC) and under the current funding agreement between Council and SGC.

4 PREVIOUS RESOLUTIONS

Council at its meeting of 16 June, 2015, resolved in part G15.0616.021:

1 That Council note the update on progress of the delivery of the City of Gold Coast’s Workforce Framework in partnership with Study Gold Coast.

2 That an update report on the implementation of the Workforce Framework be provided to Council annually with the next update in June 2016.

Council at its meeting of 12 December, 2014, resolved in part G14.1212.016:

1 That Council note the six month update on progress of the Workforce Framework and Study Gold Coast

2 That Council note the Study Gold Coast three year Strategic Plan

3 That an update report on Implementation of the strategy be provided to Council six monthly.

Council at its meeting of 20 May, 2014, resolved in part G14.0520.013:

1 That Council endorses the Workforce Framework

2 That Council notes the Study Gold Coast 2013/2014 Milestone Report under the funding agreement including the Study Gold Coast draft operational plan.

3 That an update report on Implementation of the strategy be provided to Council six monthly.

4 That the Chief Executive Officer write to Mr John Paul Langbroek MP, Minister for Education, Training and Employment, providing him with a copy of the Workforce Framework and requesting his suggestions for where State Government might be able to assist with funding

Additional Council resolutions are included in Attachment 1.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

5 DISCUSSION

5.1 Strategic Context

Over the next five to fifteen years the global economy is expected to experience widespread disruption to business models and labour markets as a result of a number of demographic and technological drivers of change. These are predicted to cause significant changes to the types of skills in demand with significant skills shortages emerging in a number of jobs categories; in particular in STEM (Science, Technology, Engineering and Maths) fields. In addition, some jobs are expected to gradually disappear through redundancy, automation and removal of ‘the middle man’.

Key findings of recent research\(^1\) into Australia’s future workforce include:

- 44% of current occupations will be at risk over the next 20 years due to digital disruption
- 75% of the fast growing occupations require STEM skills
- STEM skills jobs grew about 1.5 times the rate of other jobs in recent years
- $57.4 billion would be added to GDP by just 1% of the workforce changing into STEM jobs

As a city, we need to respond to a number of challenges for the economy including:

- Spare capacity in the labour market and a protracted period of low wage growth\(^2\)
- 40% of employment growth by June 2019 is predicted to be in occupations requiring a bachelor degree or higher\(^3\)
- Long term youth unemployment as many traditional entry level positions (including in professional services) are lost through redundancy or out-sourcing to cheaper off-shore labour markets
- Mature-age workers needing to re-enter the workforce or upskill
- Workers in job categories in decline may find it difficult to transition to jobs in demand in growth sectors, such as STEM fields, which tend to require tertiary qualifications and high levels of ICT-literacy

The Gold Coast currently has an ‘education and skills gap’ with just 14.3% of the population holding a bachelor degree or higher compared to a national average of 18.8% and Brisbane City which tops 28%\(^4\). Raising tertiary education attainment levels is vital to develop the highly skilled labour pool necessary to attract investment, grow jobs and service an expanding knowledge-based economy.

\(^1\) Benchmarking Australian Science, Technology, Engineering and Mathematics, Office of the Chief Scientist, November 2014.
\(^2\) Perspectives on education and training: Australians with qualifications in science, technology, engineering and mathematics (STEM), ABS, 2010-11
\(^3\) A Smart move: Future-proofing Australia’s Workforce, PWC, 2015
\(^4\) Domestic Economic Conditions, RBA, May 2016
\(^4\) Corporate Plan 2015-16, Department of Employment
\(^4\) Source: ABS Census 2006, 2011, count of total persons (usual residence)
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

A skilled workforce drives innovation and industry diversification and results in economic growth, but global talent will not be attracted or retained without knowledge-based jobs across diverse industries such as education, health, science, technology, advanced manufacturing, creative and professional services.

5.2 Education Sector Snapshot

Diversifying the Gold Coast’s employment base is a key Council strategy to mitigate the risks from potential economic downturns. Over the past few years industry growth in the Gold Coast has seen a shift in the structure of the economy with the strongest growth in the health, education and professional services sectors.

The international education and training sector is now Australia’s leading services export sector. International education services contributed approximately $17 billion to the Australian economy in 2014 and increased to $20 billion last year, with expenditure half in fees and half in payments for goods and services.

Within the Gold Coast, the education and training sector contributes more than $1.4 billion to the local economy (2014/15). Over the past decade the value the sector contributes to the economy has increased by approximately $460 million (or 47%).

The education and training sector is currently the Gold Coast’s 5th largest employment sector and employs approximately 24,500 people (or 7.9% of total employment in the city). Growth in employment in the sector has been at an annual average of 6.7% (or 9,800 people) over the past decade.

The international education sector on the Gold Coast contributes approximately $754 million in direct and indirect value-add to the Gold Coast. In 2014, there were an estimated 19,000 international students studying on the Gold Coast, with English language and higher education accounting for the majority of students.

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5 Source: Department of Education, Study Gold Coast. Note – estimate is based upon best available data at the time. Further market research is to be undertaken by Study Gold Coast.
5.3 Economic Development Strategy and Workforce Framework

‘Workforce’ is identified as one of six strategic themes under Council’s Economic Development Strategy 2023 (EDS) with implementation actions articulated in the City’s Workforce Framework 2023 which was endorsed by Council in May 2014. The workforce framework aligns to relevant Federal and State Government strategies and plans, including the National Workforce Development Strategy, the National Strategy for International Education, and Queensland’s DET International Strategy 2015-2019. The workforce framework responds to relevant national and international trends in workforce and education, and to emerging opportunities such as the Gold Coast 2018 Commonwealth Games™ (GC2018).

The workforce framework has four key objectives:

- Develop a skilled workforce with tertiary qualifications at national levels or above
- Promote the Gold Coast as an education city and attractive location for talent
- Increase skills and jobs in STEAM sectors with a focus on developing a health and wellness workforce speciality
- Strengthen links between business and universities to support research, innovation and business growth

The workforce framework articulates a partnership approach with SGC, individual education and training institutions, industry and other levels of government.

5.4 Role of Study Gold Coast

SGC is central to the achievement of the workforce framework objectives and is principally responsible for marketing the city as an education destination and engaging with international students to ensure a positive study and lifestyle experience in the city. SGC also works in collaboration with the City to advocate for education, promote graduate retention in the city, increase domestic student aspirations and pathways, promote STEAM careers and work to leverage international global connection opportunities.

SGC is currently in the third year of its funding agreement with Council signed on 11 December 2013 and, on 1 December 2015, extended for a term of one year to 30 June 2017, to allow Council to consider a new funding agreement by 30 June 2016.

On 3 June 2016, Special Budget Committee endorsed SGC’s Strategic Plan 2016 – 2020 and supported the CEO to enter into a new four year funding agreement with SGC, subject to approval by Council through the budget approval process.
5.5 Update on Education and Workforce initiatives delivered during 2015/16

5.5.1 City-led programs and initiatives in 2015/16

Over the past year Council officers have progressed a number of education and workforce programs and initiatives including:

5.5.1.1 Bridging the Gap

The Bridging the Gap business research program is designed to assist businesses to partner with university researchers on projects that support their business growth, as well as connect higher degree students in universities more directly with real world research.

A Bridging the Gap pilot program was initiated in March 2015 between Council and Bond University, which aimed to assist three small and medium enterprises (SME’s) with strong growth potential to partner with Bond University researchers to undertake research that would help the businesses to innovate, grow or diversify. Under the terms of the funding agreement, Council provided a grant to Bond University of $30,000 to support agreed business research projects with matched contributions, in cash or in kind, from participating businesses and Bond University.

Council officers assisted the Bond University Research Unit to identify businesses with research needs that could be matched with university research capabilities. The businesses were then engaged directly by university research staff to identify workable research projects. While not all of this engagement led to commitments on viable research projects, to date Bond University has been successful in securing contracts with two businesses, with research underway and scheduled for completion at the end of June 2016. The first research project is a clinical trial using psychological acupuncture techniques to demonstrate the use of a local business product in the management of food cravings and weight maintenance. The second research project involves using virtual reality technologies to demonstrate a medical device for the treatment of respiratory illnesses.

Recent progress reports by Bond University researchers highlight the value-add that these research projects have provided. Benefits for the business include the research outcomes, training of the business employees by Bond University researchers to help them develop a better understanding of the medical effects of their product, access to specialist research equipment at Bond University, and use of the Bond Logo and promotion of the research partnership on the business website. Benefits for Bond University’s research students include involvement in a real world research project, use of the virtual reality research equipment on a range of projects to enhance learning, additional related research studies, and potential internship opportunities after graduation.
5.5.1.2 STEAM Program

(a) Mayor’s Telstra Technology Award

The Mayor’s Telstra Technology Award 2015 was launched at Bond University on 20 April 2015 and the inter-school competition between 12 Gold Coast schools ran until October 2015. The team from Varsity College was awarded first prize for their proposal of a safe online social network site for 8-17 year olds called ‘SocialBar’.

First prize included an eight week entrepreneurial education program by Startup Apprentice which was delivered to students at Varsity College in Term One of 2016. At the completion of the course, each team had developed a validated business idea and learned a range of skills needed to carry it forward into a revenue producing entity.

(b) Great Gold Coast Careers Kit

To support the objectives of raising local aspirations for tertiary level qualifications and increasing skills in STEAM, the city developed a ‘Great Gold Coast Careers’ guide. The guide includes fact sheets about STEAM careers, career pathways through tertiary qualifications, predicted jobs growth in the different employment areas and related information.

The careers guide is supported by 26 videos profiling ‘Great Gold Coast Jobs’, which include 12 produced and funded jointly with Griffith University (Sciences). The video profiles are designed to change perceptions about the range of job opportunities in the city, and focus on interesting and exciting careers requiring tertiary study. They showcase jobs in science, health, engineering, ICT and design/creative fields in particular.

The careers guide was distributed to the industry in 2015/16 and has been well received by career advisor networks. The videos were showcased at the 2016 Gold Coast Careers Expo in May, with copies of the careers guide distributed to attendees. Both the guide and videos will be made available through the newly upgraded SGC website.

(c) Science Engagement

Over the past year Council officers have engaged with the Australian Government through Inspiring Australia on its National Science Engagement Strategy and have explored the opportunity for establishing a Regional Science Hub and science clubs in the Gold Coast, together with representatives of Griffith University, Southern Cross University, the Queensland STEM Education Network, SGC and Upper Coomera and Coombabah high schools. In the latter half of 2015 Griffith University undertook a science clubs pilot project with the Upper Coomera school and engagement on the establishment of a Regional Science Hub has continued into 2016.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/-(P21)

5.5.1.3 Building Human Capital/Talent Attraction

(a) Education sector profiling and promotion

Council officers have continued to undertake research into industry sector growth trends and employment in the Gold Coast to build an understanding of the changing economic profile of the city. This research is essential to support the implementation of programs and actions under the EDS and Workforce Framework, including the identification of the training and skill requirements to support future growth industries.

Education, training and career opportunities are promoted through a range of means, including City of Gold Coast business communication channels (direct engagement, marketing and promotion), the annual Careers and Employment Festival run by SGC, and the More Gold Coast website. More Gold Coast has provided a significant channel for the promotion of study and career opportunities as well as university research, with the three universities and SGC as active partner contributors. Since its launch, More Gold Coast has produced/published 125 education and research related stories, including longer features, supplemented by video content (refer to examples in Attachment 3). The city’s education and research success story is integral to changing and enhancing city reputation.

(b) Preliminary Investigation into Student Accommodation

Council officers have undertaken a preliminary investigation into the supply and demand for student accommodation in the Gold Coast. While Griffith and Bond Universities have purpose-built student accommodation on campus, other tertiary education providers rely upon a mix of home-stay and rental accommodation options across the city.

Due to an identified shortage of student accommodation, the City of Brisbane recently introduced incentives to developers to encourage the development of purpose built student accommodation in Brisbane. While the international education sector on the Gold Coast is anticipated to grow significantly in the coming years’, being a tourism city with a large supply of short term, furnished accommodation the demand for purpose built student accommodation is more complex. Given limited availability of data on demand for student accommodation further research is required.

(c) Pre-feasibility on a Student Hub

Council officers have undertaken a preliminary study into the range of student services on offer by the Gold Coast’s tertiary education providers and the potential development of a student hub, similar to best practice examples in other cities, such as the Study Melbourne Student Centre in the Melbourne CBD. This has been supported by a number of focus groups with international students to provide insights into their experiences of the city and indicative directions for SGC to take this body of work forward in 2016/17.
5.5.2 Study Gold Coast-led programs and initiatives in 2015/16

Over the past year SGC has successfully delivered the following:

5.5.2.1 Core funding programs and initiatives

Under the three year Education Partnership funding agreement with Council, through which SGC is allocated a sum of $250,000 annually, SGC has delivered a wide range of programs and initiatives including:

(a) Gold Coast Careers and Employment Festival

SGC delivered the 2016 Gold Coast Careers and Employment Festival from 3 to 6 May 2016. The Festival launch event, The Gold Coast's Education Imperative with Bernard Salt, developed with the cooperation of the Future Gold Coast project, was attended by approximately 100 representatives from across the city’s education sector.

The signature event of the festival, the Gold Coast Careers Expo, was held on 5 May. The expo was well attended by over 6,000 students, parents, teachers, career advisors, and others looking to up-skill, change careers or return-to-study. The excellent attendance highlights the importance of the Expo event to the city as one of the leading showcases of the Gold Coast education sector. Complementing the annual education and training space at the Expo was an employment precinct which expanded the event audience and provided more opportunities and pathways for those planning a career or wanting to re-train. Other events held during the Festival included resume workshops, university lectures and ‘explore days’ on campus.

(b) Mayor’s Education Circle

The first Mayor’s Education Circle was held in September 2015. It provided SGC members and education partners (VC, CEO and board level) an opportunity to engage with the City of Gold Coast Mayor and CEO to discuss the future of education on the Gold Coast.

(c) Mayoral Friendship Ceremony

The Mayoral Friendship Ceremony was held on 10 April 2015 at the Gold Coast Arts Centre and was attended by approximately 90 international students from the three universities and Queensland TAFE Gold Coast. It is a formal, civic event that supports the Mayor’s Second Home Strategy and connects with the city’s international students to thank them for choosing the Gold Coast as their ‘second home’ while they study.

(d) Members’ Events and Activities

SGC hosts a number of member events and activities over the year, including professional development sessions, networking functions, marketing conferences, meetings and workshops. SGC also organises a range of student experience activities including Students Day, intercollege sport competitions, participation in ‘O’-week events, Mayor’s International Student Friendship Ceremony, the Mayor’s International Student Ambassador Program and local events such as the Gold Coast Careers and Employment Festival.

In 2015/16, SGC achieved a 90% increase in secondary school membership across the private and public sector, and has secured the commitment of its core members to an additional four years of financial support.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/-(P21)

(e) General Marketing Initiatives
General marketing initiatives include the new gallery of education, student experience and promotional material, increased social media awareness and engagement, and increased media activity for the brand and its members. SGC has coordinated a website refresh, social media channels and marketing plan, media releases, printed collateral and video and photo shoots. Marketing outcomes include:

- Raising social media followers on Facebook from under 3,000 to over 16,000 in less than two years
- Setting up WeChat and Weibo channels to engage Chinese market along with a Chinese website (studygc.cn) showcasing the Gold Coast as an education destination
- Developing and implementing an identity that aligns with the wider city brand suite

(f) Student Focus Groups
Each year, SGC runs focus groups with Gold Coast students to encourage students from a range of education institutions to talk about their experiences on the Gold Coast. These responses assist SGC with planning of marketing and student inclusion initiatives for the coming year.

(g) Other
Over the last three years of the current funding agreement, SGC have also achieved the following:

- Founded the Study Gold Coast Business Advisory and the Gold Coast Careers Network
- Signed MOU’s and formed partnerships with Gold Coast Tourism (GCT), Bleach* Festival, and the IT Forum
- Partnered with Austrade on a jobs and export internship program

5.5.2.2 Additional Funding programs and initiatives
The Study Gold Coast China Campaign, Student Inclusion and Experience, Mayor’s International Student Ambassador program and Gold Coast Science and Technology Festival have been made possible through additional funding over and above SGC’s core funding under its funding agreement with Council. A variation to the Education Partnership funding agreement with Council was signed on 21 October 2015 to cover the additional funding allocated through Council’s budget process for the Study Gold Coast China Campaign and the Student Inclusion and Experience program.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/-(P21)

(a) China to the Gold Coast – an Education Experience
The China campaign successfully demonstrated the complementarity of student marketing and tourism marketing, highlighting the opportunity to combine future marketing efforts through offshore campaigns, trade missions and trade shows. Key outcomes of the China campaign include:

- Signing an agreement with the Chengdu Education Bureau providing access to 20 foreign schools within the Chengdu municipality
- Delivery of the ‘Gold Coast to China – an Education Experience’ campaign which generated more than 46 million page impressions in China and continues to build the city’s reputation as a leading education destination
- Over 1,500 registrants applied for the opportunity to visit the Gold Coast for a two-week education experience as part of SGC’s China marketing campaign that ran from November 2015 through to the end of January 2016. The 12 winners will be visiting the Gold Coast in July-August 2016.

(b) Student Inclusion and Experience
In 2015, SGC received additional funding from Council to deliver a range of marketing and engagement activities with the purpose of increasing SGC’s visibility and raising awareness amongst students in the Gold Coast, particularly international students, about the city’s second home strategy. SGC was successful in delivering on this program, which included the following outcomes:

- Establishment of a Student Advisory Board, with domestic and international student representatives, to provide a sounding board for policies and marketing initiatives aimed at the city’s student population and to help develop student experience initiatives
- The first ‘Welcome to the Gold Coast’ campaign targeting newly-arrived students engaged with over 1,000 international students over the course of six weeks
- Major upgrade of the SGC website with improved usability and inclusion of a course finder to assist with education selection that improves student experience and provides greater support for onshore/offshore marketing

(c) International Student Ambassador Program
The Mayor’s International Student Ambassador Program also supports the Mayor’s Second Home Strategy and is designed to build relationships between the Gold Coast and international students studying here by showcasing the city as an education destination and promoting their student experience. Students are selected from strategically important locations that have the potential for growth over the coming five years. To date, 29 Ambassadors from 18 countries across Asia, Europe, the Middle East, North and South America have participated in the program. All activities around the program are promoted digitally, and SGC engage with international media from the Ambassador’s home cities/countries to further raise the profile of the Gold Coast abroad.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

(d) Gold Coast Science and Tech Festival
The Gold Coast Science and Tech Festival was delivered by SGC during National Science Week in August 2015. It was run as a week-long festival encompassing a number of “pop up” and satellite events around the Gold Coast. Some of the highlights included:

- A launch event at Griffith University’s Red Zone opened by the Hon. Leanne Enoch, Minister for Science and Innovation and Minister for Housing and Public Works
- A talk on Global Megatrends by Dr Stefan Hajkowicz, Principal Scientist, Strategy and Foresight at CSIRO, which explored future trends, risks and scenarios facing Australia and the world over the coming decades.
- Discovery in the Gardens (DIG) – SGC collaborated on this free family day at the Botanic Gardens which provided ‘hands on’ experiences about science and nature through wildlife shows, guided walks, gardening, composting workshops, encounters with butterflies and bats, and many other activities.

Study Gold Coast programs and initiatives also provide case-studies that support the work of other bodies including Tourism and Events Queensland, Trade and Investment Queensland, Study Sunshine Coast, and Austrade.

Detailed SGC milestone reports are included in Attachment 2.

5.6 Proposed Workforce and Education activities in 2016/17

Over the coming financial year it is proposed to build on the strong foundation that has been developed through the collaboration between Council, SGC and education industry partners. Subject to final budget approval by Council for funding of activities under SGC’s Strategic Plan 2016 – 2020, many components of the Workforce Framework Implementation Plan will be transitioned across to SGC for delivery. Council officers will continue to manage the partnership agreement with SGC as well as deliver a number of in-house programs and drive research into strategic workforce projects to support the future growth and positioning of the Gold Coast as a globally recognised ‘education city’.

5.6.1 City-led education and workforce priorities for 2016/17

5.6.1.1 Bridging Business and Universities
The Bond University pilot on the Bridging the Gap program delivered a number of positive outcomes and lessons for taking the program forward. These will help to inform the approach and opportunities in extending the Bridging the Gap program into 2016/17 across other Gold Coast Universities.

Since initiating the Bridging the Gap program in early 2015 there have been a number of changes to the research grants available under Federal and State government programs, generally to make funding for research easier to access. These include funding programs under Advance Queensland (launched in July 2015) and the National Innovation Agenda (launched in December 2015), and the proposed changes to Block Research Grants and incentive funding to higher education providers to promote engagement with business and end users.

In taking the program forward into 2016/17 Council officers will partner with State and Federal Governments (where appropriate) to leverage new funding available and fill gaps in delivery to support local businesses to partner on commercially viable research. This program may be an important element in a future city deal.
5.6.1.2 STEAM Program

Council officers will progress projects and initiatives under the STEAM program including leveraging opportunities associated with other strategic projects in the city – the Gold Coast 2018 Commonwealth Games, the Cultural Precinct and the Smart Cities program.

The 2016 Mayor’s Telstra Technology Award was launched on 1 June and will run through to 9 November 2016 when the winner will be announced. The Awards will continue to be supported under the STEAM program through in-school seminars and additional one-on-one mentoring of the finalist teams by Startup Apprentice. Mentoring support for the Mayor’s Telstra Technology Award will also continue to be provided under the STEAM program in 2017.

The Gold Coast Science and Technology Festival is to be re-assessed by SGC in response to the Federal government removing its funding support for the festival. However, Council and SGC will continue to work in partnership with Inspiring Australia and the Queensland government, the education sector and industry to identify and deliver education, research and innovative projects and initiatives focused on STEAM. Council officers will continue engagement around the potential establishment of a Regional Science Hub, science clubs and the identification of new initiatives for the promotion of STEAM across the city.

5.6.1.3 Building Human Capital/Talent Attraction

Activities proposed under this area of focus include the following actions for 2016/17:

- Research into market trends and skills in demand to inform training needs
- Identification of infrastructure required to support growth of the Gold Coast as an education city including further investigation to the feasibility of establishing an international student centre, demand for purpose built student accommodation and attraction of education institutions and/or research centres.
- Identify best practise approaches for businesses to retain existing workforces and transition people into skills in demand through more flexible work practices.
- Work with SGC, business and education providers to promote opportunities for student work experience and graduate employment.
5.6.2 Study Gold Coast 10-Point Plan

Subject to budget approval by Council, 2016/17 will see a significant increase in activity for SGC through the 10-point plan in their Strategic Plan 2016 – 2020. The 10-point plan incorporates an extension of core strategies undertaken during the current funding agreement plus additional growth strategies for expansion into new international education markets. The core and growth strategies proposed within the 10-point plan support the delivery of the City's workforce and education objectives and will lead to significant economic benefits for the Gold Coast. The key strategies under the 10-point plan include:

- Strategy 1: Student Inclusion and Experience
- Strategy 2: Student Employability and Workforce Development
- Strategy 3: Initiatives to support the Gold Coast 2018 Commonwealth Games
- Strategy 4: Study Gold Coast Education Positioning
- Strategy 5: China to the Gold Coast – an Education Experience
- Strategy 6: Japan Awaits
- Strategy 7: Middle East Visitors
- Strategy 8: South America Markets Program
- Strategy 9: Other Market Opportunities
- Strategy 10: Visiting Friends and Relatives

Council officers will continue to work closely with SGC to monitor their delivery of the 10-point plan and to transition the relevant components of the workforce framework over to SGC.

6 ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

The Workforce Framework supports the following elements of the Corporate Plan and Economic Development Strategy 2023:

**Corporate Plan – Gold Coast 2020**

**Theme 2.0** Prosperity built on a strong diverse economy

**Outcome - 2.6** We are an emerging world class business destination - We have a positive global reputation.

**Key strategy** Implement the Economic Development Strategy and 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.

**Theme 3.0** People contribute to a strong community spirit

**Outcome 3.5** We are a highly skilled community - We offer a range of skills to meet the needs of business and industry.

**Key strategy** Implement the Economic Development Strategy and increase the study and training available to local residents leading to a wider range of employment options.
Economic Development Strategy 2023

Theme 5 Workforce - A highly skilled workforce that meets the needs of business and industry

Outcomes:

- City is recognised globally as an education, knowledge and research destination
- Established skilled workforce that aligns with business requirements and drives knowledge-intensive jobs
- Strong education sector that underpins the development of human capital and attracts students from around the world
- Skills generated in the city that are required by industry and business
- Increased skilled employment opportunities

7 COMMONWEALTH GAMES IMPACT

The Gold Coast 2018 Commonwealth Games™ (GC2018) and the lead up to the games provides the opportunity for SGC and their membership to leverage an education legacy through showcasing the city’s education sector globally, including event and sport management expertise. SGC works in close collaboration with education providers and Council to promote education opportunities in the Gold Coast. SGC’s four year strategic plan includes a number of GC2018 legacy initiatives that specifically target education; namely:

- Commonwealth Education and Youth Media
- Experience 2018 - Student Retention Program
- Commonwealth Games Nations Ambassadors

These workforce development and education initiatives will also assist to support sustainable skills and employment in the city beyond 2018.

8 FUNDING AND RESOURCING REQUIREMENTS

2015-16 activities under the workforce framework were delivered in partnership with Study Gold Coast and were funded from the economic development operational budget ED5600O0011, cost centres; 1006411/STEAM Program ($71,700) and 1006413 /Education Partnership ($256,200).

During 2015-16 SGC was provided with additional funding to support specific projects including:

1000234 - China Education Proposal (SGC) – $335,000
1006413 – Education Partnership (Student inclusion and experience program) - $55,000
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/-(P21)

The budget allocation for 2016-17 for workforce and education (covering activities by Council and actions by SGC under its Strategic Plan 2016 – 2020) was approved by Council on 24 June 2016 with the following budget provisions:

- Economic Development operational budget ED56000001, cost centres; 1006410 / Bridging Business and Universities ($62,730), 1006411/STEAM Program ($73,135), and 1006413 /Education Partnership ($775,000)
- Tourism budget ED57000002, cost centre 1000234/China Education (SGC) ($1,250,000)

People and Culture

Activities in relation to the delivery of the Workforce Framework are undertaken by staff within Council’s Economic Development Branch, working in partnership with external stakeholders including SGC.

9 RISK MANAGEMENT

Risk number CO000427 – Overreliance on construction and tourism industries exposes the Gold Coast to greater impacts of economic downturns.

SGC is instrumental in the achievement of the Workforce theme under the Economic Development Strategy 2023 which seeks to support an economy built upon a diversified knowledge and export base through the positioning the city as a national leader in education, attracting greater numbers of international students and increasing the level of tertiary skills in the city.

10 STATUTORY MATTERS

Local Government Act 2009 in relation to:
- Beneficial Enterprise Powers

11 COUNCIL POLICIES

Not Applicable.

12 DELEGATIONS

Not Applicable.
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

13 COORDINATION & CONSULTATION

<table>
<thead>
<tr>
<th>Name and/or Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied With Content of Report and Recommendations (Yes/No) (comment as appropriate)</th>
</tr>
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<tbody>
<tr>
<td>Darren Scott, Director</td>
<td>EDMP</td>
<td>Yes</td>
</tr>
<tr>
<td>Toni Brownie, Manager, Economic Development</td>
<td>EDMP</td>
<td>Yes</td>
</tr>
<tr>
<td>Ian Hatton, Executive Coordinator Economic Development</td>
<td>EDMP</td>
<td>Yes</td>
</tr>
<tr>
<td>CEO, Study Gold Coast</td>
<td>Study Gold Coast</td>
<td>Yes</td>
</tr>
</tbody>
</table>

14 STAKEHOLDER IMPACTS

SGC is co-funded by its education industry partners: namely, the three universities, Queensland TAFE Gold Coast, a number of registered training organisations (RTOs) and secondary schools.

15 TIMING

The Workforce Framework is a ten year framework to guide activities under the workforce theme of the EDS and to direct the partnership with SGC to achieve shared outcomes. The three-year funding agreement with SGC ending 30 June 2016 was extended by Council on 1 December 2015 for an additional one-year period until 30 June 2017 (refer to resolution at Attachment 1). Subject to Council approval in June 2016, the CEO will enter into a new four-year funding agreement with SGC commencing on 1 July 2016 and SGC will commence implementation of its 10-point plan under the SGC Strategic Plan 2016 – 2020.
16 CONCLUSION

Education and a highly skilled workforce underpin the economic prosperity of the Gold Coast and are central to the development of a diversified and knowledge-based economy. While tourism and construction remain strong sectors for the economic prosperity of the Gold Coast, the focus of the City’s Economic Development Strategy 2013 – 2023 is to build the capacity of new sectors that assist in diversifying the economy, with health and education leading this strategy. In delivering outcomes under the Workforce theme of the EDS, Council works in close collaboration with Study Gold Coast to promote the growth and development of the Gold Coast skills base and education sector.

Over the past year Council officers have progressed actions under the Workforce theme of the EDS and Workforce Framework. This has included implementation of the pilot for the Bridging the Gap program in collaboration with Bond University which has laid the foundations to take the program forward into 2016/17. Activities under the STEAM program have included development of a Great Gold Coast Careers Kit to support raising aspirations for tertiary level study and inspiring students to get into STEAM careers, engagement with other levels of government and the education sector on promoting STEAM in the community, and support for the Mayor’s Telstra Tech Awards. Research and a number of targeted investigations have been undertaken into education and workforce sector and opportunities to support the positioning of the Gold Coast as an education city, such as student accommodation and student support services.

SGC has made significant progress in delivering on the objectives of its current funding agreement with Council and, going forward, will build upon key achievements to date through its Strategic Plan 2016 – 2020. The core and growth strategies proposed within SGC’s Strategic Plan, which include expanding into new international education markets, support the delivery of the City’s objectives under the EDS.

During 2016/17, Council officers will build upon the work to date and continue to work closely with SGC, education partners and industry on the delivery of programs and actions under the EDS and Workforce Framework.

17 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That Council note the update on progress of the delivery of the City of Gold Coast’s Workforce Framework in partnership with Study Gold Coast.

2 That an update report on the implementation of the Workforce Framework be provided to Council annually with the next update in June 2017.

Author: Sue Wilkinson
Principal Strategic Projects and Programs Officer

Authorised by: Darren Scott
Director Economic Development and Major Projects

14 June 2016

TRACKS REF: 54695919
ITEM 4  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS  WORKFORCE AND EDUCATION UPDATE  PD330/398/-{P21}

COMMITTEE RECOMMENDATION:  ED16.0804.004
moved Cr Caldwell  seconded Cr O’Neill

1 That Council note the update on progress of the delivery of the City of Gold Coast’s Workforce Framework in partnership with Study Gold Coast.

2 That an update report on the implementation of the Workforce Framework be provided to Council annually with the next update in June 2017.

CARRIED
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/-(P21)

ATTACHMENT 1

ADDITIONAL COUNCIL RESOLUTIONS

Council at its meeting of 1 December, 2015, resolved in part G15.1201.021:

1 That the CEO be authorised to execute an amendment to the current three year agreement with the Gold Coast Education and Training Network (trading as Study Gold Coast) subject to the following provisions:

EXTENSION, TERM & REVIEW

a) This Agreement be extended from 1 July 2016 for a term of 1 year concluding on 30 June 2017.
b) The Council will consider a new funding agreement no later than 30 June 2016.
c) If the Council forms the opinion that the Gold Coast Education and Training Network (trading as Study Gold Coast) has not satisfactorily performed its responsibilities, the Council may terminate this Agreement in accordance with Clause 22.

2 That the date of the final milestone report for the current funding agreement be changed to 30 June 2017, preceded by two additional milestone reports on 30 June 2016 and 30 March 2017.

3 That a business case and funding proposal prepared by Study Gold Coast be referred to the 2016-17 Special Budget Committee.

Council at its meeting of 4 November, 2013 resolved in part G13.1104.027;

1 To note the contents of the report.

2 That an update report be presented to Council by July 2014.

Council at its meeting of 14 May, 2013 resolved in part G13.0514.020:

1 That Council endorse the draft business plan as the basis for the funding partnership between Council and Study Gold Coast, as previously supported

2 The Council authorise the CEO to enter into a three year funding agreement with Gold Coast Education and Training Network, TA Study Gold Coast (subject to confirmed funding in the 2013/14 budget).
ITEM 4 (Continued)
WORKFORCE AND EDUCATION UPDATE
PD330/398/- (P21)

Council at its meeting of 26 March, 2013 resolved in part G13.0326.028:

That Committee Recommendation ED13.0321.002 be adopted, with a change to Part 3, such that it reads in its entirety as follows:

1. That Council support the proposed integrated partnership model with Study Gold Coast to advance education in the city (subject to confirmed funding).

2. That for the purpose of development of a business case, funding of $250,000 be considered as part of the 2013-14 budget process, subject to an agreed business plan and set of KPI's and annual review under a funding agreement.

3. That the above be contingent on Council being represented on the Study Gold Coast Management Committee under an endorsed new governance structure, with Cr Bell being Council's representative.

4. That the above be contingent on the funding commitments expressed by the key tertiary providers in the letter to the Mayor (as attached) being confirmed, for a combined industry contribution to Study Gold Coast of $250,000 per annum for three years.
Study Gold Coast education partnership
Milestone report – March 2016
Study Gold Coast milestone report two
City of Gold Coast education partnership
March 2016

1. Introduction

This is the third year interim milestone report to City of Gold Coast by Study Gold Coast pursuant to the financial agreement between Study Gold Coast and the City. As part of a refocus on the importance of the education sector, City of Gold Coast agreed to provide funding for Study Gold Coast based on the achievement of key milestones.

Study Gold Coast is the peak marketing and industry body for the Gold Coast’s education and training sector. The not-for-profit organisation’s key objectives are to promote, grow and unite the city’s education and training sector to increase student numbers domestically and internationally. Study Gold Coast achieves these objectives by educating the wider community on the importance of the sector, unifying industry, business and government to create opportunity for growth and identifying key areas of opportunity.

Study Gold Coast is positioning the education and training industry as a widely recognised economic and social pillar of the Gold Coast. It promotes the city as a vibrant destination and its world-leading institutions, schools, colleges and training organisations. It seeks to promote and build the economic contribution the sector delivers to boost employment and add depth to the city’s social fabric.
Study Gold Coast aims to provide student experiences that are central to its destination brand values, which include:

- Vibrancy
- Opportunity
- Connectivity
- Diversity
- Friendliness
- Community
- Quality of Education

The organisation will continue to promote these values to students and parents to grow domestic and international student numbers to increase capacity, while building the Gold Coast’s reputation as an education city. Growing the sector will support the city to diversify its economy.

Over the past three years, Study Gold Coast has proven the sector can work cooperatively. In mid-2016, a holistic four-year plan (2016/17 – 2019/20) will be unveiled to grow and widen its student source base, to refocus industry initiatives that lead to employment outcomes for graduates, and to promote the Gold Coast to domestic and global markets alike. The 2018 Gold Coast Commonwealth Games (GC2018) represent a coming of age for our community. The Gold Coast has a once-in-a-lifetime opportunity to leverage from the profile the Gold Coast will receive leading to, and during the Games. Study Gold Coast seeks to build on the role of education, particularly as the City of Gold Coast seeks to continue to build it as a core pillar of the Gold Coast economy.

Study Gold Coast is currently developing the four-year strategic plan which outlines its vision for the city’s education sector, a revised funding model and specific initiatives the organisation intends to undertake. This report marks the third year of the current funding agreement between Study Gold Coast and the City of Gold Coast.

Gold Coast education sector snapshot as of March 2016

- In 2014, there were around 47,369 students currently studying on the Gold Coast (Higher Ed, Vocational Education, ELICOS)
- Around 19,000 of these are international students primarily sourced from Asia, North America, South America and Europe (Source: Department of Education and Study Gold Coast estimates based on best available data)
- The education and training sector contributed more than $1.4 billion to the Gold Coast economy in 2014/15. Over the past decade, it experienced strong growth and saw the value it contributes to the economy increase by approximately $460 million (or 47%). This growth has seen it shift from the tenth to seventh largest contributing sector (in terms of value to the economy).
- Utilising the total average spend at the National level as a proxy for Gold Coast international student spend estimates, and coupled with total international students provides a total spend of approximately $498 million in 2014. A breakdown of the estimated spend is provided in the following table.
<table>
<thead>
<tr>
<th></th>
<th>Higher Education</th>
<th>VET (Public and Private)</th>
<th>Schools</th>
<th>ELICOS</th>
<th>Other (non-award)</th>
<th>Total</th>
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<tr>
<td>Students</td>
<td>6,186</td>
<td>2,823</td>
<td>968</td>
<td>8,448</td>
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<td>Average spend</td>
<td>$49,597</td>
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<tr>
<td>Total Spend ($m)</td>
<td>$306.8</td>
<td>$69.6</td>
<td>$33.9</td>
<td>$71.9</td>
<td>$15.5</td>
<td>$497.7</td>
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</tbody>
</table>

- Since early 2013 employment in the education sector has grown from 18,900 people employed to 24,500 in early 2016. This represents a 10% per annum growth rate over the past 3 years, compared to the national rate of 1.7% per annum. The strong growth in employment on the Gold Coast is underpinned by growth across the sector in terms of new schools, expanding universities campuses, language colleges and a growing population.

- 14.4% of people have a bachelor degree compared with the national average of 18.8%

2. Study Gold Coast – three years in review

2.1 Business overview

Immediately prior to 2014, the remit of Study Gold Coast was limited to disjointed agent engagement and had separated itself from a homestay business model. The entity’s major value proposition was the Gold Coast Careers Expo, which it had purchased in 2010. A handful of private providers were members, and the entity enjoyed a limited amount of support from the universities and TAFE Queensland Gold Coast (formerly Gold Coast Institute of TAFE). Outside of the education and training sector, its brand had a low profile. Within the sector, there were mixed views on its performance and the role in which it played – and should play - within the city landscape.

Late in 2013 the Study Gold Coast Management Committee approached City of Gold Coast seeking support to help reinvigorate the education and training industry on the Gold Coast. City of Gold Coast worked with Study Gold Coast to establish a business plan that laid out the fundamental growth and engagement parameters of the renewed entity.

The Committee decided it was time the Gold Coast’s education sector had a voice, a stronger marketing base and a much more engaged membership. It provided a strong argument that sought additional funding from City of Gold Coast. The City of Gold Coast agreed to match funding to membership fees if all universities and TAFE Queensland Gold Coast became core members. The constitution was amended and a new Management Committee was formed. The Management Committee was made up of the deputy vice chancellors, or equivalent, from Bond, Griffith and Southern Cross universities, the general manager of TAFE Queensland Gold Coast, a city councillor and a representative from the private providers. The organisation’s current Chair, the Hon. Rob Borbidge AO, was appointed soon after the constitution was endorsed in late 2013. The current CEO joined Study Gold Coast in February 2014.

Its first year of funding started with activities aimed at internal structural changes. Employment contracts were implemented with staff, pay reviews were conducted, and performance measures were put in place. Study Gold Coast changed its constitution to reflect the Not-for-Profit status of the entity. The four strategic pillars of Study Gold Coast
(Unite, Promote, Grow and Educate) were developed and endorsed by the Committee. Study Gold Coast's branding became aligned to the new city brand created by City of Gold Coast. Management undertook a strategic review which identified a need for initiatives to be developed that grew new online marketing channels, created new partnership funding models, encouraged deeper social inclusion and community engagement of students on the Gold Coast and that offered baseline recording of new KPI’s. Strategic alliances were developed with entities such as Gold Coast Tourism, Young Professionals Gold Coast, Bleach* Festival and other partners.

A Study Gold Coast Dataset Committee was established in 2014 and for the first time core members agreed to share data that allowed the Gold Coast to better prepare for the future. By working with the Mayor and councillors, Study Gold Coast started to build the profile of the Gold Coast as a student city and an education destination.

It was during this period, Study Gold Coast decided it would remain the only study cluster within Australia to market to and service both potential international and domestic students and its Gold Coast Careers and Employment Festival and STEAM based initiatives are critical to its domestic positioning.

In 2015 Study Gold Coast reviewed all of its events and marketing activities. The entity extended the brief of its Gold Coast Careers Expo to incorporate elements of the City of Gold Coast’s workforce framework and developed partnerships that offered events focusing on career development for students.

Rewarding its efforts to engage with the State Government, Study Gold Coast was offered a seat on the Education Minister’s International Education and Training Advisory Council. This Council consulted with the Queensland industry and developed a plan that was endorsed by Cabinet.

Study Gold Coast also launched new initiatives including the Mayor’s Education Circle, Student Friendship Ceremonies, an expanded International Student Ambassador program, a new website and a content-rich social media strategy focused on offering student inclusion activity. A new image library based on recent photo shoots and new video collateral was developed to add to the collective marketing base of the Coast’s education sector.

An additional $55,000 was secured from the general rates levy to develop a student experience and inclusion platform. An inaugural China campaign has been developed through $335,000, secured from the TCDGR funding. This was the city's first-ever international education marketing campaign. Study Gold Coast has now demonstrated sufficient value to have doubled council funding since the redevelopment of its constitution.

The growth potential of the organisation is set out in this Strategic Plan. The next obvious step for Study Gold Coast is to develop deeper industry engagement coupled with the graduate employment outcome necessary to drive economic growth on the Gold Coast. The GC2018 presents an enormous opportunity for the city’s education sector to contribute significantly to our economic growth.

2.3 Key achievements

- Increasing secondary school membership across the private and public sector by 90%\(^1\)
- Establishing the city's first ever education campaign focusing on the Chinese market and exposing the city to over 46 million people
- Signing an agreement with the Chengdu Education Bureau providing access to 20 foreign schools within the Chengdu municipality

\(^1\) Appendix six – Study Gold Coast financial members 2015/2016
Developing the Gold Coast Careers and Employment Festival as a response to the Future Gold Coast research and the need to boost skills within the city

Raising social media followers on Facebook from under 3,000 to over 16,000 in less than two years

Developing and implementing an identity that aligns with the wider city brand suite

Solidifying the commitment of the core members to Study Gold Coast with each of the major funding contributors signing on for an additional three years of financial support

Successfully collated data-set around student numbers across the tertiary, VET and English language sectors

Founded the Study Gold Coast Business Advisory board which connects key corporate identities from across the city with the education sector

Founded the Gold Coast Careers Network to engage with industry liaison offices and careers advisors from across the city to develop event content that matches student's needs

Founded Student Advisory Board to help develop grassroots Student Experience initiatives

Signed MOU's and formed partnerships with Gold Coast Tourism (GCT), Bleach* Festival, IT Forum as well as the Griffith Gold Coast, GCT and City of Gold Coast tourism research initiative

Inclusion of education sector in Destination Tourism Management Plan

Developed and increased participation the Mayor's International Student Ambassador program

Partnering with Austrade on a jobs and export internship program

Successfully rolling out the first ever city Welcome to the Gold Coast campaign to international students which engaged with over 1,000 international students over the course of six weeks

Study Gold Coast strategies and initiatives are being used as a case-study by other bodies including Tourism and Events Queensland, Trade and Investment Queensland, Study Sunshine Coast and Austrade

Mayor's Education Circle, Student Friendship Ceremonies

New website designed at increasing student experience and the city's first "Welcome to the Gold Coast" campaign² (this was made possible due to additional funding as part of additional funding from City of Gold Coast.

2.4 Current Study Gold Coast strategies

Study Gold Coast is currently implementing the following activities³. Note that additional initiatives such as the Study Gold Coast China Campaign, Student Experience initiative and Mayor's International Student Ambassador program are made possible due to additional revenue and separate funding applications to City of Gold Coast outside of the organisations core funding.

- Gold Coast Careers and Employment Festival (formerly Gold Coast Careers Expo)
  Now in its 13th year, the expo has expanded to attract more than 6,000 students and potential students looking to up skill, re-train and return-to-study. Rebranded as the Gold Coast Careers and Employment Festival, this

² Appendix three – Student experience milestone report
³ Appendix five – Study Gold Coast 2015/2016 operational plan
event is held annually in May and brings educators, career advisors, students, parents, prospective students, job seekers and the wider public together to explore study options and career/employment pathways on the Gold Coast. The Festival highlights education, training, employment and career opportunities and includes educational workshops to connect and re-connect job seekers by providing relevant up-to-date information.

- **Supporting STEAM (Science, Technology, Engineering Maths-STEM + Arts)**
  Study Gold Coast has embarked a number of initiatives which support increasing the number of people studying STEAM based courses. To date, this has included an annual Science and Tech Fair and other events/promotions, with a focus on increasing STEAM tertiary study.

- **International Student Ambassador Program**
  The Mayor’s International Student Ambassador Program is designed to build relationships between the Gold Coast and international students studying here by showcasing the city as an education destination and promoting the ultimate student experience within our multicultural community.

- **China to the Gold Coast – an Education Experience**
  Study Gold Coast was successful with a TCDGR budget bid and has delivered a student attraction campaign in China. By working together with and its members Study Gold Coast is successfully demonstrating that student marketing and tourism marketing are complementary, and that there is a very strong opportunity to combine future marketing efforts through offshore campaigns, trade missions and trade shows. A key feature of the current China campaign is the development and execution of online marketing, creating a very significant new audience through the utilisation of new Chinese social media channels. This campaign was made possible due to additional funding from the City of Gold Coast.

- **Mayor’s Education Circle**
  This initiative was designed to give Study Gold Coast members an opportunity to engage with fellow peers (VC, CEO and board level) with City of Gold Coast Mayor and City of Gold Coast CEO. The first event was held in September 2015. This luncheon provided a unique opportunity for engagement with Study Gold Coast members and stakeholders at a senior Management level to discuss education on the Gold Coast and future opportunities. These luncheons help shape the future of the education sector on the Gold Coast.

- **Mayoral Friendship Ceremony**
  The Mayoral Friendship Ceremony - a formal, civic event held at the start of each year - builds on the Mayor’s Second Home Strategy by acknowledging and connecting with the Gold Coast’s international student base. The Mayoral Friendship Ceremony is an important event for the City to thank international students for choosing the Gold Coast as their 'second home' while they study and perhaps a permanent base for their future. The ceremony provides a wonderful opportunity for the City to connect with international students who create a diverse, vibrant city and strengthen the Gold Coast’s network with cities around the world.

- **Members’ Events and Activities**
  Study Gold Coast hosts a number of member events and activities over the year. These range from professional development sessions in specialised areas to marketing conferences, meetings and workshops. Networking functions with industry relevant speakers are held on a regular basis. Study Gold Coast also initiates a multitude of dedicated student experience activities such as Students Day, intercollege sport competitions, participation in ‘O’-week events, Mayor’s International Student Friendship Ceremony, the Mayor’s International Student Ambassador Program and local events including Gold Coast Careers and Employment Festival.

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4 Appendix two – China campaign milestone report
General Marketing Initiatives
These include the new gallery of education, new student experience and promotional material, increased social media awareness and engagement, increased media activity for the brand and its members. Study Gold Coast has coordinated its own website refresh, social media channels and marketing plan, media releases, printed collateral and video and photo shoots.

Student Focus Groups
Each year, Study Gold Coast runs a focus group with Gold Coast students. The purpose of the focus group is to encourage students from a range of education institutions to talk about their experiences on the Gold Coast. These experiences and feedback from questioning assists Study Gold Coast with planning of marketing and student inclusion initiatives for the coming year.

3 Study Gold Coast – organisational funding agreement and corporate governance

3.1 Study Gold Coast funding arrangement update

The Funding Agreement between City of Gold Coast and Study Gold Coast was signed in December 2013. The basis of the funding agreement is matched funding from Council and Study Gold Coast members for an initial three-year period. As of March 2016 the four Study Gold Coast core members Bond University, Griffith University, Southern Cross University and TAFE Queensland Gold Coast had agreed in principle to extend their matched funding agreement for a further three years beyond 30th June 2016. City of Gold Coast extended its funding arrangement for Study Gold Coast an additional 12 months beyond the original finishing date of 30th June 2016 – the end of the current funding agreement – to 30th June 2017. Study Gold Coast’s strategic plan addresses the existing and proposed funding arrangements for the organisation up until 2019/20.

3.2 Corporate governance update

Study Gold Coast is a not-for-profit organisation with a membership base comprised of representatives from the education sector and associated industries headquartered at Suite 3, Level 3, 130 Bundall Rd Bundall QLD 4217.

Its corporate structure includes a board comprised of one representative from each of its core funding partners, a representative from the Vocational Education and Training sector elected at the organisations AGM, a Chair nominated by the elected board, and a divisional Councillor from the City of Gold Coast. Ms Toni Brownie, Manager Economic Development for the City of Gold Coast also sits on the board as she has been provided ‘observer’ status.
Management Committee overview

<table>
<thead>
<tr>
<th>Board position</th>
<th>Name</th>
<th>Position and organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>The Hon. Rob Borbidge AO</td>
<td>Former Premier of Queensland</td>
</tr>
<tr>
<td>Deputy Chair</td>
<td>Professor Bill MacGillivray</td>
<td>Deputy Vice Chancellor, Southern Cross University</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Mr Nick Bottrall</td>
<td>Director and CEO, EIM Training</td>
</tr>
<tr>
<td>Secretary</td>
<td>Ms Shannon Willoughby</td>
<td>CEO, Study Gold Coast</td>
</tr>
<tr>
<td>Committee member</td>
<td>Councillor Cameron Caldwell</td>
<td>Division 3 Councillor, City of Gold Coast</td>
</tr>
<tr>
<td>Committee member</td>
<td>Ms Jenny Dodd</td>
<td>General Manager, TAFE Queensland Gold Coast</td>
</tr>
<tr>
<td>Committee member</td>
<td>Mr John Le Lievre</td>
<td>Vice President Administration, Bond University</td>
</tr>
<tr>
<td>Committee member</td>
<td>Professor Sarah Todd*</td>
<td>Vice President Global, Griffith University</td>
</tr>
</tbody>
</table>

*Professor Todd replaces Pro Vice Chancellor Professor Ned Pankhurst as the Griffith University representative on the Study Gold Coast Management Committee.

The previous Annual General Meeting held on 13th October 2015 saw the current board returned – with the exception of Professor Sarah Todd who was appointed in December 2015 with the resignation of Professor Ned Pankhurst.

The AGM also saw the financial report presented by the board and including the annual audit conducted by WPIAS Pty Ltd endorsed by Study Gold Coast members.

It also saw a constitutional change in relation to the organisation’s status as a not-for-profit entity which was endorsed by the members. No other amendments to the organisations structure, constitution or operations was made at the meeting. For the 2015/2016 financial year WPIAS Pty Ltd has been reappointed as auditors for Study Gold Coast.

3.3 Corporate overview

Study Gold Coast is continuing the ongoing implementation outlined as part of its three year business plan. Currently the business employs five full-time staff. It also engages an accountant and bookkeeper on a contract basis in addition to utilising contractors on a project basis to meet business needs. The corporate structure is as follows:

CEO* – Executive assistant

<table>
<thead>
<tr>
<th>Strategy and Operations Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing and communications coordinator</td>
</tr>
</tbody>
</table>

*Project and accounting contractors report to the CEO/and or project lead

The Study Gold Coast strategic plan provides a detailed outline of a proposed new corporate structure to aid with achieving the new set of KPI's detailed in the document.

5 Refer to Appendix four – 2015 Study Gold Coast AGM agenda
3.3 Corporate overview –

3.4 Business plan and baseline measures update
The current three year business plan endorsed by City of Gold Coast in 2014 is now in its final year. The following diagrams provide a snapshot of the plan.
<table>
<thead>
<tr>
<th>KPI</th>
<th>Description</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>International student enrolments / commencements by sector</td>
<td>Total international student enrolments/commencements by full-fee paying international students on a student visa by sector (Higher Education, VET, ELICOS, Schools, Non-award)</td>
<td>Growth in commencement Growth in market share (Australia) Growth at or above national average Growth at or above national trends (state by state measurement)</td>
</tr>
<tr>
<td>Total student enrolments / commencements by sector (Domestic and International)</td>
<td>Total student enrolments/commencements by sector (Higher Education, VET, ELICOS, Schools, Non-award)</td>
<td>Growth in student commencements Growth in market share (Australia) Growth at or above national average Growth at or above national trends (state by state measurement)</td>
</tr>
<tr>
<td>People employed in the Gold Coast Education and Training sector</td>
<td>Employment in the Education &amp; Training sector as a percentage of the overall city workforce benchmarked against Brisbane, Queensland and Australia</td>
<td>Increase in the percentage of people employed in the Gold Coast Education and Training industry to close gap with Brisbane, Queensland and Australia.</td>
</tr>
<tr>
<td>Educational attainment in the community (diploma or higher)</td>
<td>Percentage of Gold Coast community with diploma or higher level qualification benchmarked against Brisbane, Queensland and Australia.</td>
<td>Growth in the percentage of people with a diploma or higher to close gap with Brisbane and national average.</td>
</tr>
<tr>
<td>Education participation in the community (diploma or higher)</td>
<td>Percentage of Gold Coast community participating in higher education benchmarked against Brisbane, Queensland and Australia.</td>
<td>Growth in the percentage of people participating in higher education (diploma or higher) to close gap with Brisbane and national average.</td>
</tr>
</tbody>
</table>

The baseline measures and progress on the industry indicators are provided in Section 3 below. They are a collaboration between City of Gold Coast and Study Gold Coast.

The data compiled has been sourced through a range of different organisations, including the Census, AIE, Labourforce Surveys from the Department of Employment and the proposed tudy Gold Coast Data Subcommittee. This is the first round of data the Core Members of Study Gold Coast have agreed to share, highlighting the level of industry cooperation and commitment to the strategic goals of the organisation.

International student enrolments/commencements by sector
Detail

Total international student enrolments/commencements by full fee paying international students on a student visa by sector (HE, VET, ELICOS, Schools and Non-award)

Target

Growth in commencement, growth in market share, growth at or above national average and growth at or above international market trends

Performance Measure

According to Austrade as of December 2015 there were 377,973 international student commencements in Australia - up from 353,704 commencements in 2014, representing a 12 per cent increase over 2014. This compares with the average annual growth rate for commencements of 6.2 per cent per year over the preceding ten years. Strong markets include China, India, Vietnam, Republic of Korea, Malaysia, Brazil, Thailand, Nepal, Indonesia, Columbia and Hong Kong.

International Student Enrolment Data 2015

| Table 1: Monthly time series of Stock, Flow and Year to Date of Student Enrolments - All Sectors |

Study Gold Coast has not been able to obtain commencements and enrolments for 2015 from the Gold Coast education sector (City of Gold Coast is aware of this situation and is working with Study Gold Coast to remedy the lack of data).

The other data has been obtained based on previous modeling. An ongoing trend is that the biggest growth takes place at an English language level, which is reflective of national data. Study Gold Coast, as a result will look at how the city can connect more with these students to encourage them to consider pathways into universities and VET sector.
<table>
<thead>
<tr>
<th>International student commencements by sector</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ellicos</td>
<td>7,332</td>
<td>8,448</td>
</tr>
<tr>
<td>Schools sector</td>
<td>961</td>
<td>968</td>
</tr>
<tr>
<td>Other (non-award)</td>
<td>805</td>
<td>760</td>
</tr>
<tr>
<td>Higher education**</td>
<td>5,021</td>
<td>6,186</td>
</tr>
<tr>
<td>VET sector*** (public and private)</td>
<td>1,000*</td>
<td>2,823</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>15,119</td>
<td>19,185</td>
</tr>
</tbody>
</table>

* Study Gold Coast is still waiting on final figures from the tertiary sector for 2015. City of Gold Coast is aware of this and is working with the organisation to collate. **Note: Higher Education represents total students. Other types represent commencements. ***This is an estimation based on the collection of data from the Study Gold Coast membership pool and this is not the whole Private VET sector.

These figures are in line with the Tourism Report compiled by Gold Coast Tourism, Griffith University and City of Gold Coast, produced in February 2015. Other figures were obtained through a range of different collection points, including the establishment of a Study Gold Coast Data Subcommittee and Giles Consulting, which wrote the 2014 Milestone Report. Study Gold Coast is currently working with City of Gold Coast to collect the most up-to-date data from the education sector with the tertiary sector yet to submit final numbers for 2015 to the organisation.

An issue the industry continues to address is the collection of student data from the private VET and ELICOS schools, with Study Gold Coast continuing to work with its members to provide this level of data.

Note that the figures do not include study tours and that some of the English language students who visit the region are on a tourist visa.

It is also worth noting that the Committee of Management has agreed to look at external modelling which will measure the current and forecast impact the sector will have on the wider economy. This will be the first time the sector will have joined forces to produce this independent data.

The strongest markets on the Gold Coast are China, India, Canada, Brazil, the US, South Korea. Study Gold Coast is seeing strong evidence of growth in the Japanese, Malaysian, Indonesian, European –both Western and Eastern – and Columbian markets. Outside of the Chinese market partner feedback is that there is significant room for growth in Eastern Europe (incl. Russia/CIS nations) and Latin America with significant capacity to grow in the Asian region.
Total Commencements by Sector (Domestic and International)

Over the past decade, Gold Coast university based international students have grown by 3.1% per annum.

Detail

Total student enrolments/commencements by sector (Higher Education, VET, ELICOS, Schools, Non-award). As outlined Study Gold Coast is still in the process of collecting data in conjunction with City of Gold Coast regarding the year ending 2015. At the national level international students at universities has increased by 8.7% per annum for the past decade. This has resulted in student numbers almost doubling from 345,237 in 2005 to 645,185 in 2015. The Federal Government Draft National Strategy advocates for a doubling of students numbers over the next decade to 2025. This sort of increase aligns with the national growth experienced over the past decade.

Target

Growth in Student Commencements, growth in market share growth at or above national trends, growth at or above national trends (state by state).

To achieve the Gold Coast aspirational target of 10,000 students over the next 10 years requires a per annum growth rate of 5.2%. This growth rate is considered reasonable as it is below the current national 10 year average annual growth, yet above the Gold Coast university student’s growth rate of 3.1% per annum for the past decade.

Like the international figures, there is still work required in gathering data from our private VET colleges.

Study Gold Coast has established an online survey for members to fill out, however the take up for the non-compulsory survey is low. It will continue to work with these schools and colleges to obtain more information. It is also worth noting that a substantial number of high school students would be completing a VET in Schools program, numbers which Study Gold Coast has not added into its findings.

It would also be worth noting that as the domestic Vocational Education and Training (VET) data is incomplete, with the private colleges reluctant to provide figures, that is would be hard to make a fair comparison with other markets.

Recommendations

That there is consideration over the data collected by sectors and that, in this instance, the focus remains on commencements given the difficulty there is in sourcing all levels of accurate data for comparison. Commencements paint a more accurate picture as they are real student “starters”. Enrollments should be observed to monitor trends and typically, in the case of the Gold Coast, they are around double. Note that one student can enroll for more than one course at a time, but can only commence once.
People Employed in the Education and Training Sector

1. Grow employment
Since early 2013 employment in the education sector has grown from 18,900 people employed to 24,500 in early 2016. This represents a 10% per annum growth rate over the past 3 years, compared to the national rate of 1.7% per annum. The strong growth in employment on the Gold Coast is underpinned by growth across the sector in terms of new schools, expanding universities campuses, language colleges and a growing population.

With a focus on growing international students and qualification attainment rates under aspirational goals 2 and 3, it is anticipated this will assist in driving need for new employment across the education sector.

The target for growth is an additional 16,800 people employed over the eight years or a growth rate of 8.6% per annum. Achieving this growth rate over the next eight years is anticipated to yield an education employment base of approximately 41,300 by 2024.

*Source: ABS Labour Force Survey 2016, Queensland Government*

2. The top 3
Lifting new sectors to be dominant employers in the city is a robust path for the Gold Coast as it strives to diversify the economy. The ranking of construction and accommodation and food services in the top 3 highlights the continued reliance on the development and tourism sectors. This focus will not change and the city needs a strong tourism and development industry. Tourism and construction are strong sectors for the economic prosperity of the Gold Coast; however, diversifying the employment base is an important strategy to mitigate the risks from potential downturns in certain sectors.

Over the past few years the Gold Coast is seeing this diversification of the employment base improve with the health industry becoming the number 1 employing sector in 2015. In 2016, the top 5 employing sectors on the Gold Coast are:

1. Health 40,800
2. Retail 35,900
3. Construction 34,000
4. Accommodation and food services 26,200
5. Education and Training 24,500

*Source: ABS Labour Force Survey 2016*

The focus is to build the capacity of new sectors that assists in diversifying the employment base, with health and education leading this strategy. The goal for the education sector is to aspire to be in the top 3, further diversifying the employment base of the city. This goal is closely aligned with Aspirational Goal 4, in that growing the employment base will assist in lifting the ranking of the education sector.
Recommendation

Study Gold Coast collaborates more closely with City of Gold Coast’s data team to build a more comprehensive picture about employment in the sector locally. This will enable both organisations to better gauge the overall impact the sector has on the city.

Education attainment in the community diploma or higher

Detail

Percentage of Gold Coast community with diploma or higher level qualification benchmarked against Brisbane, Queensland and Australia

Target

Growth in the percentage of people with a diploma or higher to close gap with Brisbane and national average.

Performance Measure

Analysis of the qualifications of the population in the Gold Coast in 2011 compared to Brisbane shows that there was a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a similar proportion of people with no formal qualifications. Overall, 43.8 per cent of the population aged 15 and over held educational qualifications, and 43.7 per cent had no qualifications on the Gold Coast, compared with 46.3 per cent and 44.0 per cent respectively for Greater Brisbane.

The major differences between qualifications held by the population of the Gold Coast and Brisbane were:

- The Gold Coast has a larger percentage of persons with Vocational qualifications than Brisbane (20.7 per cent compared to 18.1 per cent)
- The Gold Coast has a smaller percentage of persons with Bachelor or Higher degrees than Brisbane (14.3 per cent compared to 20.1 per cent)

In total the Gold Coast has 57,643 residents comprising (14.3 per cent) of the population with university qualifications versus 332,850 residents from Brisbane (20.1 per cent). Educational attainment as measured by the qualifications of the Gold Coast community is below Brisbane and national benchmarks. For example people with a diploma or higher comprise 23.1 per cent of the community on the Gold Coast, compared with 28.1 per cent in Greater Brisbane.

The aim of Study Gold Coast is to promote efforts to close the percentage gap between Brisbane and grow the percentage of the population who have participated in further education, particularly in relation to the number of residents with university qualifications. This will require Study Gold Coast to assist with efforts to grow the student population to a higher ratio per 1,000 in-line with the capital cities who currently have 49-53 students per 1,000 compared to the Gold Coast’s current numbers of 41 university students per 1,000. This aligns with the workforce aims of the Economic Development strategy for the city.

Study Gold Coast aims to assist City of Gold Coast achieve its aim of growing by a percentage point the ratio of residents with a Bachelor’s education or higher, commensurate for a city of its size. The long-term aim is to bring this number up to 27 per cent of the workforce who are knowledge workers to align with the average rate of the major capitals.
Education participation in the community (diploma or higher)

Detail

Percentage of Gold Coast community with diploma or higher level qualification benchmarked against Brisbane, Queensland and Australia.

Target

Growth in the percentage of people participating in higher education (diploma or higher) to close gap with Brisbane and national average.

Performance Measure

There are currently 47,369 students studying on the Gold Coast which is the equivalent of 8.6 per cent of the population. Brisbane currently has 148,737 of its population pursuing post-schooling education equating to 6.6 per cent of residents. As an overall percentage of the city’s population the Gold Coast actually outperforms Brisbane in this area, however the city still lags behind the national average for the attainment of a diploma or higher level of post schooling education. By promoting educational pathways within the city Study Gold Coast aims to address the educational level disparity between the Gold Coast and Brisbane by boosting overall numbers of residents pursuing further education.

Currently the city has a ratio of full-time and part-time university students at 41 university students per 1,000, a figure well under the ratio found in the five largest capital cities of 49-53 university students per 1,000. This shows that there is still room for significant growth in numbers.

Study Gold coast will align with aims to promote educational pathways that align with the STEAM Program (Science, Technology, Engineering, Arts and Maths) to assist with efforts to develop local skills and raise higher education aspirations to meet the demand of related industry and business within the city.

Leveraging off and growing events such as the Study Gold Coast Careers Expo and the Science and Technology Fair, working with business and the Universities to grow partnership program’s and ongoing marketing initiatives promoting the city as an education hub are part of Study Gold Coast’s organisation plan to promote local higher education pathways to residents. This will aid in skill development within the community. Study Gold Coast aims to improve the growth of the university student’s ratio per 1,000 residents to bring the city into line with the five major capital cities.
China to the Gold Coast – an Education Experience
Milestone report two
China to the Gold Coast an education experience milestone report two | March 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Wednesday 30th March 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>China to the Gold Coast an education journey – milestone report two</td>
</tr>
<tr>
<td>Author</td>
<td>Sean Braybrook</td>
</tr>
<tr>
<td>Attachment one</td>
<td>Appendix one – China campaign milestone report one</td>
</tr>
<tr>
<td>Attachment two</td>
<td>Appendix two – Competition report and statistics</td>
</tr>
<tr>
<td>Attachment three</td>
<td>Appendix three – Winners names and areas of interest</td>
</tr>
<tr>
<td>Attachment four</td>
<td>Appendix four – Proposed winners itineraries</td>
</tr>
<tr>
<td>Attachment five</td>
<td>Appendix five – City of Gold Coast China campaign proposal</td>
</tr>
</tbody>
</table>

**PROJECT Goal**

Study Gold Coast to deliver a tactical marketing and communications plan aligned with the organisation's business goals to raise the profile of the Gold Coast as a leading education destination to the critical Chinese market.

**Immediate goals include:**
- Enhancing knowledge about the Gold Coast's education offering in China (particularly in Chengdu, Sichuan Province, Wuhan)
- Showcasing education and lifestyle offering to potential students
- Set-up WeChat and Weibo channels to engage Chinese market along with Chinese website (studygc.cn) showcasing the Gold Coast as an education destination

**Study Gold Coast is continuing implementation of its “China Campaign” initiative in accordance with the delivery schedule provided to City of Gold Coast in November 2015.**

Pursuant to the Deed of Variation, following the approval for additional funding for the Study Gold Coast “China to the Gold Coast – an Education Experience” campaign, Study Gold Coast submits the following milestone report which provides an update on the following: Commence and execute a campaign to promote the city as an education destination in Chengdu and China by the preparation of Stage One: Building the Platform and Stage Two: The Campaign, pursuant to the Additional Funding Proposal in Annexure A.
Study Gold Coast China Campaign Milestone Report

Since the funding was approved to undertake the city’s first-ever international marketing campaign, Stage One (building the platform) and stage two (the competition) have been completed.\(^1\)

Please see below for latest campaign updates and results:

- The ‘Gold Coast to China – an Education Experience’ campaign generated more than 46 million page impressions in China as Study Gold Coast continues to build the city’s reputation as a leading education destination. The 12 winners range in age from 15 – 22 years old with nine students coming from Chengdu and the remaining three from Wuhan, Zhejiang and Shandong Province.
- Campaign concluded at the end of January with page impressions reaching more than 46 million.\(^2\)
- Over 1,500 registrants applied for their opportunity to visit the Gold Coast for a two-week education experience as part of Study Gold Coast’s China marketing campaign that ran from November 2015 through to the end of January 2016.
- Study Gold Coast engaged more than 70 education agents and 20 schools as part its strategy to strengthen the city’s brand awareness.
- 12 winners were announced with the majority of students from Chengdu, and the remainder from Wuhan and Shandong.\(^3\)
- Study Gold Coast is currently finalising the winner’s itinerary in conjunction with stakeholders and the Chengdu Education Board following the signing of the memorandum of understanding between the board and Study Gold Coast. Eight winners were sourced from Chengdu Education Board affiliated schools with an additional student studying at Sichuan University based in the city.
- Winners primarily interested in Law, Business and Health courses on the Gold Coast.

Please see below for stage three of competition:

Stage Three: Facilitation of the competition (March –July 2016):

- Winners notified in early March of their successful application.
- Itineraries for winners finalised in April based on student interest.
- Study Gold Coast CEO attends event in Chengdu in April to meet winners.
- Ongoing promotion of Gold Coast via social media channels to continue engagement with audience from April to July 2016.
- Students fly-out on Saturday 23 July to the Gold Coast and depart Tuesday 9 August.\(^4\)

Campaign summary as of March 2016

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1 Refer to Appendix One – Milestone Report one – for campaign schedule.
2 Refer to Appendix Two – Competition report and statistics.
3 Refer to Appendix Three – Competition Winners Names – for list of successful applicants.
4 Refer to Appendix Four – Draft Itinerary – for proposed schedule for visitors.
<table>
<thead>
<tr>
<th>China Campaign key performance indicators</th>
<th>Outcomes</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To position the Gold Coast as an international destination of choice for prospective international students from Chengdu and environs, and in the process, increase levels of top of mind awareness amongst prospective students, their families and key opinion leaders (e.g. education agents).</td>
<td>Study Gold Coast has signed a Memorandum of Understanding with the Chengdu Education Bureau to promote the Gold Coast as an education partner for Chengdu. This has established it as a credible education destination. The work conducted by Study Gold Coast through the campaign has also established relationships with 70 education agents and 20 schools to raise brand awareness. The organisation has also worked alongside City of Gold Coast to strengthen relationships with the Chengdu Foreign Office to further build on the relationship with influencers. Gold Coast vocational education provider VETEA* has also hosted a delegation from one of China’s 10 largest universities Tian Fu College and signed a partnership agreement. Southport State High School is also looking at sister school arrangement with a Chengdu based school.</td>
<td>The KPI is on-track to be achieved with further trips planned to meet the winners prior to coming to the Gold Coast further cementing the relationship.</td>
</tr>
<tr>
<td>To attract an initial cohort of students from Chengdu and subsequently perpetuate growth through increased levels of referral and affirmation via social networks.</td>
<td>Study Gold Coast is working with its agent and education partners to attract the initial cohort of students. However Study Gold Coast is still significantly growing its social media presence to assist in referrals.</td>
<td>Although the achievement of this KPI can only be assured in the future indications are positive that the organisation will achieve them due to the initial body of work completed with the campaign and invitations to education agents to further build relationships and awareness.</td>
</tr>
<tr>
<td>To increase the number of channels which actively promote the Gold Coast as a destination of choice, notably education agents and partner providers.</td>
<td>Study Gold Coast has successfully increased the number of channels for the Gold Coast to be seen as an education destination of choice. This is through the establishment of relationships with agents and school providers, in addition to relationship with Chengdu Education Bureau.</td>
<td>This KPI has been successfully accomplished.</td>
</tr>
</tbody>
</table>

5 Refer to Appendix Five – COGC China Campaign Proposal – page six outlines original KPIs.
### Campaign summary as of March 2016 continued

<table>
<thead>
<tr>
<th>China Campaign key performance indicators⁶</th>
<th>Outcomes</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase the number of students from Chengdu participating in short course programs in the Gold Coast with such participation designed to enhance word of mouth referral through direct exposure.</td>
<td>Ongoing relationship building with partners in Chengdu will help achieve this campaign aim. A further education delegation from the Gold Coast to Chengdu prior to the students arriving will provide further coverage for the sector in the city.</td>
<td>The success of this KPI will need to be ascertained at the end of a four-year period following the campaign to allow for the lead times required in education choices/selection of destinations.</td>
</tr>
<tr>
<td>To generate investment opportunities into the Gold Coast from graduates who have completed their studies in Australia and other sources of investment including families, business networks, government and agencies.</td>
<td>This long-term KPI will be achieved if the city continues to make a sustained effort in promoting its education sector to Chengdu, as it will help raise the brand awareness of the Gold Coast in the city.</td>
<td>Outcomes to date suggest that over the long-term this outcome will be achieved, but only if a sustained and continuing investment to promote the city in-market continues.</td>
</tr>
<tr>
<td>To increase media exposure of the Gold Coast as an education destination of choice through coverage of students from Chengdu participating in education-related activities across the Gold Coast.</td>
<td>Study Gold Coast is close to achieving its media exposure goals registering. It has also received significant online exposure in China hitting over 46 million page impressions. Chinese social media statistics as of the end of March are: WeChat followers: 3094 (January) to 3550 (30 March) WeChat article view: 14128 share: 959 Weibo followers: 7376 Weibo impression: 221304 Weibo interaction: 235</td>
<td>This KPI is close to being achieved.</td>
</tr>
<tr>
<td>To significantly grow the number of students from China studying in the Gold Coast and thereby ensures that the Gold Coast enjoys a greater market share relative to other destinations around Australia.</td>
<td>This is a long-term outcome. However the groundwork being undertaken by Study Gold Coast will aid it in achieving this KPI.</td>
<td>Outcomes to-date demonstrates that the organisation is on-track to achieve this aspirational goal.</td>
</tr>
</tbody>
</table>

⁶Vocational Education, Training and Employment Australia Limited (VETEA) is the parent company of 10 specialist education companies/training providers.

⁵ Refer to Appendix Five – COGC China Campaign Proposal – page six outlines original KPI's.
### Budget expenditure to-date

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Date</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing and event management expenditure</td>
<td>$145,400.00</td>
<td>As of 31/3/16</td>
<td>This includes advertising, collateral, agency fees for social media, website development, videography and event management costs</td>
</tr>
<tr>
<td>Travel costs</td>
<td>$77,000.00</td>
<td>As of 31/3/16</td>
<td>This includes trade delegations, visas for winners and other associated costs (including flying out partner agency to manage selection and competition process).</td>
</tr>
<tr>
<td>Project management fees</td>
<td>$87,500.00</td>
<td>As of 31/3/16</td>
<td>Includes agency management costs of running the competition, translation, administrative and other expenses associated with running this campaign.</td>
</tr>
</tbody>
</table>

**Committed expenditure to date totals: $309,900.00**

The expenditure outlined in the table above is committed to the marketing/events, travel and project management requirements needed to successfully complete the campaign – briefly outlined in the comments section. The unallocated $25,100.00 is being used as a contingency to cover post-campaign reporting/research, extra travel, event and marketing costs in addition to any other unaccounted expenditure. This amount was set aside at the very beginning of the campaign to cover any additional needs due to the steering committee recommending the need for additional funds and allow for additional activities to support the campaign where needed.
Student inclusion and experience plan
Milestone report two | March 2016
Study Gold Coast student inclusion and experience plan milestone report | March 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Wednesday 22nd April</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>Study Gold Coast Student Experience and Inclusion Plan - milestone report two</td>
</tr>
<tr>
<td>Author</td>
<td>Sean Braybrook</td>
</tr>
<tr>
<td>Attachment one</td>
<td>Appendix one – student experience milestone report one</td>
</tr>
<tr>
<td>Attachment two</td>
<td>Appendix two – campaign outline and budget allocation</td>
</tr>
<tr>
<td>Attachment three</td>
<td>Appendix three – activity schedule</td>
</tr>
<tr>
<td>Attachment four</td>
<td>Appendix four – examples of marketing collateral incl. draft website homepage</td>
</tr>
</tbody>
</table>

**PROJECT Goal**

Study Gold Coast to deliver a tactical student engagement, marketing and communications plan aligned with the organisation’s business goals – to transform the Gold Coast into Australia’s leading education destination.

**Immediate goals include:**
- For the Gold Coast to be the most “welcoming city” in Australia.  
- Enhancing Study Gold Coast’s local, national and international presence amongst students.  
- Raising the profile of Study Gold Coast’s activities to students.  
- Development of stronger digital presence aligned with the city brand suite to aid in domestic and international marketing campaigns.  
- Delivering a comprehensive localised campaign that raises the profile of the Gold Coast education sector.  
- Positioning the Gold Coast as a destination known for the community inclusion of international students.  
- Use the additional funding provided by City of Gold Coast to broaden Study Gold Coast’s brand presence.  

**Study Gold Coast is continuing implementation of the student experience and inclusion initiative in accordance with the delivery schedule provided to City of Gold Coast in September 2015.**

In 2015 Study Gold Coast successfully applied for additional funding from City of Gold Coast allowing it to deliver a range of marketing and engagement activities, targeting students on the Gold Coast. This funding is on top of the baseline funding provided to the organisation by City of Gold Coast. This extra funding is allowing Study Gold Coast undertake a range initiatives that are not feasible without the additional support. These activities included engagement strategies and event activations with the purpose of increasing Study Gold Coast visibility and raising awareness amongst students – particularly international – about the city’s second home strategy.

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1 Appendix one – student experience milestone report one
WELCOME Campaign

Key achievements

- Founded Student Advisory Board to help develop grassroots Student Experience initiatives.
- Successfully rolling out the first ever city ‘Welcome to the Gold Coast’ campaign to international students which engaged with over 1,000 international students over the course of six weeks.
- New website designed at increasing student experience and the city’s first ‘Welcome to the Gold Coast’ campaign (this was made possible due to additional funding from City of Gold Coast).²

Campaign overview

Deliverables

<table>
<thead>
<tr>
<th>Activity</th>
<th>Status</th>
<th>Due date</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student welcome campaign*</td>
<td>Stage one complete</td>
<td>March 16</td>
<td>Planning to commence for stage two</td>
</tr>
<tr>
<td>Student advisory group*</td>
<td>Formed</td>
<td>March 16</td>
<td>Ongoing engagement with the group</td>
</tr>
<tr>
<td>Website upgrade*</td>
<td>Incomplete</td>
<td>April 16</td>
<td>Close to completion</td>
</tr>
<tr>
<td>Sponsorship of student events*</td>
<td>Ongoing</td>
<td>December 16</td>
<td>Continue to support student initiatives</td>
</tr>
<tr>
<td>Study Gold Coast events *</td>
<td>Ongoing</td>
<td>December 16</td>
<td>Ongoing events held throughout city</td>
</tr>
</tbody>
</table>

* Each of these items is feasible due to the additional funding provided by City of Gold Coast

Initiative one – Student Welcome Campaign goals

Study Gold Coast ‘welcome’ campaign targeting newly arrived domestic and international students. The campaigns key objectives are as follows.³

- Welcome new students to the Gold Coast in a friendly and open way. To give them a sense of comfort and inclusion in their early days on the Gold Coast, which are often the most challenging.⁴

- Provide support by communicating essential information to them and creating opportunities to meet new people, in a safe and welcoming environment.

- Educate new students about Study Gold Coast and the activities and services we provide, and encourage them to engage with us on an ongoing basis.

² Appendix one – student experience milestone report one
³ Appendix two – campaign outline and budget allocation
⁴ Appendix four – examples of marketing collateral incl. draft website homepage
Initiative one – Student Welcome Campaign activities

The following activities were conducted as part of the Student Welcome Campaign which commenced on Monday 4\textsuperscript{th} January through to Sunday 6\textsuperscript{th} March 2016.

- Study Gold Coast attended the O-Weeks for Bond University, Griffith University, Southern Cross University, and TAFE Queensland Gold Coast, hosting information stands and providing students information in relation to a social media campaign where they had the opportunity to win an iPad if they tagged Study Gold Coast. Study Gold Coast developed specific marketing collateral (flyers, banners, postcards) to provide students information about the city, the organisation and its activities.

- Study Gold Coast Welcome Barbecue held at the 4217 precinct Surfers Paradise targeting domestic and international students. This activation culminated the seven weeklong campaign with a free event that participants had to register online to attend.

- Partnering with Bleach\textsuperscript{*} Festival to host an activation within the Bleach\textsuperscript{*} in the City event in Chinatown targeting Chinese students as part of Study Gold Coast’s engagement strategies. This saw Study Gold Coast conduct a campaign to engage Chinese students via the hosting of a stand where they had an opportunity to meet staff and play a number of skill games to win prizes. Chinese students also took part in a photo competition to promote the Bleach\textsuperscript{*} in the City activation where the winner received a return trip to China for the best photo of the city to be shared amongst Chinese social media users on the WeChat platform. This aimed to increase awareness of the Gold Coast as an education destination for Chinese students.

Initiative one – Student Welcome Campaign outcomes:

Study Gold Coast successfully raised its profile amongst domestic and international students over the course of the campaign with physical and digital interactions.

- Study Gold Coast O-Week activations saw the organisation physically engage an estimated 2,000 students (based off total O-Week attendee’s over the course of the activation).

- Study Gold Coast social media engagement increased by a factor of 37 per cent over the course of the campaign (average weekly page views increased from 29 views to 45) during the O-Week social media competitions.

- Study Gold Coast Welcome Barbecue held at the 4217 precinct Surfers Paradise saw approximately 120 domestic and international students attend the event, with significant social media coverage.

Initiative two – Study Gold Coast Student Advisory Group – summary of aims and activities

As part of its student engagement strategy Study Gold Coast set-up a city-wide student advisory group comprised of domestic and international students. The purpose is to provide a sounding board for policies and marketing initiatives focused at the city’s student population.

- This committee comprises executive members from the student association bodies from Bond University, Griffith University, Southern Cross University, TAFE Queensland Gold Coast and representatives from Chinese, Latin America and other international student bodies.

- This group will meet twice a year at a formal meeting where they will be canvassed for their opinions on key Study Gold Coast initiatives and activities. This will now be an ongoing activity conducted by Study Gold Coast as a core pillar of its student engagement activities.
Initiative three – Study Gold Coast website upgrade

Study Gold Coast identified during its funding application for the student experience funding that a website redevelopment was a critical element of its plans. The website is the primary marketing and engagement tool for a destination marketing organisation and the previous site did not provide an effective representation of the city or its education sector. This represents a significant change as it will be a major upgrade with the entire website redesigned (all pages are being redesigned and updated), a focus on improved usability and the inclusion of a course finder to aid in education selection (which will be a major aid in onshore/offshore marketing. As the website is one of the primary interfaces for students with Study Gold Coast an upgrade represents a major opportunity to improve the visual representation of the city via a modern, much improved digital portal that truly represents the Gold Coast’s education sector.

- Study Gold Coast appointed digital agency Stead Lane (used by MoreGoldCoast.com) to develop a site aligned with the updated Gold Coast Tourism and More Gold Coast websites creating a visually consistent market/brand presence for the city.
- This website will aid Study Gold Coast in the delivery of marketing campaigns and serve as a lynchpin of domestic and international marketing efforts.
- Currently the site is two weeks from going live with the final pieces of content and testing currently being undertaken.

Initiative four – Sponsorship of student events

Study Gold Coast is providing limited financial support for certain student organised events that meet its criteria of “improving the overall student experience” on the Gold Coast. The purpose is to enhance the student experience through a series of events that allows them to connect with each other and the wider Gold Coast community. Students need to fill-out an application form prior to any funding being released and if successful will receive some funding to assist with the organisation of their events – amounts range up to $500.00. To-date the following events have been supported:

- Japanese Student Association Barbecue
- Bond University Student Association tour of Miami Marketta

This range of activities is allowing Study Gold Coast to increase brand awareness amongst students while building a series of touchpoints with them via targeted events and communications.

Initiative five – Study Gold Coast events

Study Gold Coast is currently finalising preparations for a series of events to commence in the latter part of 2016 to further engage students. These will be similar to the “Welcome Barbecue,” in that the purpose is to leverage an event via social media and a physical activation to raise awareness of Study Gold Coast in addition to showcasing the city.
Budget expenditure to-date

<table>
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<th>Item</th>
<th>Amount</th>
<th>Date</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>$8,541.50</td>
<td>As of 31/3/16</td>
<td>This includes advertising, collateral, social media fees, website development, photography and videography fees.</td>
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<tr>
<td>Events</td>
<td>$13,000.00</td>
<td>As of 31/3/16</td>
<td>This includes event management costs (venue/furniture hire), staffing, hosting student advisory board meetings.</td>
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<tr>
<td>Website development</td>
<td>$20,000.00</td>
<td>As of 31/3/16</td>
<td>Website development costs (incl. site build, content creation, graphic design).</td>
</tr>
</tbody>
</table>

Total committed expenditure is $41,541.50. This has delivered four "O-Week" events, the Study Gold Coast website redevelopment, marketing collateral and the "Welcome Barbeque event. The remaining amount of $13,458 is being allocated towards additional events for the beginning of semester two 2016.

NEXT STEPS

Study Gold Coast is currently finalising planning for a second welcome campaign to commence at the beginning of semester two 2016. The organisation’s aim is to implement two of these initiatives each year to build the reputation of the Gold Coast as a leading student focused city that integrates those studying here within the wider community. This is a key element of the Mayors second home strategy and aligns with Study Gold Coast’s strategic plan.
FEATURED STORY

Career change? Take a look at these inspiring stories

KATHY KRUGER

Changing careers can be a daunting prospect, but the Gold Coast offers a wealth of opportunities to retrain and make a new start in diverse and exciting careers – some that are just emerging.

Statistics suggest we're now making between five and seven career changes in a lifetime – some
will be subtle shifts, up-skilling or transferring existing skills to a new or evolving industry - others will be more seismic.

As Study Gold Coast prepares to host the Gold Coast Careers and Employment Festival, including the city’s biggest careers expo (Thursday May 5, RACV Royal Pines resort), More Gold Coast caught up with career changers who prove what’s possible – with the right motivation.

For high school teacher Conan Bland, the military life over thirteen years of service, including as an overseas peace keeper, provided the illuminating path to knowing he wanted to work with children.

“It was an eye-opening experience working overseas in the military, you see how tough some people have it, it’s especially hard to see the children,” says Conan.

“It was these moments that made me realize I wanted to pursue a career in education when I got back to Australia.”

In fact he balanced university studies in a double degree in education and human movement at Southern Cross University in between overseas deployments.

He’s now a senior school teacher and the educational support coordinator, looking after students with additional learning needs at The Southport School, where he’s also assistant house master and director of cadets (a special outdoor education program, where his military background shines through).
As a keen marathon runner, feet are pretty important to third-year Southern Cross University student Ed McGlynn, who swapped an IT career to become an expert on the impacts of all that pounding the pavement, through a degree in Podiatry.

"I'm a runner so that's what initially got me interested in podiatry and, I've got to say, it's definitely helped improve my running technique.

"The main reason I decided to study podiatry though is my love of helping people – there's nothing better than putting a smile on someone's face.

"We're also really lucky to have the on-site SCU Health Clinic where we have the opportunity to treat patients and put what we've learned into practice."
Craig Donkin came to study law at Bond University via a sociology degree from Mount Royal University in Calgary, Canada followed by a decade in what was the lucrative oil and gas industry, working in remote Canadian oil fields.

But it was being hit as a pedestrian in a bad car accident that literally stopped him in his career tracks, and led to an epiphany during the subsequent courtroom proceedings.

"I was seated in the court room, listening to the defence lawyer say his piece, and that's when it all changed," says Craig. His argument was flawless and he had me questioning everything; it was that exact moment I was inspired to look into the law field."

"My study and career path has been different but I wouldn't change a thing," says Craig, who is heading into his fifth semester in the university's Juris Doctor program – following hundreds of Canadians who've come to Bond to study the speciality qualification.

Career changes come in all shapes and sizes – some driven by ever-changing technology (from 3D printing to smart sensors) making old jobs redundant or creating vast new opportunities, others building on hobbies or passions or sparked by entrepreneurial ideas.
With a broader focus beyond promoting study options, this year’s careers event will enable people to engage directly with employers looking to hire in a labour market that is expanding in the lead-up to the Gold Coast 2018 Commonwealth Games, with the program featuring workshops on everything from resume writing to behind the scenes working in the automotive industry and a tourism resort.

“Whether you are a high school student seeking your next steps, or an adult looking for a career change, the festival can open your eyes to what options are available and support you with the tools you need to reach your goals,” says Study Gold Coast CEO Shannon Willoughby.
In an international week celebrating midwives and nurses, the Gold Coast can boast some of the best in the world, including dozens of researchers across Griffith University and the Gold Coast.
University Hospital and Australia’s first National Centre for Research Excellence in Nursing.

The modern-day Florence Nightingale may play a very different role from his or her predecessors, but there’s one attribute that has always made for the best nurses and midwives – genuine care for patients.

“It's a very privileged position, it makes you humble,” says Griffith University Professor and Clinical Chair at Gold Coast University Hospital (GCUH) Jennifer Fenwick of the experience of helping women become mothers and witnessing the miracle of life, over and over.

The famous Florence of Victorian-era Britain earned enduring esteem for nurses, doing far more than mopping the brows of injured and sick soldiers in the Crimean War in establishing the profession and strongly advocating for social reform.

The profession today is university-educated with Griffith University’s nursing and midwifery program ranked 29 in the world in the recent global QS subject rankings; with many nurses and midwives choosing to help patients beyond the bedside.

The unique co-location of Griffith’s campus with the GCUH and within the Gold Coast Health and Knowledge Precinct makes for a perfect marriage of clinical expertise and research excellence. And the patients clearly benefit.
Beyond the bedside

While new wonder drugs, surgical firsts and treatment breakthroughs for cancer and chronic diseases may dominate health headlines, nursing and midwifery researchers quietly work away on important research to make the experience of pregnancy and childbirth better for women, and hospitalisation and recovery better for patients.

“People don’t think of nurses as researchers, but nursing research has a big impact exploring the many different way nurses can intervene from prevention to treatment,” says Griffith’s head of Nursing & Midwifery, Professor Debra Anderson.

From new innovations to reduce infection, to research to help people avoid coming to emergency departments and ground-breaking robotics for patients with dementia, the research is broad in scale and assists many patients.
In 2015 Professor Wendy Chaboyer, Director of the National Centre for Research Excellence in Nursing (NCRN) and part of the Menzies Health Institute Queensland at Griffith University was inducted into the International Nursing Researcher Hall of Fame.

Originally trained as an intensive care nurse in her native Canada, Professor Chaboyer arrived at Griffith in 1994 to coordinate the first Masters of Critical Care Nursing program in Queensland. Her research focuses on patient safety, including how to reduce pressure ulcers (also known as bedsores) that immobile patients are prone to.

“Nursing is a profession, not simply a trade. In universities, nurses are educated to become the
critical thinkers and quick decision makers that they need to be in order to provide high quality patient care," says Professor Chaboyer.

Working alongside Professor Chaboyer is Associate Professor Dr Brigid Gillespie, who leads a $2.3 million NHMRC (National Health & Medical Research Council) study into negative pressure wound therapy, a technique using a special sealed vacuum dressing to promote healing in acute or chronic wounds. Professor Gillespie has also researched extensively on ways to prevent wound infections after surgery.

Professor Clare Rickard is a world-leading researcher in the area of intravenous (IV) catheters. Cancer patients have these central line catheters or PICCs inserted into large veins for chemotherapy and IV drips are used for blood transfusions, fluid and nutrient intake and blood sampling.

She spearheads a $1.1 million NHMRC national study involving numerous hospitals and Australian universities. The study is set to improve how IV's are secured and dressed to avoid infections, dislodgement and more serious complications, that on top of patient pain and risk, cost the health system millions.

"Research repeatedly demonstrates a 40% failure rate with IV usage," Professor Rickard says.

"At a cost of approximately $70 per IV that is $700 million. If we can just reduce failure form 40% to 30% as a result of better insertion and care, we could save $175 million nationally."
Emergency departments are always stressful and at times chaotic places. Professor Julia Crilley is undertaking a range of projects at the GCUH to streamline how patients are treated in ED, from trying to avoid so many presentations in the first place, through to discharge or hospital admission. She's also researching how to better provide emergency nursing care in watch-houses.

Other researchers include Dr Andrea Marshall, with more than two decades experience in critical care nursing, and Professor

GCUH's nurses and midwives were involved in 45 research projects that attracted over $6 million in competitive research funding during the 2014-15
Wendy Moyle who is internationally recognised for her research investigating the use of social robots and assistive technologies for people with dementia.

PhD student Georgia Tobiano, a GCUH nurse and one of ten from Griffith undertaking PhD's there, is passionate about the benefits of patients participating in their own care, with her research striking a chord internationally.

"I was fortunate enough to be named best student presentation at an Italian conference. This was really exciting for me, and I think shows the importance of patient involvement in care internationally," says Georgia.

At the bedside she sees first-hand how research translates to better outcomes, recalling a lawyer and mother who felt overwhelmed after major surgery – the bond she shared in spending time helping the woman shower and dress in day clothes reminded her of the importance of empowering patients.

"I really felt her sense of confidence and control heightened after that and she was more able to participate in her care," says Georgia.
Research giving birth to reform

Professor Fenwick is one of four clinical chairs jointly appointed by GCUH and Griffith in nursing and midwifery. Her research focus and driving determination is ensuring women experience the best possible pregnancies, births and bonding with their babies, through having access to their own midwife all the way.

Only about 8 per cent of births in Australia occur with the mother under the continuous care of a midwife, while at GCUH, where almost 5,000 babies will be born this year that figure stands at around 20 per cent, as researchers continue to promote what they say is a proven case for a women-centred model.

“It's simple, women do better when they have their own midwife and this should be the gold-standard of care,” says Professor Fenwick, who recently led a half a million dollar NHMRC study.

Professor Fenwick knew immediately after her nursing qualification that she wanted to be a midwife. In all she's studied for 13 years, although considers herself a midwife first and a professor second – even as she laments the lack of funding and recognition for research in the field.
“I want to change the system for the better for the sake of women’s health,” she says.

Professor Anderson is internationally regarded in the world of women’s health. She recently attended the United Nations through her involvement in a major global study. Her own focus, when she’s not busy running a university school, is in women’s wellness after cancer, a field where she believes nurses can play a critical role.

“I love the diversity and breadth that a nursing degree brings,” says Professor Anderson.

“From being able to work with mums and babies, children, adolescents right through to older age. I love being able to provide evidenced-based research into my clinical practice. I love working with people from a range of backgrounds and cultures and I love that you can travel and work overseas with a nursing degree.”

All good reasons to choose a nursing or midwifery career, while the rest of us can be grateful for the world-class level of expertise and good old-fashioned patient care we are privileged to access.

Florence would be proud.

*International Day of Midwives falls on 5 May and International Nurses Day is on 12 May.

Related Articles

Health & Knowledge Precinct shaping up to be a world leader
High-tech and luxury for new hospital in world-class precinct

The miracle of birth and why love is the answer

World-first 3D image that could hold a key to fighting cancer
ITEM 5  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
GOLD COAST CULTURAL PRECINCT UPDATE STAGE 1
LG235/46/03/03/01(P1)
Refer 35 page attachment

1 BASIS FOR CONFIDENTIALITY
Not Applicable.

2 EXECUTIVE SUMMARY
Not Applicable.

3 PURPOSE OF REPORT
The purpose for the report is to update Council on the Gold Coast Cultural Precinct Project (GCCP) Stage 1 including the Versatile Outdoor Space (VOS) and proposed new Gold Coast City Gallery (Art Gallery).

4 PREVIOUS RESOLUTIONS
Previous resolutions pertaining to the Cultural Precinct are contained in Attachment 1.

5 DISCUSSION
5.1 Stage 1 Design Update
The VOS has progressed to the completion of Developed Design, which continues to present the VOS as a multipurpose structure that is a performance stage, community venue, function venue and concert lawn.

It is intended to be activated and interesting all-year-round and to reflect the Council endorsed Master Plan. The stage takes the form of a hillside with one side truncated to provide the stage wall and proscenium. The wall and proscenium incorporate the voronoi pattern of the precinct Master Plan. The hillside incorporates a service zone and loading bay for the theatre, a semi-private courtyard that provides an entry and outdoor area for private functions, talks, theatre and similar events.

During design progression there have been material and amenity decisions made; the most immediately noticeable of these has been a slight reduction of Gross Floor Area (GFA) from 790sqm to 700sqm. This is in response to a detailed value management process and a more developed understanding of the likely program intended for the building through technical workshops. There is a slight shift in position to the south-west, facilitated by the demolition of the Riverside Building.

One of the most challenging environmental constraints of the VOS is its orientation to the west. Afternoon performances will be subject to high levels of glare and heat for certain periods, which could impact on performances. Council resolved as part of the 2016-17 budget process to include a shade structure as part of the VOS. This has been incorporated into the design process and will be delivered as part of the Stage 1 construction works. Although the shade structure will not fully address glare issues it will significantly improve the amenity and performance use and further allow filtered sunlight to penetrate the lawn below to ensure a garden feel is maintained.
Originally it was planned to provide new amenities in the Riverside Building to service the VOS. Due to the demolition of the Riverside Building the old outdated and inadequate amenities building (adjacent the Lake) will be demolished to allow for a new amenities building as part of the main Stage 1 works. The design of this is progressing.

Following Detailed Design the Construction Documentation will further progress elements within the Artscape which include, in part, the following:

- way finding
- site circulation
- material quality
- environmental issues and specific site conditions
- tree specific selection. Large species currently being grown offsite, and
- furniture components

5.2 Stage 1 Planning Update

Stage 1 of the GCCP has achieved the following milestones:

- A Development Application lodged for the VOS
- To meet Council Resolution G15.0505.032 (refer Attachment 1), to position the Greenbridge as a ‘Shovel Ready’ project, a Development Application has been awarded, based on the following:
  - Council endorsed Master Plan alignment
  - simple substructure (minimum architectural embellishments)
  - 5m clear-width green bridge

5.3 Stage 1 Construction Update

Stage 1 of the GCCP has achieved the following milestones:

- Hand-over of the Site (i.e. Riverside and Administration Building) to the Managing Contractor ADCO to commence Stage 1 works.
- Completion of Stage 1 Developed Design. The Developed Design report brought together work completed during the previous design phases to further define the functionality and technical requirements of Stage 1 deliverables through both design and onsite testing.

Project early works are underway as follows:

- The completion of the Developed Design triggered the commencement of the Guaranteed Construction Sum offer with the Managing Contractor ADCO.
- Major service diversions associated with the separation of the buildings including communications, data, fire services, air conditioning and plant have been completed.
- Demolition is well underway with 95% of the above-ground administration building demolished and the Riverside building demolition well progressed.
- Identified contaminated areas (including asbestos) are being progressively removed in accordance with industry approved practice.
- The Civic Focus alternative back-up power solution is being implemented to enable the remaining plant room of Riverside building to be demolished.
5.4 Gold Coast City Art Gallery

The provision of an Art Gallery that meets the needs of the city is a high priority for the GCCP. Demolition of the Riverside Building earlier than originally planned provides Council with the opportunity to address the requirements for an Art Gallery earlier and to re-consider the scope, staging and funding of the proposed Art Tower (as depicted in the Master Plan).

As per the CEO email advice dated 5 June 2016 the Concept Planning, Design and Master Plan amendments associated with a new Art Gallery is now being progressed. This will facilitate a funding and implementation plan to deliver a permanent Art Gallery as part of Stage 1 to be submitted to Council as part of the 2017-18 budget process.

Preliminary analysis indicates that delivery of a new 6,000m² (gross) Art Gallery is feasible and more appropriate than the Art Tower (14,000m² gross). Based on comparable facilities, the project’s quantity surveyor (DCWC) has provided a preliminary cost estimate of $53 million (2016 dollars) for building construction. Work associated with supporting infrastructure, connectivity or Artscape works would be additional.

The size and scale of the Gallery has been informed by market analysis, benchmarking against existing facilities and a review of the City’s collection exhibition requirements. The Art Centre Gold Coast has also collated expert industry advice regarding size and scale. Concept planning will further develop this process to ensure the final design supports the new gallery’s programming strategy and overall market positioning.

ARM Architects has examined the Master Plan in relation to a possible new gallery location, with a revised project brief (as considered against the original Master Plan Art Tower). ARM’s analysis indicates that a similar central location (as previously proposed for the Art Tower), adjacent to the proposed ‘Great Terrace’ would be suitable, see Attachment 2.

This initial investigation confirmed that an adjustment of the Master Plan is achievable, however further work is required to determine the follow-on site implications and public interfaces (e.g. car parking, infrastructure and access). These preliminary investigations also assume additional work will be undertaken in the associated public areas.

The new gallery defined within the Gallery Brief, Attachment 3, will be a must-see destination for residents and visitors wanting to appreciate, engage and connect with the Gold Coast, visual art and design; on a local to global scale. It will be youthful, ambitious, adaptable and collaborative, like the City of Gold Coast itself.

A ‘hero’ piece of the current collection, The Rainforest by Queensland William Robinson, will be a guiding inspiration for the design of the building. The painting represents discovery, spectacle and scale. This concept of multiple ideas and an unfolding experience of viewpoints and trails will form part of the building’s story. It will have aspects of light and dark; points of discovery – both internally and externally.

The desired outcomes of the building are that it will be:

- inclusive and engaging, by keying in to our community’s distinctively inclusive attitude to draw and grow new audiences
- unexpected in that visitors find the gallery’s cultural depth and maturity surprising
- intrinsically linked to our environment through a connection with the outdoors that is possible in our city, and
- connected physically in the context of the Precinct and by digital means in order to facilitate engagement and communication
ITEM 5 (Continued)
GOLD COAST CULTURAL PRECINCT UPDATE STAGE 1
LG235/46/03/03/01(P1)

The new gallery will present exhibitions of international scale and content as well as the best in contemporary Australian art and design. At 6,000m² it will be larger than a regional Gallery (commonly 3,000m²) but not competing with State and National contemporaries (15000m² – 25000m²). This will position the gallery in a unique niche in the national and international market. Drawing on our large audience catchment of residents and tourists, the gallery will have the capacity to independently host internationally recognised shows and will also be able to partner on large projects with high profile museums and galleries in Australia and overseas.

Collection storage will be active and open. Artworks will be taken from storage and displayed throughout the gallery on a rotational basis, for varying periods of time in thematic exhibitions (in the Collection Galleries). There will also be opportunities for display on external walls through digital projections and / or screens; across the precinct through outdoor public art and commissioned sculpture; within the walls as part of the building’s design and the notion of an open or ‘living’ storage facility that could also facilitate back-of-house tours.

5.4.1 Gold Coast Art Gallery - Integration

The new gallery, existing Gold Coast Arts Centre (TACGC), Civic Focus building and soon-to-be delivered VOS will form the young heart of the Gold Coast Cultural Precinct. The physical relationship between these buildings and ease of connectivity needs to be such that it initiates the evolution of the Master Plan vision for an integrated and engaging precinct.

A fundamental aspect to be explored during Concept Design of the new gallery is the relationship of levels between these three core components. The Master Plan proposes a shaded urban plaza, the ‘Great Terrace’, which draws these disparate elements together with a level pedestrian connection that addresses the location’s three metre level difference.

Design of the ‘front door’ of the new Art Gallery is presented with a considerable challenge by this level difference. The Concept Design will need to ensure the precinct works well at opening, but also that it capitalises on the complementary offerings of the performing arts centre and the amphitheatre and begins to offer the multi-layered cultural experience envisioned in the Master Plan.

Ultimately, the Gold Coast Cultural Precinct will become predominantly pedestrian parkland, a place for people to linger, explore and be surprised by unexpected opportunities. This long term vision needs progressive development and a gentle change of behaviour and expectation about how people move about the precinct.

The Master Plan proposes basement car parking under the Great Terrace and Art Tower. Alternative medium and long term provisions and locations for car parking will be explored during Concept Design.
ALIGNMENT TO THE CORPORATE PLAN, CORPORATE STRATEGIES AND OPERATIONAL PLAN

Gold Coast 2020 Corporate Plan

The project vision aligns directly with the core themes and values of the Gold Coast 2020 Corporate Plan. The most relevant Signature Action to the Cultural Precinct in the Corporate Plan 2020 is:

Plan and develop the city’s cultural heartland at Evandale with a world class Cultural Precinct connected to Surfers Paradise via a cultural corridor.

Culture Strategy 2023

The strategy identifies key strategic outcomes and catalysts for change. The Gold Coast Cultural Precinct is identified as a key catalyst for change, with outcomes detailed below:

Strategic Outcome 1: Our Culture is distinctly Gold Coast
Strategic Outcome 2: A place where culture is everyday
Strategic Outcome 3: A community that values its cultural heritage
Strategic Outcome 4: A city where creativity creates opportunity

Economic Development Strategy 2023

A key activity of the Economic Development Strategy 2023 is to “develop the city’s cultural heartland at Evandale with a world class Cultural Precinct and parklands connected to Surfers Paradise via a cultural corridor”.

A key plan of the Economic Development Strategy is the Destination Tourism Management Plan (DTMP), which cites delivery of Infrastructure and Investment Attraction as a Strategic Priority (Section 3). A Signature Action within Section 6 (Nature and Culture) is to deliver two ‘catalyst projects (which) provide a once-in-a-generation opportunity for the City. These include the GC2018 cultural and entertainment program and the Cultural Precinct. The Gold Coast Cultural Precinct is described as “a cultural and tourism activity hub for the city including an Arts Museum, Artscape, Arts Centre and Art walk to Surfers Paradise”.

COMMONWEALTH GAMES IMPACT

During 2018 it is proposed that Stage 1 of the GCCP will be a venue for various supporting events in the GC2018 arts and cultural program and provide a platform to showcase the city’s cultural aspirations. This further extends to promotional opportunities to attract collaborative partnerships, take advantage of the investment in Stage 1, and assist in investment attraction for future stages of the Precinct.
8 FUNDING AND RESOURCING REQUIREMENTS

Stage 1 is progressing in line with the implementation of the adopted funding sources is progressing per the Council Funding Plan Version 3.0 endorsed in June 2015.

A funding plan to deliver an Art Gallery will be prepared and submitted to the Council as part of the 2017-18 budget process.

8.1 National Stronger Regions Fund (NSRF)

The National Stronger Regions Fund (NSRF) commenced in 2014-15. The Federal Government fund will invest $10 billion over five years and aims to support economic growth, activity and output and address disadvantage at a local level through investment in priority infrastructure projects. The NSRF is a highly competitive programme with approvals based on applications meeting key eligibility requirements and assessment criteria.

City of Gold Coast submitted applications for Round One and Two with both applications unsuccessful. A Round Three application for $10 million in funding for Stage 1 of the GCCP was submitted on the 15 March 2016. Subsequent to the application the Federal Government requested Council confirmation of the funding contribution. At the Council meeting of 22 April 2016 Council confirmed the funding contribution.

Noting changes involving the Riverside building a review of the application guidelines was undertaken in terms of the City’s obligations to notify the Federal Government of the change. Based on a review of the guidelines and correspondence from the Federal Government on the 22 April 2016 the City is not obligated to notify the Federal Government. However, should the application for funding be successful the grant deed requires the City consult with the Federal Government on the changes.

The Federal Election caretaker phase has now concluded and the new Minister for Regional Development will follow up a review of project recommendations. It is now anticipated a decision may be made in a few weeks.
8.2 Sale of Assets

The funding plan for the Cultural Precinct identified the sale of assets as a source of funding with proceeds transferred to the Cultural Precinct reserve.

Assets settled, under contract or under tender are outlined in Table 2 below.

Table 2: Sale of Assets

<table>
<thead>
<tr>
<th>Property</th>
<th>Status</th>
<th>Settlement or Tender Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>39 Gavin Arterial Rd, Oxenford</td>
<td>Settled</td>
<td>2015</td>
</tr>
<tr>
<td>11 Thornton St, Surfers Paradise</td>
<td>Under contract</td>
<td>August 2016</td>
</tr>
<tr>
<td>Nerang Broadbeach Rd, Carrara</td>
<td>Settled</td>
<td>June 2016</td>
</tr>
<tr>
<td>Market St, Carrara</td>
<td>Settled</td>
<td>June 2016</td>
</tr>
<tr>
<td>45 Hutchinson St, Burleigh Heads</td>
<td>Tender</td>
<td>March 2016</td>
</tr>
<tr>
<td>33 &amp; 31 Station St, Currumbin Waters</td>
<td>Tender</td>
<td>August 2016</td>
</tr>
<tr>
<td>6 Sandpiper Dr, Burleigh Waters</td>
<td>Tender</td>
<td>September 2016</td>
</tr>
<tr>
<td>1 Yvonne Crt, Miami</td>
<td>Tender</td>
<td>September 2016</td>
</tr>
<tr>
<td>49 North Road, Lower Beechmont</td>
<td>Tender</td>
<td>November – December 2016</td>
</tr>
<tr>
<td>49 Kalimna Drive, Broadbeach Waters</td>
<td>Tender</td>
<td>August 2016</td>
</tr>
<tr>
<td>262 Benowa Road, Benowa</td>
<td>Tender</td>
<td>July 2016</td>
</tr>
<tr>
<td>12 Encamp Street, Reedy Creek</td>
<td>Tender</td>
<td>September 2016</td>
</tr>
<tr>
<td>2977 Nerang Murwillumbah Road, Natural Bridge</td>
<td>Tender</td>
<td>July 2016</td>
</tr>
<tr>
<td>467 Gold Coast Springbrook Road, Mudgeeraba</td>
<td>Under Contract</td>
<td>August 2016</td>
</tr>
<tr>
<td>29 Pine Street, Jacobs Well</td>
<td>Tender</td>
<td>July 2016</td>
</tr>
</tbody>
</table>

9 RISK MANAGEMENT

The Cultural Precinct has a Project Risk Register which identifies potential risks and outlines suggested strategies to mitigate these risks. The Risk Register is in line with Council policy and will be maintained throughout the life of the project. Any major risks identified will be elevated to the Project Control Group and if required, the Steering Committee for consideration.

10 STATUTORY MATTERS

Not Applicable

11 COUNCIL POLICIES

Not Applicable
ITEM 5 (Continued)
GOLD COAST CULTURAL PRECINCT UPDATE STAGE 1
LG235/46/03/03/01(P1)

12 DELEGATIONS

Not Applicable

13 COORDINATION & CONSULTATION

In the table below, identify internal and external stakeholders that have been involved / participated in the proposal to date and the outcome of that participation.

<table>
<thead>
<tr>
<th>Name and/or Title of the Stakeholder Consulted</th>
<th>Directorate or Organisation</th>
<th>Is the Stakeholder Satisfied With Content of Report and Recommendations (Yes/No) (comment as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robyn Archer</td>
<td>Strategic Advisor – City of Gold Coast</td>
<td>Has been provided a briefing for the proposed Art Gallery.</td>
</tr>
<tr>
<td>Precinct Entity Representatives</td>
<td>The Arts Centre Gold Coast</td>
<td>Has provided vision and input into Art Gallery brief.</td>
</tr>
<tr>
<td>Tracy Cooper-Lavery</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anna Carroll</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14 STAKEHOLDER IMPACTS

A detailed list of stakeholders and engagement methods is outlined in the project’s Communication and Engagement Plan.

Construction of Stage 1 will have potential implications, such as site access and local noise generation, at various times. Stakeholders include neighbouring residents and businesses, local event organisers, park users, Council staff, visitors and customers, staff and volunteers of TACGC.

The Project Team and ADCO will continue to engage with TACGC, Corporate Communication, The Arts and Culture Unit, City Events and other sections within Council to identify and minimise potential impacts. In association with Stage 1 works, key communication methods include quarterly At the Precinct project eNewsletters, weekly construction updates, website updates and community information offered at key milestones.
Stakeholder engagement and related communication during the period 1 April to 1 July 2016 has focused on Stage 1 design finalisation and delivery and transition (to operations) planning. This work has included:

- liaison with Department of Main Roads, its contractors and TACGC to manage possible impacts surrounding Bundall Road upgrade project
- Transition Program brand position report developed and endorsed to guide creative brief
- communication of Stage 1 scope, particularly the need to include Riverside Building in the precinct demolition contract (eNewsletter and website updates)
- a media call, held on 29 June 2016, to mark demolition of the decommissioned Surfers Paradise Administration centre foyer
- installation of Stage 1 major site billboards (April 2016)
- Review of precinct-wide signage and installation of new directional signage (May 2016)
- community engagement at GLOW Festival 30 April 2016 (attendance estimated at 12,000; direct engagement 370)
- ongoing steady increase in eNewsletter subscriptions, averaging almost 20 per month to 991 active subscribers (July 2016)

Communication and engagement during the next quarter will continue to focus on Stage 1 construction activities and transition.

15 TIMING

The Managing Contractor is managing Detail Design and Construction Documentation proceeding throughout 2016. Early works commenced late 2015 and main construction activities began in May 2016 with demolition of the Administration Building. The project is currently on schedule.

Concept Planning and Master Plan amendments for the new Gold Coast Art Gallery will be completed in November 2016.

16 CONCLUSION

Design, planning and construction is proceeding according to schedule for completion by December 2017 of the Stage 1 Works.

The VOS has progressed and evolved with completion of Design Development and continues to present as a multi-purpose structure that is primarily a performance stage and community venue with a concert lawn and is scheduled to be complete by December 2017. The bringing forward of a shade structure to the VOS is included in Stage 1 works to address performances for periods in the afternoon that will be subject to high levels of glare and heat but will still allow filtered sun to penetrate the lawn below to ensure a garden feel is maintained.

A Development Application has been lodged for the VOS and Development Approval for Greenbridge has been awarded (positioning it as a Shovel Ready project should funding become available).
ITEM 5 (Continued)  
GOLD COAST CULTURAL PRECINCT UPDATE STAGE 1  
LG235/46/03/03/01(P1)

Early construction works including diversion of major site services are complete whilst demolition is well underway with 95% of the above-ground administration building demolished and the Riverside building demolition well progressed. The site identified contaminated areas (including asbestos) are being progressively removed in accordance with industry approved practice.

With the demolition of the Riverside building, a new Art Gallery remains the high priority for delivery given the severe constraints of the existing TACGC gallery. Preliminary analysis indicates that delivery of a new 6,000m² (gross) Art Gallery is feasible and more appropriate than the Art Tower (Master Plan Art Tower at 14,000m² gross). An examination of the Master Plan in relation to a possible new location for an Art Gallery indicates that a similar central location (as previously proposed for the Art Tower) adjacent to the ‘Great Terrace’ would be suitable. Concept Planning, Design and Master Plan amendments associated with a new Art Gallery are being progressed. A funding plan to deliver an Art Gallery will be prepared and submitted to the Council as part of the 2017-18 budget process. In conjunction with the design development of the proposed Art Gallery, the future staging of the GCCP will be considered.

17 RECOMMENDATION

It is recommended that Council resolves as follows:

1 That Council notes the update report,
2 That Council notes the revised scope of the Art Gallery and corresponding brief as outlined in Section 5 of this report.
3 That the next Stage 1 update report be brought back to Council in November 2016.

Author: Trent Windsor  
Authorised by: Darren Scott  
Major Projects  
Director Economic Development and Major Projects  
22 July 2016  
TRACKS REF: 57148837
ITEM 5  ECONOMIC DEVELOPMENT AND MAJOR PROJECTS
GOLD COAST CULTURAL PRECINCT UPDATE STAGE 1
LG235/46/03/03/01(P1)

COMMITTEE RECOMMENDATION:  ED16.0804.005
moved Cr Vorster    seconded Cr La Castra

1  That Council notes the update report.
2  That Council notes the revised scope of the Art Gallery and corresponding brief
   as outlined in Section 5 of this report.
3  That the Gold Coast Art Gallery Functional Brief not fetter the delivery of the
   future art tower.
4  That the next Stage 1 update report be brought back to Council in November
   2016.

CARRIED

There being no further business the meeting was declared closed at 3.13pm.
## ATTACHMENT 1

<table>
<thead>
<tr>
<th>Council</th>
<th>Date</th>
<th>Subject</th>
<th>Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>709</td>
<td>Tuesday 1 December 2015</td>
<td>Gold Coast Cultural Precinct update report</td>
<td>RESOLUTION G15.1201.021 moved Cr Grew seconded Cr Gilmore That the Report of the Economic Development &amp; Major Projects Committee’s Recommendations of Thursday, 26 November 2015, numbered ED15.1126.001 to ED15.1126.003, be adopted. CARRIED UNANIMOUSLY COMMITTEE RECOMMENDATION: ED15.1126.001 moved Cr Betts seconded Cr Taylor 1. That Council notes the update report. 2. That the next quarterly update report be brought back to Council in April 2016. CARRIED</td>
</tr>
<tr>
<td>705</td>
<td>Tuesday 8 September 2015</td>
<td>Special Budget Resolutions</td>
<td>RESOLUTION G15.0911.014 moved Cr Tate seconded Cr Owen-Jones That the Report of the Special Budget Committee Meeting held on Tuesday, 8 September 2015 covered by Recommendations numbered B15.0908.001 to B15.0908.007 be received with a correction to Item 6 to add ‘Carried’ after resolution. Changed Recommendation COMMITTEE RECOMMENDATION B15.0908.002 (11 September 2015, Special Budget Committee Meeting 8 September 2015 Moved Cr Grummitt seconded Cr La Castra 1. That Council endorses the design concept B as presented at Council for the Versatile Outdoor Space. 2. That Council note that a report on governance of the Cultural Precinct will be presented by the CEO in due course, to inform future programming and operational matters relevant to the precinct. 3. That the next quarterly report be brought back to Council in November 2015 including an update on design development. 4. That budget matters relating to stage 1 be referred to Special Budget Committee Meetings. 5. That the agenda and minutes of Mayor’s Arts and Cultural Advisory Committee be</td>
</tr>
<tr>
<td>697</td>
<td>Tuesday, 5 May 2015</td>
<td>Gold Coast Cultural Precinct Project Update</td>
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<tr>
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<td>-------------------------------------------</td>
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<td></td>
<td>Adopted Council minutes</td>
<td>Council, at its meeting of 5 May 2015 considered Version 2.0 of the Stage 1 Funding Plan and resolved Ex Minute No. G15.0505.032 and B15.0504.006</td>
<td></td>
</tr>
<tr>
<td></td>
<td>#52126897</td>
<td>That Committee Recommendation B15.0504.006 be adopted, with an additional Part 11, such that it reads in its entirety as follows:-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>#52126838</td>
<td>1. That the report/attachment be deemed non-confidential except for those parts deemed by the Chief Executive Officer to remain confidential in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. That Council notes the update report.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>3. That the outcomes of the review process for the Versatile Outdoor Space - amphitheatre concept is provided to Council as part of the regular quarterly project reporting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. That Council note the inclusion of the design of the Greenbridge, within the Stage 1 project costs, is to progress design, obtain and address certainty regarding approvals to position the Greenbridge as a ‘Shovel Ready’ project should construction funding become available.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. That Council endorse the updated Cultural Precinct Stage 1 Funding Plan (Version 2.0 as at May 2015) as detailed in the attached advice, and that Version 3.0 as proposed be tabled and publicly disclosed no later than the adoption of the 2015-16 budget.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. That Council notes a Version 3.0 of the Funding Plan will be submitted in due course, pending the outcome of the National Stronger Regions Grant Funding application.</td>
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<td></td>
<td>7. That the next quarterly report be brought back to Council in August 2015, including</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>circulated to Councillors.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CARRIED UNANIMOUSLY</td>
<td></td>
</tr>
</tbody>
</table>

**COMMITTEE RECOMMENDATION B15.0908.005**

7.b $5,001,069 - transfer to Strategic Priority Reserve as funding towards the Cultural Precinct Bridge and other public access to Cultural Precinct, with the allocation being subject to the endorsed value engineering exercise and the outcome of the funding application through the National Stronger Regions Fund.
an update on the design development of Stage 1 elements and budget status.
8. That budget matters relating to Stage 1 be referred to Special Budget Committee Meetings.
9. That copies of the following reports be distributed to Councillors:-
a Quantity Surveyors Report by Donald Cant Watts Corke;
b Results from community consultation from The Reveal;
c Business Plan for Stage 1;
d Minutes from the Mayor’s Arts & Cultural Advisory Committee;
e That the Mayor write to Gold Coast Waterways Authority requesting an update on the ferry utilisation for events to date and prospects for future ferry services to Evandale.
10. That Council note that noise mitigation measures will need to be considered in relation to the Outdoor Performance Space.
11. That 58 Sovereign Drive, Mermaid Waters (Lot 639, RP138951) be further considered by the Council prior to any decision to dispose of or otherwise.

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<table>
<thead>
<tr>
<th>Document Number</th>
<th>Date</th>
<th>Project</th>
<th>G15.0217.020 and ED15.0212.001</th>
</tr>
</thead>
</table>
| 693             | Friday, 17 February 2015 | Gold Coast Cultural Precinct Project Update | That Committee Recommendation ED15.0212.001 be adopted as printed which reads as follows:-
|                 |            |                              | 1. That the report/attachment be deemed non-confidential except for those parts deemed by the Chief Executive Officer to remain confidential in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009. |
|                 |            |                              | 2. That Council notes the update report. |
|                 |            |                              | 3. That Council adopt the latest revision of the site wide masterplan (Attachment 2) with main changes described in the report in section 5.1 only. |
|                 |            |                              | 4. That the next quarterly report be brought to Council in May 2015, including an update on the design development of Stage 1 elements and budget status. |
|                 |            |                              | 5. That budget matters, relating to Stage 1, be referred to Special Budget Committee. |
|                 |            |                              | 6. That Council note that noise mitigation measures will need to be considered in relation to the outdoor performance space. |

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<table>
<thead>
<tr>
<th>Document Number</th>
<th>Date</th>
<th>Project</th>
<th>G14.1128.019 and ED14.1127.006</th>
</tr>
</thead>
<tbody>
<tr>
<td>690</td>
<td>Friday, 28 November 2014</td>
<td>Evandale Cultural Precinct</td>
<td></td>
</tr>
</tbody>
</table>
Council adopted report #52127569
Committee adopted report #52127577

687 Thursday, 16 October 2014 #52122230
Adoption of Governance, Administration & Finance Committee Report

That a quarterly update report on the Evandale Cultural Precinct be brought to the Economic Development & Major Projects committee.

RESOLUTION G14.1016.022 Moved Cr Owen-Jones Seconded Cr Tozer

That the Report of the Governance, Administration & Finance Committee’s Recommendations of Wednesday, 15 October 2014, numbered GA14.1015.001 to GA14.1015.016, be adopted with the exception of:- Recommendation Number GA14.1015.009 which was specifically resolved.

CARRIED UNANIMOUSLY

COMMITTEE RECOMMENDATION GA14.1015.014
Moved Cr Crichlow Seconded Cr Bell

1. That the report/attachment be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (5) of the Local Government Act 2009 and that the document remain confidential unless Council decides otherwise by resolution.
2. That Council commences the compulsory acquisition of the privately owned land outlined in this report for bridge and landing place purposes.
3. That the City serve a Notice of Intention to Resume the land in recommendation 2 in accordance with Section 7 of the Acquisition of Land Act 1967.
4. That Council subsequently considers any objections as a result of recommendation 2 above, in accordance with Section 8 of the Acquisition of Land Act 1967, and provided that there are no objections, the City apply to the Minister for Natural Resources and Mines for the resumption of the land in accordance with the provisions of the Acquisition of Land Act 1967.
5. That the reasonable costs of valuation fees, legal costs, registration, stamp duty and any other fees connected with the acquisition be at the City’s expense.
6. The costs associated with the acquisition of land is to be funded from ED5550C001 WBS 55154.

CARRIED

Special Wednesday, 18 Adoption of the 2014-15 B14.0618.015 Reference: Item 13 Special Budget Committee 6 June 2014 –
**Meeting**
June 2014

**Budget**
Gold Coast Cultural Precinct

<table>
<thead>
<tr>
<th>Recommendations 1-9</th>
</tr>
</thead>
<tbody>
<tr>
<td>That Council resolve as follows:</td>
</tr>
<tr>
<td>1 To endorse the scope of works for Stage 1 of the Gold Coast Cultural Precinct as described in the Councillor advice of 8 May 2014, shown in the attached images, and summarised as follows:</td>
</tr>
<tr>
<td>• Studies and design for site approvals</td>
</tr>
<tr>
<td>• Site-wide schematic design</td>
</tr>
<tr>
<td>• Design and construct Versatile Performance Space</td>
</tr>
<tr>
<td>• Design and construct Riverside Gallery</td>
</tr>
<tr>
<td>• Design and construct Artscape</td>
</tr>
<tr>
<td>• Site-wide precinct planning</td>
</tr>
<tr>
<td>2 To note the estimated cost of $37 million (in 2014 dollars) for Stage 1.</td>
</tr>
<tr>
<td>3 To note the following schedule of works for Stage 1 of the Gold Coast Cultural Precinct:</td>
</tr>
<tr>
<td>• 2014-15 – Vacate Surfers Administration building</td>
</tr>
<tr>
<td>• Late 2015 – Vacate Childcare facility</td>
</tr>
<tr>
<td>• January 2016 – Commence construction</td>
</tr>
<tr>
<td>• February 2018 – Stage 1 complete</td>
</tr>
<tr>
<td>4 To endorse the Funding Plan as identified in the Councillor advice of 8 May 2014 which may comprise a mix of the following, over the next four years:</td>
</tr>
<tr>
<td>a Disposal of surplus land assets</td>
</tr>
<tr>
<td>b Recreational Space Separate Charge adjustment of $5.00 per year</td>
</tr>
<tr>
<td>c Tourism Levy adjustment</td>
</tr>
<tr>
<td>d Other (subject to current commercial-in-confidence negotiations)</td>
</tr>
<tr>
<td>5 That the following sites be immediately endorsed for future disposal, subject to pre-disposal ‘optimisation’ as determined by the CEO:</td>
</tr>
<tr>
<td>a 13 Hinze Street, Southport – Lot 1 RP156450 (incorporating appropriate car parking)</td>
</tr>
<tr>
<td>b 29 Pine Street, Jacobs Well – Lot 95 RP99812</td>
</tr>
<tr>
<td>c 262 Benowa Road, Benowa – Lot 151 RP97038</td>
</tr>
<tr>
<td>d 262 Benowa Road, Benowa – Lot 152 RP97038</td>
</tr>
<tr>
<td>e 11 Thornton Street, Surfers Paradise – Lot 161 RP21845</td>
</tr>
<tr>
<td>f 467 Gold Coast Springbrook Road, Mudgeeraba – Lot 16 RP99265</td>
</tr>
<tr>
<td>g 2977 Nerang Murwillumbah Road, Natural Bridge – Lot 5 RP147374</td>
</tr>
<tr>
<td>h 49 Kalimna Drive, Broadbeach Waters – Lot 102 RP90789</td>
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</tbody>
</table>

6 That the following be subject to a site specific options review which will be considered by the Council prior to any decision to dispose or otherwise:

a 44 Price Street, Nerang – Lot 807 N1161
b 460 Gilston Road, Gilston – Lot 9 RP21872
c 14 Longhill Road, Gilston – Lot 12 RP21872
d 12 Longhill Road, Gilston – Lot 11 RP21872
e 451 Gilston Road, Gilston – Lot 10 SP188400
f 49 North Road, Lower Beechmont – Lot 87 RP91593
g 51 North Road, Lower Beechmont – Lot 88 RP91593
h 6 Sandpiper Drive, Burleigh Waters – Lot 901 RP123797
i 1 Yvonne Court, Miami – Lot 20 RP160021

7 That prior to any agreements being entered into with third parties in relation to the funding plan, the matter be brought back to Council.

8 That a Gold Coast Cultural Precinct Reserve be established for the purpose of establishment, maintenance and operation of the Gold Coast Cultural Precinct.

9 That Councillors be provided with a Quarterly update on development progress and related funding actions.

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<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>669</td>
<td>Friday, 15 November 2013 #43469905</td>
<td>Gold Coast Cultural Precinct Design Competition Outcome</td>
</tr>
<tr>
<td></td>
<td>CONFIDENTIAL REPORT UNTIL 5PM THURS 21 NOV 2013</td>
<td></td>
</tr>
</tbody>
</table>

RESOLUTION G13.1119.027 Moved Cr Gates Seconded Cr Taylor That Committee Recommendation CG13.1115.001 Be Adopted As Printed Which Reads As Follows:-

1. That The Report/Attachments Be Deemed A Confidential Document And Be Treated As Such In Accordance With Sections 171 (3) And 200 (5) Of The Local Government Act 2009 And Remain Confidential Until 5.00pm Thursday 21 November 2013.
2. That Council endorse the Gold Coast Cultural Precinct Design Competition Jury evaluation and selection of a winner, subject to finalisation of an MOU.
3. That the competition winner be publicly announced on 21 November 2013 including all
<table>
<thead>
<tr>
<th>Date</th>
<th>Motion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday 28 May, 2013</td>
<td>Adoption Of Commonwealth Games &amp; Major Projects Committee Report</td>
</tr>
<tr>
<td></td>
<td>RESOLUTION G13.0528.012 Moved Cr Tate Seconded Cr Gates</td>
</tr>
<tr>
<td></td>
<td>COMMITTEE RECOMMENDATION CG13.0515.001</td>
</tr>
<tr>
<td></td>
<td>Moved Cr Bell Seconded Cr Tate</td>
</tr>
<tr>
<td></td>
<td>1. That Council note the content of this report and the attached results of the Chevron and Cronin Island Green Bridge Survey.</td>
</tr>
<tr>
<td></td>
<td>2. That this report, its attachments including the survey outcomes, further flood modeling information and a copy of the Chevron Island development approvals be provided to the Design Competition Stage Two Shortlisted Competitors as an addendum to the reference information for consideration in their design responses.</td>
</tr>
<tr>
<td></td>
<td>3. That in response to the survey results, the Chevron Island alignment of the proposed Green Bridge be at Mawarra Street, and that the community be informed accordingly.</td>
</tr>
<tr>
<td></td>
<td>4. That the Evandale alignment of the Green Bridge be as further determined by Council following the Design Competition.</td>
</tr>
<tr>
<td></td>
<td>5. That any necessary property or planning matters to facilitate the above resolutions be progressed by Council officers.</td>
</tr>
<tr>
<td>Tuesday 12 March 2013</td>
<td>Gold Coast Cultural Precinct Design Competition</td>
</tr>
<tr>
<td></td>
<td>REPORT CONFIDENTIAL</td>
</tr>
<tr>
<td></td>
<td>RESOLUTION G13.0312.012 Moved Cr Tate Seconded Cr Gates</td>
</tr>
<tr>
<td></td>
<td>That Committee Recommendation CG13.0227.001 be adopted, with a change to Part 2, such that it reads in its entire as follows:</td>
</tr>
<tr>
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</tbody>
</table>
| 1. That the report and attachments be deemed a confidential document and be treated as such in accordance with sections 171 (3) and 200 (9) of the Local Government Act 2009 and that the document remain confidential until the public launch of the design competition, unless Council decides otherwise by resolution.  
2. That Council endorse the competition documentation provided in Attachment 1.  
3. That Council endorse the recommended jury shortlist (with reserves) provided in Attachment 2 as amended.  
4. That Council endorse the competition schedule as outlined in Attachment 3 |   | CARRIED |
| 648 | Monday 5 November, 2012 | Mayoral Minute |
| #45291144 | RESOLUTION G12.1105.003 Moved Cr Tate Seconded Cr Gates | That the Gold Coast City Council support the community consultation to be undertaken to determine the alignment of the Chevron Island Greenbridge. | CARRIED UNANIMOUSLY |
| 647 | Tuesday 23 October 2012 | Gold Coast Cultural Precinct – Project Planning Update |
| #37661237 | RESOLUTION G12.1023.009 Moved Cr Taylor Seconded Cr Tozer | That Committee Recommendation CG12.1010.001 be adopted, with a change to Part 3, such that it reads in its entirety as follows:  
1. That Council endorse the Gold Coast Cultural Precinct Vision September 2012 for the purpose of proceeding with a competitive design process to attain high quality, detailed design concepts.  
2. That Council consider the budget submission included in the 2012/13 September Budget Review to progress the Gold Coast Cultural Precinct including Greenbridge project.  
3. That Council resolve that it is in the public interest that a competition in the structure of an Expression of Interest (EOI) and tender process be undertaken to deliver a concept design for the Cultural Precinct.  
4. That the Chief Executive Officer undertake the necessary planning and activities to move Council staff out of the existing Evandale administration buildings at the appropriate time in advance of the development of the Evandale Cultural Precinct with the exception of the riverside and civic chambers buildings.  
5. That the design brief be brought back to Council for consideration prior to commencement of the competition process. | CARRIED |
<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Resolution/Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>616 Friday, 16 September 2011 #32410721</td>
<td>Gold Coast Cultural Precinct – Governance Framework and Preliminary Project Planning Update</td>
<td>RESOLUTION G11.0916.012 Moved Cr Douglas Seconded Cr Grummitt That Committee Recommendation ED11.0913.004 be adopted as printed. CARRIED</td>
</tr>
<tr>
<td>606 Friday, 24 June 2011 #37213507</td>
<td>Gold Coast Cultural Precinct – Community Consultation Outcomes</td>
<td>RESOLUTION G11.0624.008 Moved Cr Douglas Seconded Cr La Castra That the Report of the Economic Development &amp; Tourism Committee Meeting held on Tuesday, 21 June 2011 covered by Recommendations numbered ED11.0621.001 to ED11.0621.006 be received. CARRIED</td>
</tr>
</tbody>
</table>

- Cr Crichlow requested her vote in the negative be recorded.

- COMMITTEE RECOMMENDATION ED11.0913.004 Moved Cr La Castra Seconded Cr Grew

1. That Council endorse the proposed Project Governance and Decision-Making Framework for the preliminary project planning stage of the Gold Coast Cultural Precinct.
2. That Council note progress on the project planning activity associated with development of the Gold Coast Cultural Precinct and the scheduled intention to report back to Council by January/February 2012 for consideration of the consolidated outcomes of the Cultural Resources Audit and draft Strategic Assessment of Service Requirement submission, including a forecast of the 2012-13 budget required to progress the project.
3. That a briefing be arranged for Councillors, State and Federal Members and endorsed candidates.

Cr Crichlow requested her vote in the negative be recorded.

CARRIED

- COMMITTEE RECOMMENDATION ED11.0621.006 Moved Cr Grew Seconded Cr La Castra

1. That Council note the overall outcome of the Gold Coast Cultural Precinct consultation program which substantiates that there is significant community support for proceeding with the proposal to develop the Evandale site as the primary cultural precinct for the City (79.9 per cent) and 70.7 per cent supporting the site masterplan...
presented.

2 That Council note the synthesis of key issues arising through the consultation program as:
   a **DISTINCTIVE, INNOVATIVE & GREEN**: ensuring design of the precinct is forward-thinking, distinctively Gold Coast in style and sympathetic to the natural environment;
   b **ACCESSIBLE**: improving public and active transport connections and providing adequate on-site car parking;
   c **DIVERSE & ACTIVE**: ensuring a greater mix of cultural activities and facilities for all types and ages of people;
   d **PARKLAND RETENTION & ENHANCEMENT**: maximising access and enhancing the parkland, especially the lake and riverfront edges, for community recreation;
   e **VALUE**: demonstrating and delivering return on financial investment required for the development;

and that all community feedback be considered and addressed as the project design brief and business case development proceed in the next stage.

1 That the Gold Coast Cultural Precinct Consultation Report and the Communication Report to be made publicly available on the project website.

2 That a Community Engagement Strategy for on-going community information and participation through the life of the project be developed, including particular attention to engagement of visitors and people under 20 years of age.

3 That a further report be brought back to Council with:
   a the proposed Project Governance and Decision-Making Framework; and
   b detail of the project plan for moving the project forward as outlined in the diagram - Attachment 6.7

4 That the Director Economic Development and Major Projects progress discussions with Queensland and Australian Government agencies with prospective partnership interests in the Gold Coast Cultural Precinct.

576 Tuesday, 14 September 2010

Evandale Cultural and Workplace Progress Report No 7

RESOLUTION G10.0917.009 Moved Cr Douglas Seconded Cr Grew

CARRIED

That Committee Recommendation ED10.0914.002 be adopted, with the addition of a part 8, such that it reads in its entirety as follows:

1 That Council notes the potential city transformation and economic benefits that a redeveloped cultural and civic precinct can bring to the city.
2 That Council notes the high level cost plan.
3 That Council proceed with community consultation and the procurement of consultants to progress schematic design for the cultural and civic precinct and that a report be provided to Council presenting the outcomes.
4 That Council notes the potential funding model which is based on securing funding from State, Federal and private funding partners.
5 That Council acknowledges the outcomes of the Evandale Taskforce and the Mayor write to the external Taskforce members thanking them for their participation and time in assisting Council.
6 That Council note that the Evandale Taskforce has endorsed the project scope and seeks Council's support for this endeavour.
7 That the Evandale Taskforce recommend that Council recognise the significance of the green bridge connections as a component of the project and further recommends their inclusion in the project scope and the necessity for detailed investigations.
8 That the Director Economic Development & Major Projects bring forward Terms of Reference for the ongoing Taskforce to move the project forward.
Gold Coast Cultural Precinct – New Art Gallery

21 July 2016
Information only - NTS
Gold Coast Cultural Precinct

Gold Coast Art Gallery Functional Brief

Date 29th July 2016

Revision: 2
# Table of Contents

1. **Introduction** ................................................................................................................................ 3
   1.1 Vision Statement................................................................................................................................ 3
      1.1.1 Inclusive and engaging ............................................................................................................... 4
      1.1.2 Unexpected .............................................................................................................................. 4
      1.1.3 Intrinsically linked to our Environment .................................................................................. 4
      1.1.4 Connected ............................................................................................................................... 4
   1.2 Design Parameters ......................................................................................................................... 6
      1.2.1 Integration .............................................................................................................................. 6
      1.2.2 Form ........................................................................................................................................ 7
      1.2.3 Materials .................................................................................................................................. 7
      1.2.4 Sustainability ............................................................................................................................ 7

2. **Functional Requirements** ............................................................................................................... 9

3. **Relationship Diagram UPDATED** ..............................................................................................13

4. **Services** ........................................................................................................................................ 14
   4.1 Climate Control .............................................................................................................................. 14
   4.2 Smoke detection & security .......................................................................................................... 14
   4.3 Switches and sensors .................................................................................................................... 14
   4.4 Public Address ................................................................................................................................ 14
   4.5 Digital Services ............................................................................................................................ 14

5. **References** ..................................................................................................................................... 14
   5.1 Inspiration from the Collection .................................................................................................... 14
      5.1.1 TACGC Collection *(referenced from Gallery Collection Policy approved February 2016)* .......................................................................................................................... 14
   5.2 Civic and Cultural Charter July 2014 .......................................................................................... 20
   5.3 Gold Coast Character, Culture and Physical qualities ................................................................. 20
   5.4 Design Competition brief March 2013 ........................................................................................ 21
   5.5 Gold Coast Landscape Character Study ...................................................................................... 21

6. **APPENDICES** ............................................................................................................................... 22
   6.1 ARM Gallery Precedent Study ..................................................................................................... 22
   6.2 Project Workshop Agenda – Outcomes Checklist ........................................................................ 23
1. Introduction

The landmark Gold Coast Cultural Precinct at Evandale is set to create a cultural, artistic and civic heart for the City and transform the site into an important cultural experience for Gold Coast residents and visitors.

Following on from the successful commencement of the first stage in establishing an outdoor event and performance space at the site, the City is moving ahead with the next stage of works; the planning of a vibrant new Art Gallery.

The GC Precinct Master Plan acknowledges that a new visual arts Gallery will be a defining characteristic in the creation of a Cultural Precinct which is envisaged to become a “cultural centre of gravity, a new, distinctly Gold Coast and distinctly 21st century platform to express ourselves and our pride in our city”.

1.1 Vision Statement

The new Art Gallery will be a must-see destination for residents and visitors wanting to engage, appreciate and connect with the Gold Coast, visual art and design; on a local to global scale. It will provide a platform to share home grown talent, reflect our collective wealth of narratives and stories, celebrate the uniquely Gold Coast lifestyle through exhibiting the visual heritage and culture of the contemporary city. The Gallery will create the opportunity to present exhibitions of international scale and content as well as the best in contemporary Australian art and design. The Gallery will be inclusive and engaging, unexpected, it will reflect our youthful energy and be intrinsically linked to our environment. It will be youthful, ambitious, adaptable and collaborative, like the City of Gold Coast itself.

It will be a leading facility for the exhibition of Art & Design

William ROBINSON | The rainforest | 1990 | oil on canvas | 183 x 488 cm | Gold Coast City Gallery. Purchased 1991 with funds raised by the Gold Coast business and art loving community

The Rainforest by Queensland artist and ex-Gold Coast resident William Robinson metaphorically defines the character of what the Gold Coast Art Gallery will be; a trail-blazer full of wonder, discovery, creation, beauty, spectacle and scale. It will be filled with multiple ideas, an unfolding experience of viewpoints and trails that challenge us to dig deeper and get lost in creative ideas. It will have aspects of light and dark; points of discovery – both internally and externally.

The Gallery's permanent collection will be showcased in new and exciting contexts through thematic and ‘open collection’ displays that emphasise its collecting strengths. It will provide opportunities for visitors to engage with aspects of Australian contemporary and modern art, and feature exhibitions that are deemed quintessentially Gold Coast.
A unique, additional characteristic of the new Gallery will be as a curator and venue for exhibitions that focus on design. The Gallery has a collecting focus centred around Gold Coast souvenirs and beach culture; not rare objects of worth but significant to the Gold Coast story. This jump-off point will lead programming and commercial approach towards exhibitions and original product that celebrate Australian and international design including (but not limited to) furniture, objects, fashion, graphics, industrial, architecture, new media and more. This programming direction will provide the opportunity for partnerships with leading international art galleries and design museums and provide exhibitions of the calibre generally visited only in capital cities.

Located in the Gold Coast Cultural Precinct on more than 16 acres of parkland and open space with spectacular views of the river and city skyline; Gold Coast Art Gallery is situated between the parallel strips of the beach and the hinterland.

The Principal will provide guidance and direction to the design team to assist in meeting the desired outcomes for the project and will ultimately give approval of the Design Concept.

The desired outcomes for the new Art Gallery include that it will be:

1.1.1 Inclusive and engaging
The Gold Coast has always been an open, accepting and welcoming city. The GC Precinct Master plan reflects this, stating that the precinct will invite a wide variety of people to participate in its cultural life, and through diverse engagement will encourage plurality to become part of the definition of culture on the Gold Coast. The Gallery will embody these qualities and create a participatory place where anyone with an interest in the visual arts and design can come to appreciate our unique talent and interpretation. By keying in to our distinctively inclusive attitude, we believe the Gallery will maintain engagement with, and engage draw new, audiences.

1.1.2 Unexpected
The Gold Coast offers a freedom of expression and ideas that is rarely embraced by our counterparts in other states. This perspective of the Gold Coast as a ‘playground’ has historically limited the expectations of the City. There are, however, many other facets of our collective character and visual culture that are perhaps unknown to those outside of our City but form an important part of our rich and complex community. There is a wealth of visual arts activity on the Gold Coast, which is underpinned by a strong pool of talented artists and artist-run initiatives. Visitors to our City may find this cultural depth and maturity surprising. The new Art Gallery building should be a tool for unearthing this discovery.

The Gold Coast has an active and optimistic population that is not hamstrung by convention and tradition. As such, the nature of our Gallery need not be limited to a historical interpretation of what a Gallery is, however should also give due credit to the expertise and gravitas of our talent and the significance of the City's art collection. The building will need to be visually sophisticated and express the intricate balance that exists between a progressive society and an established system of artistic recognition.

1.1.3 Intrinsically linked to our Environment
The Gold Coast boasts an exceptional climate, which allows for outdoor experiences of all types. There is a unique opportunity in this setting (and through the Collection) to reinvent the ‘wholly enclosed’ nature of a traditional Gallery and reflect a connection with the environment that is possible in our city.

The building shall not only speak of its sub-tropical setting but also demonstrate the importance that the Gold Coast community place on our environmental responsibilities through design and sustainable initiatives, which could include visual, digital & participatory elements.

1.1.4 Connected
The Building will reflect the vision set out in the GC Precinct Master plan to have digital connectivity across the Precinct in order to facilitate engagement and communication. The Gallery will need to be digitally enabled and facilitate a variety of future initiatives – from guided tour apps, online collection information and catalogue archives – which will enhance the visitor experience from inside the Gallery, while exploring the landscape and possibilities for the future external Artscape, in preparation for the visit as well as following up after a visit.
1.1.6 Capacity

The new Gold Coast Art Gallery will be ambitious in its programming through identifying and negotiating large-scale international and national exhibitions for the Gold Coast. These may be exclusive in Australia (or Queensland) and will significantly drive the capacity and reputation of both the Gallery and the Gold Coast as a serious venue for international and national visual art and design exhibitions. Audiences will no longer need to travel to Brisbane or beyond to experience exhibitions of spectacle and scale. The Gallery will build on relationships with international partner Galleries and Museums such as:

- Foundation for the Exhibition of Photography, New York
- Victoria & Albert Museum, London
- Los Angeles County Museum of Art (LACMA)
- National Museum of Wales, Cardiff
- Auckland Art Gallery | Toi O Tamaki
- Barbican Art Gallery, London

The Gold Coast Art Gallery will also form partnerships with Australian galleries such as:

- National Gallery of Australia
- White Rabbit Gallery, Sydney
- Museum of Arts & Applied Sciences (MAAS), Sydney
- QAG | GOMA

Examples of the type of international programming that will be accessible to Gold Coast Gallery: (above) *California design 1930-1965: Living in a modern way* (LACMA),
Examples of the type of international programming that will be accessible to Gold Coast Gallery: Living in a modern way (LACMA), (above) David Bowie ...Is (V&A)

1.2   Design Parameters

In establishing a new Art Gallery for the Gold Coast, the City is investing in future generations. Such an important civic asset demands a design-life reflective of a multi-generational building. The site positioning, building form and materials specified will all need to be selected with due recognition to quality and longevity.

1.2.1  Integration

The approved GC Precinct Master Plan articulates the proposition for a high level of considered yet playful interaction between the precinct’s creative program and a wide mix of outdoor and recreational activities. It is robust, yet flexible and aims to deliver a vision of what could be, rather than a blueprint of the inexorable.

The precise location of the new Art Gallery will be informed by analysis of the master plan. The building will need to sit in the newly established Precinct, meet best practice in urban design principles, address the objectives of the master plan and begin to deliver the relevant design strategies set out by the master plan report. The building will be required to address the existing buildings on the site including the soon to be completed Stage 1 Versatile Outdoor Stage.

The new Art Gallery is just one of several core capital components of the GC Precinct Master plan. Location and design of the Gallery is inextricably linked with imminent and future components of the Artscape and the Performing Arts Centre and the need to progressively build site wide provisions for food and beverage offerings, retail, amenities and operational spaces as well as functional elements such as car parking, utilities and services.

Key urban design principles defined by the master plan will guide the short and long term integration of the new Art Gallery. These include Address; Permeability, Active Edges, Functional Mix, Views and Vistas, Levels, Environmental Comfort and Greenspace and Openspace.

The overarching aim is to site and design the new Art Gallery in a way that will create high quality public space that is open, accessible, green and free.
1.2.2 Form

The building envelope shall be directly influenced by the Project Outcomes (Section 1.1) and be informed by the functionality of the Gallery. It shall integrate with the GC Precinct Master plan and align with our Project Vision.

The new Gold Coast Art Gallery will **capitalise on the subtropical climate** of the Gold Coast and our youthful and energetic outdoor culture. Its setting will be reinforced through defining and creating views that extend to and borrow from the broader landscape. There will be a **seamless transition and overlapping thresholds** between indoors and outdoors to resolve the interplay between the Artscape gardens and the Art Gallery. It will have the ability to perform as a 24/7 Art Gallery, possibly through external digital screens and/or ‘skin’, showing new media works from the Collection as well as curated content.

**The building form will reflect a balance between being led by the functional and programming requirements, linking to the parkscape setting and the creation of an iconic civic building.**

![Image of Michael Zavros](image_url)

Michael Zavros | *We dance in the studio (to that shit on the radio)* | 2010 | digital video | courtesy of the artist, Philip Bacon Galleries and Starkwhite

1.2.3 Materials

All materials will be of a durable, robust nature and reflect a design life befitting an important civic building. The selection of materials and finishes shall be aesthetically suitable for the type and location of the building, historically have a **good track record** and have a focus on **reduced maintenance**, life-cycle costing and **resource efficiency**. Appropriate finishes & detailing including treatments shall be determined in conjunction with, and approved by, the Principal during the design process.

1.2.4 Sustainability

The building shall meet, as a minimum, a comparable four star Green Star rating as defined by the **Green Building Council of Australia**. The building is to be a leader in contemporary and sustainable gallery and museum design through proven innovations such as **natural lighting and ventilation opportunities** where appropriate, in line with the objectives of the **Gold Coast Cultural Precinct Sustainability Report 25/11/14**.
Installation views of ‘Moving Pictures: Towards a rehang of Australian Art’, Queensland Art Gallery
## 2. Functional Requirements

<table>
<thead>
<tr>
<th>Net Areas</th>
<th>Level of Climate control (ASHRAE rating)</th>
<th>Dependant on location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exhibition Space</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Main Exhibition Hall</strong></td>
<td>1,275m²</td>
<td>AA</td>
</tr>
<tr>
<td>- Suitable for large-scale / international visiting exhibitions. The space is to have International Museum Standards: a 6m clear height ceiling, appropriate floor loading (1000kgs per sqm – as a guide), ease of access, climate control, security, appropriate loading design for walls &amp; ceiling (80-85kgs – as a guide)</td>
<td></td>
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<tr>
<td>- Ability to close off from other areas of Gallery (for ticketed exhibitions)</td>
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<td></td>
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<tr>
<td>- Some surfaces shall allow for media projection</td>
<td></td>
<td></td>
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<tr>
<td>- All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement</td>
<td></td>
<td></td>
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<tr>
<td>- Multiple floor outlet power and data boxes for floor mounted exhibits</td>
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<td></td>
</tr>
<tr>
<td>- Large Exhibitions could spill into the 'Community Gallery' therefore should be adjoining this space</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collection Galleries</strong></td>
<td>850m²</td>
<td>AA</td>
</tr>
<tr>
<td>- GCCG collection with regular turnover based on exhibition theme. International Museum Standards (as described above, however can have a reduced ceiling height although preferably 5m+)</td>
<td></td>
<td></td>
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<tr>
<td>- To include permanent to semi-permanent display of 'hero' pieces and themes (see reference docs attached)</td>
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<td></td>
</tr>
<tr>
<td>- Some surfaces shall allow for media projection</td>
<td></td>
<td></td>
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<tr>
<td>- All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Galleries</strong></td>
<td>340m²</td>
<td>A</td>
</tr>
<tr>
<td>- Exhibition space for community groups and annual prize exhibitions</td>
<td></td>
<td>possible transitional space</td>
</tr>
<tr>
<td>- Also to include areas for display of ceramics &amp; souvenirs which could possibly be permanent in nature</td>
<td></td>
<td></td>
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<tr>
<td>- Multiple floor outlet power and data boxes for floor mounted exhibits</td>
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</tr>
</tbody>
</table>
- **Possible ability to transition into boutique reception and dining area for 20pax (seated and standing). For both Civic, Gallery and Private Functions.**

**Childrens Gallery**
- Dedicated space which is adjacent to the program area, which develops exhibitions and programs with a specific youth focus and content
- Some surfaces shall allow for media projection
- Multiple floor outlet power and data boxes for floor mounted exhibits

**Collection Storage**
- Proprietary storage system. Consideration should be given to utilising a double height space or the creation of some areas suitable for a mezzanine storage level
- Ample accessibility for artwork movement, pallet jacks, scissor lift and a small forklift
- Viewing window into the space for public engagement purposes (see another example / concept image above from current hang at QAG)
- All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement

**Loading Bay**
- Good connectivity to the collection store and the main exhibition spaces
- Oriented away from prevailing weather and be either enclosed or weather resistant
- To have a high level of security
- To have a raised dock or dock leveller
- Road access and ability to accommodate up to 14m truck
- Ample accessibility for crate / artwork movement, pallet jacks, small forklift
- Ability to accommodate small daily deliveries & a staff entry (possibly a standard sized door adjacent the loading bay vehicular door)
- Separate area for crate storage for temporary and/or travelling exhibitions.
- Preferably sized to accommodate pantech sized vehicle wholly within the loading bay footprint
- All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement

**Collection handling & exhibition production spaces**
- Transitional storage of operational items : pallets, plinths, lights, packing materials, crates, exhibition furniture (for design-scale exhibitions), showcases (see Tashco for example), mannequins
- Area for framing / de-framing, mount cutting
- All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement

**Courtyard**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childrens Gallery</td>
<td>Dedicated space which is adjacent to the program area, which develops exhibitions and programs with a specific youth focus and content</td>
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<tr>
<td></td>
<td>Some surfaces shall allow for media projection</td>
</tr>
<tr>
<td></td>
<td>Multiple floor outlet power and data boxes for floor mounted exhibits</td>
</tr>
<tr>
<td>Collection Storage</td>
<td>Proprietary storage system. Consideration should be given to utilising a double height space or the creation of some areas suitable for a mezzanine storage level</td>
</tr>
<tr>
<td></td>
<td>Ample accessibility for artwork movement, pallet jacks, scissor lift and a small forklift</td>
</tr>
<tr>
<td></td>
<td>Viewing window into the space for public engagement purposes (see another example / concept image above from current hang at QAG)</td>
</tr>
<tr>
<td></td>
<td>All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement</td>
</tr>
<tr>
<td>Loading Bay</td>
<td>Good connectivity to the collection store and the main exhibition spaces</td>
</tr>
<tr>
<td></td>
<td>Oriented away from prevailing weather and be either enclosed or weather resistant</td>
</tr>
<tr>
<td></td>
<td>To have a high level of security</td>
</tr>
<tr>
<td></td>
<td>To have a raised dock or dock leveller</td>
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<tr>
<td></td>
<td>Road access and ability to accommodate up to 14m truck</td>
</tr>
<tr>
<td></td>
<td>Ample accessibility for crate / artwork movement, pallet jacks, small forklift</td>
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<tr>
<td></td>
<td>Ability to accommodate small daily deliveries &amp; a staff entry (possibly a standard sized door adjacent the loading bay vehicular door)</td>
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<td>Separate area for crate storage for temporary and/or travelling exhibitions.</td>
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<td>All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement</td>
</tr>
<tr>
<td>Collection handling &amp; exhibition production spaces</td>
<td>Transitional storage of operational items : pallets, plinths, lights, packing materials, crates, exhibition furniture (for design-scale exhibitions), showcases (see Tashco for example), mannequins</td>
</tr>
<tr>
<td></td>
<td>Area for framing / de-framing, mount cutting</td>
</tr>
<tr>
<td></td>
<td>All access areas should be a minimum of 3m x 3m to allow for ease of crate and exhibition furniture movement</td>
</tr>
<tr>
<td>Courtyard</td>
<td>175m2</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Program space                    | - close connectivity to the Childrens Gallery  
- With a possible external space adjoining  
- Sized to include the storage of materials  
- To include stackable tables & chairs                                                                                   | 85m²  | To be determined                           |
| Arts admin & meeting spaces      | - Multipurpose meeting space which could possibly accommodate an operable wall to divide. Alternatively one small plus one big meeting room  
- 15 workstations  
- Staff kitchen which could also service the Library/ Lounge during meetings  
- Staff amenities with end of trip facilities  
- After hours access through staff door in loading bay  
- Natural light and windows                                                                                               | 250 m²| To be determined                           |
| Foyer/reception                  | - After hours operation and/or shut down  
- To include cloakroom  
- To consider entry/reception for groups  
- Acoustics in the space should accommodate some amplified events  
- To be able to be used for functions, openings and civic events (300 – 400 pax standing)                                      | 200m² | To be determined                           |
| Amenities                        |                                                                                                                                                                                                            | 250 m²| To be determined                           |
| Retail                           | - Lease area.  
- Designated area for a pop up shop for large exhibitions                                                                                                                                           | 100 m²| To be determined                           |
| Library, Archive / Lounge       | - Display & store of back catalogues  
- Could double as a members lounge/ large meeting room/ event space  
- Possible ability to transition into boutique reception and dining area for 20pax (seated and standing). Could provide declinational VIP experience with views into exhibition & back of house | 100m² | To be determined                           |
| Café*                            | - To service external patrons as well as Gallery visitors  
- Commercial kitchen of the scale to allow for the catering of events  
- Out of hours operation (security considerations re relationship with foyer/ticketing)  
- Relationship Function and event spaces within the Gallery.                                                                                                                          | 215m² | To be determined                           |
<table>
<thead>
<tr>
<th>Subject to commercial advice</th>
<th>425m²</th>
<th>To be determined</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Circulation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trafficable roof</strong></td>
<td></td>
<td>None</td>
</tr>
<tr>
<td>- The roof space should be able to accommodate a future public space therefore have: lift</td>
<td></td>
<td></td>
</tr>
<tr>
<td>access which has capacity to transport artwork and a design load to accommodate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>podium gardens, art installations &amp; crowd load</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Roof space should have services capability for a future cafe or bar or specific events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(dependent on Retail Consultants advice)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Externally accessed general Precinct storage</strong></td>
<td>170m²</td>
<td>None</td>
</tr>
<tr>
<td>- Furniture etc</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total net</strong></td>
<td>5,385 m² approx.</td>
<td></td>
</tr>
</tbody>
</table>
3. Relationship Diagram UPDATED

Key:
- Blue: Security
- Red: Adjoining connection
- Pink: Climate controlled AA
- Dark Grey: Close connection
- Green: Climate controlled A
- Orange: Visual connection
- Blue Dashed: Some external visibility
- Blue Dotted: Amenities

Diagram showing connections and access points throughout various areas such as Entry, Exhibition Hall, Staff Admin, Staff Amenities, Library Lounge, Program Space, Outdoor Space, Collection Gallery, Community Gallery, and Children's Gallery.
4. Services

The building should manage all services through one integrated Building Management System (BMS). The BMS shall ensure International Museum standards and shall include, as a minimum:

4.1 Climate Control


4.2 Smoke detection & security

Fire services and security measures shall meet International Museum Standards

4.3 Switches and sensors

Reed switches and movement sensors shall meet International Museum Standards

4.4 Public Address

The building should have as a minimum an integrated Public Address system.

4.5 Digital Services

Capacity for digital media (both interactive & passive), animation of lighting and presence activated displays

5. References

5.1 Inspiration from the Collection

The Gold Coast City Art Collection is by no means an encyclopaedic history of Australian art but instead is developed around specific collecting themes and strengths. It incorporates media specific categories of Australian art, and also addresses two areas that give the Collection its distinctiveness—Gold Coast historical works and Beach Culture. This Collection of works illustrates to audiences the city’s original agricultural origins, and shows the phenomenal change that the city has undergone towards its focus on the beach and coastal environment.

5.1.1 TACGC Collection (referenced from Gallery Collection Policy approved February 2016)

5.1.1.1 Australian art

The existing collection has been developed since 1968, and the Gallery continues to acquire works which illuminate critical issues of contemporary artistic practice. Works acquired under this section reflect the broad directions in Australian art practice including works by indigenous Australian artists. Works which illustrate the history and development of Australian art are collected largely by donation and occasionally by judicious purchase where resources permit.

Painting

The Gallery collects Australian paintings with a focus on developing the existing collection and to illustrate the continued use of this medium in contemporary Australian art practice.

The Gallery has collection strengths in the areas of Australian abstraction and expressionism, landscapes and indigenous paintings.
The Gallery has one of the most significant indigenous collections of art in regional Australia. The collection consists of paintings, works on paper, barks, photography, ceramics and sculpture. Consideration should be given to a large display as part of the permanent collection galleries.
The Gallery collects high quality Australian and International ceramics. The principal, though not exclusive, source for acquisitions under this section is the annual Gold Coast International Ceramic Art Award. This significant aspect of the collection provides an opportunity to be creative with its display options through a ‘permanent salon-style’ hang incorporated within the building design - the idea of a visible storage display with the ability for changeover.

(above) Example of ways that the ceramics collection could be used as part of a permanent display external to traditional exhibition galleries

Works on paper

The Gallery collects works on paper including drawings, prints and photographs and includes works by most of Australia's most significant artists. The photographic collection is an area for immense growth through the annual Josephine Ulrick & Win Schubert Photography Award - one of Australia’s most important surveys of contemporary photography; and also through the acquisition of Australian and international works that relate to Beach Culture.

Video Art

The Gallery collects moving image artwork in appropriate current and traditional media originally known as video art. The works have the opportunity to be utilised as part of the 24/7 digital gallery.

Sculpture

The Gallery collects and commissions works of Australian sculpture on both a small and larger, public art scale. Several of these current acquisitions form the basis for the Evandale Sculpture Walk and will need to be considered in relation to the ongoing development of the Artscape.

5.1.1.2 Gold Coast Collection

Works acquired under this section are relevant to the Gold Coast either by origin/creator or subject matter. This section includes historical works of the greater Gold Coast region as well as works by local artists or...
visiting artists producing work pertaining to the Gold Coast Region. It also includes cultural material that illustrates the history and development of the Gold Coast Region.
The Gallery has developed a collection addressing the theme of beach culture. Works acquired under this section may focus, either representatively or conceptually on such activities as surfing, swimming, boating, sunbathing, and other beachside or ocean activities. Works may also focus on social and cultural activities associated with the beach.
5.1.1.4 Collection Storage

The Gallery collection is made up of approx. 4,000 Artworks of various shape and size comprising:
- 1165 Paintings
- 2283 Works on paper
- 252 Ceramics
- 283 Sculpture
- 1208 Museum objects mostly souvenirs of the Gold Coast

The collection storage will be a single storage facility equipped with purpose fit-out, security and climate control and ensure the preservation of the collection. The collection will be stored in a number of ways but predominately onsite with some items offsite in corporate offices, educational institutions as part of teaching curriculum, or on loan or touring to Galleries in Australia. The storage of the collection will adopt an active approach, with artworks being taken from storage and displayed throughout the Gallery on a rotational basis, for varying periods of time.

5.2 Civic and Cultural Charter July 2014

The City Gallery will:

- Fulfil a leading role in planning, acquisition, curation and presentation of local, Queensland, national and increasingly-international standard visual arts exhibits
- Provide a leading role in education, community engagement and audience development
- Seek opportunities to build further participation and attendance by people of all ages and cultures, especially young people.
- Generate regular exhibitions from its own/City Council collections, and from work temporarily loaned for the purpose.
- Present regular touring exhibitions
- Curate temporary and ephemeral artwork throughout the precinct
- Play a leading role in nurturing and promoting Gold Coast visual arts across the city, the region and further afield, through touring local exhibitions, networking, marketing and other initiatives
- Manage heritage installations and collections to:
  - Contribute to an enhanced sense of community identity
  - Improve understanding of the Gold Coasts past, present and possible futures
  - Build awareness, education and engagement with local cultural heritage, including indigenous cultural heritage, and with local heritage community groups

5.3 Gold Coast Character, Culture and Physical qualities

The building and site design should reflect the Gold Coast's unique character, culture and physical qualities. These are captured through the Gold Coast Brand video

www.goldcoast.qld.gov.au/council/about-the-brand-164770

The Gold Coast's skyline, beaches and hinterland are reflected in the images below:
5.4 Design Competition brief March 2013

The new Art Gallery will be a must-see destination for residents and visitors wanting to understand and connect with the Gold Coast. It will provide a platform to share home grown talent, reflect our local collective memory through archiving and heritage conservation of the contemporary city. The Gallery will present lively and engaging exhibitions and become a pillar of the city’s cultural tourism profile.

5.5 Gold Coast Landscape Character Study

Design of the new Art Gallery building and site will reflect the Gold Coast’s unique character, culture and physical qualities. The total experience will be one of being immersed in and moving through a place that conveys the unique story of the Gold Coast. Participants can perceive that the new Art Gallery is a part of the Gold Coast, it has a distinctive sense of place and a sense of being a part of the Gold Coast’s attractive natural setting and liveable environment.

The interaction of the natural and cultural components, from panoramic views to small or fleeting features, as seen and experienced by observers will recognise that experiences are more than scenery. They are affected by cultural and social factors, familiarity with and knowledge of the landscape, its history and stories, by expectations, by weather and by temporary phenomena and sensory experiences.

The landscape of the Gold Coast is comprised of a geomorphological landscape with a rich skin of non-urban land cover and land use, urban form and human pattern of movement and use. The Gold Coast Landscape Character Study broadly defines three key components of the Gold Coast landscape:

1. broad topography, land cover, water;
2. ‘story’ (history, heritage, place-making); and
3. urban/infrastructure patterns.

Design of the new Art Gallery and its setting will reference the Gold Coast Landscape Character Study and the Gold Coast brand, as articulated in the following resources:

6. APPENDICES

6.1 ARM Gallery Precedent Study

Attached is the Gallery Precedent Study, prepared by ARM July 2016.

The Precedent Study has been an invaluable tool to initiate design discussions and also demonstrates that ARM has a good appreciation of the building outcomes that the Project Team have articulated in the preliminary design brief.

Feedback on this document can be summarised as below:

The Examples which best met the Gallery Vision are:

- **MONA**, Hobart Tasmania. The spectacle of this building aligns with the ambition of the GC Art Gallery and it is able to deliver this character and presence without alienating its audience. The entrance path of travel creates an unpretentious welcome (*inclusive and engaging*) and the digital connectivity facilitates engagement with the audience before & after their visit (*connected*).

- Newcastle Art Gallery. The exhibition spaces of this building provide the ability to host many different types of shows and offer the opportunity to reinvent the styling and design of exhibitions to suit the content (*capacity*).

- Childrens Museum of the Arts. The lively, energetic nature of these spaces encompass the desire for the transitional spaces in the GC Art Gallery to carry character and expression in the building form. Character for the exhibition areas will be carried by the work on display.

- Sir John Soans Museum captures the concept of a display wall to showcase ceramics and souvenirs and a salon style hanging system for either foyer spaces or visual storage (*unexpected*).

- **21st Century Museum of Modern Art Kanazawa**. This building somewhat captures the notion of the building as an unfolding experience of discovery and viewpoints (*The Rainforest*) and is strongly linked to its immediate surroundings through the glass transitional spaces (*linked to the environment*).

- Lehmbruck Museum. The use of glass providing glimpses to the outdoors depicts the kind of visual connection possible with the artscape within the GC Cultural precinct (*linked to the environment*). The building is also very approachable (*inclusive and engaging*).

- Menil Collection, Texas. The ceiling/roof detailing of the exhibition spaces provide spectacle and interest through pattern and light (*unexpected*) without competing with the works on display or limiting the possibilities of staging & presenting exhibitions below (*capacity*).

- Resnick Pavilion LACMA. This building responds to the need for flexibility in exhibition spaces (*capacity*). Unconventional shapes, curves and splayed walls are difficult to present work in new ways. This building indicates that the blank canvas of the exhibition space can be enlivened through the transitional spaces whose forms are less constrained.
Museum Aan De Stroom. This building captures the concept of an interactive visual storage solution *(engaging)*.

- Tarrawarra Museum of Art. This building conveys the notion of connectivity to the site *(linked to the environment)* and a building as an unfolding experience *(The Rainforest)*.

- **Generally:**
  - Curved or articulated walls and origami roofs are not preferred for exhibition areas
  - Ornamental internal spaces which might compete with works displayed as part of exhibitions should be avoided

### 6.2 Project Workshop Agenda – Outcomes Checklist

At the conclusion of each Project Team workshop, the team will run through the attached schedule in order to ensure that the design is on track and meets the vision articulated in this Functional Brief.
For more information
P 1300 GOLDCOAST (1300 465 326)
W cityofgoldcoast.com.au
These Pages

Numbered 1 to 142

Constitute The Adopted Report Of The Meeting

Of The Economic Development and Major Projects Committee

Held

Thursday 4 August 2016