

A close-up, low-angle shot of a woman with long brown hair looking upwards towards a white flower. The background is a soft-focus green field with sunlight filtering through, creating a warm and hopeful atmosphere.

Gold Coast 2020

Bringing the City Vision to life

CITY OF
GOLD COAST.

I am 15 years old

In 2020, when our plan Gold Coast 2020 has been realised, I will be 21 years old and preparing for my future.

My family, my friends and I represent the dreams and ambitions of the whole Gold Coast community.



What does the future hold?

She may have finished school, university or be completing an apprenticeship. She may be looking for employment in a chosen field and like many hopeful young people around Australia with similar education and experience, be competing for the same jobs.

She may be planning to travel, she may be setting up a home of her own and she may be weighing up her options on where she wants to live.

That's why it's vital that over the next six years we continue to develop into the city our 15-year-old and her family want to call home.

Gold Coast 2020 recognises that our wellbeing goes beyond material living standards. It depends on a combination of economic, social and environmental factors.

Liveability requires continued productivity and growth to provide employment opportunities, it requires maintenance of our urban and natural environments and it requires a strong and supportive community.

This means that future generations, like our 15-year-old, will be able to enjoy greater opportunities and keep the lifestyle they love.

Gold Coast 2020 will ensure that decisions we make today will determine whether our children and grandchildren are able to enjoy fulfilling lives in our great city.

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Mayor's message

The Gold Coast is known for its lifestyle. We have an enviable year-round climate and an amazing natural environment boasting world-renowned beaches, waterways and a majestic hinterland. Visitors have been flocking to the Gold Coast from the days when it was a sleepy seaside resort town and continue to do so as we develop into a city of international stature.

Lifestyle is at the heart of what makes us tick. It's the reason the city's population continues to grow as we continue to attract new residents from interstate and overseas. It has influenced the way our city has grown and left its mark on the way we live, work and play. Our attitudes, environment, architecture and industry have combined to produce a city that is uniquely Gold Coast – a city unlike any other.

The city will soon host the Gold Coast 2018 Commonwealth Games™ (GC2018) and this requires planning both for the event itself and also to ensure that the city benefits from the legacy for generations to come.

Capitalising on our opportunities, building on our strengths, whilst protecting what we love is the challenge we face. This challenge has been addressed by developing a new plan, Gold Coast 2020. We have spoken to our community at length, we have listened and we now have a plan that ensures that our great city remains the best in the world.

TOM TATE
Mayor



CEO's message

Ours is a city where great outcomes are achieved through people, organisations and governments working together.

Gold Coast 2020, identifies what we need to do between now and 2020. It is based on three key themes that reflect the advantage of where we live, our opportunities as a city and the importance of a strong community.

Over the next six years, we will see the city transform in a number of key areas, perhaps most noticeably in our cultural credentials, public transport, digital technology, waste management and the development of the Southport CBD and light rail corridor.

Another highlight will be the hosting of the Gold Coast 2018 Commonwealth Games™ (GC2018) and the longer term legacy benefits outlined in our plan. These include economic opportunities in the health, education, sport and ICT sectors, the establishment of an internationally renowned cultural festival program, and of course, building on the Games spirit to create an active, proud and supportive Gold Coast community.

Gold Coast 2020 is supported by a portfolio of strategies and actions, which are reviewed every year to track our progress and respond to emerging opportunities and challenges.

DALE DICKSON
Chief Executive Officer

City Vision and Gold Coast 2020

Our City Vision, “Inspired by lifestyle. Driven by opportunity.” has three themes, place, prosperity, and people.

The Gold Coast 2020 plan is structured around these themes, and identifies what we need to do between now and 2020 to work towards the city vision.



Key strategies and supporting strategies found in this plan are identified using the following icons:

Culture Strategy



Economic Development Strategy



Ocean Beaches Strategy



Transport Strategy



Solid Waste Strategy



City Plan 2015



1.0 The best place to live and visit

What we want to see by 2020

- 1.1 Our city provides a choice of liveable places**
We can choose diverse lifestyle and housing options from rural to city living.
- 1.2 We live in balance with nature**
We manage quality rural and urban living while looking after the future of the city's rainforest, bushland, waterways and open space.
- 1.3 We have sustainable solid and liquid waste disposal**
We innovate to maximise recycling and reduce waste.
- 1.4 We have fast, frequent and reliable public transport**
We can get around the city easily and cheaply.
- 1.5 We are an active digital city**
We are switched on and connected with the world.
- 1.6 Our modern centres create vibrant communities**
We can work and play in local neighbourhoods.
- 1.7 Everyone can enjoy a beach experience**
Our beaches are open and accessible to everyone.
- 1.8 Our city benefits from a great Gold Coast 2018 Commonwealth Games™**
We maximise the legacy of GC2018.



Where are we?

Over the past 50 years the Gold Coast has evolved from a quiet seaside holiday destination of connected villages to a vibrant and diverse international city.

Lifestyle is of paramount importance and the climate promotes a healthy, outdoor way of life. Add in a strip of world-class beaches, an expansive natural hinterland dotted with national parks and rainforest reserves, and you will be hard-pressed to find a more inviting place to call home.

Gold Coast is one of the most bio diverse cities in Australia. With over 1550 species of vascular plants, 1300 species of terrestrial vertebrates, 71 reptile species, 350 species of birds and 49 species of rare or threatened animals, the area is famous for its natural environment and commitment to sustainability.

The urban footprint of the city is 34.2 per cent with higher density residential and tourist areas along a coastline that has an instantly recognisable silhouette of high-rise buildings.

The city spreads inland to the west and north through lower density detached homes in suburbs, to rural acreage and onto picturesque mountains. Areas between are interspersed with large strips of landscaped open spaces and parklands.

The Gold Coast is a linear city without a true centre. Instead, it has distinctive and unique suburbs such as Southport, now being redefined as a CBD, Surfers Paradise, a principal tourist and entertainment precinct and Robina, a business and retail hub.

One of the fastest growing areas in the state is the northern area of the Gold Coast which takes in Pimpama, Coomera, Upper Coomera, Willow Vale, Hope Island, Pacific Pines, Gaven and Ormeau. This northern corridor has added 68,000 new residents in the years from 2001 to 2012.



What are our challenges?

Population growth and how to manage it is one of the City of Gold Coast's (City) major challenges with pressure on the need for housing, infrastructure, the development of commercial space, open space and parklands.

The South East Queensland Regional Plan 2009-31 identified the need for 143,000 new dwellings from 2006 to 2031 and approximately 130,000 new people employed, with much of this jobs growth focused in key centres such as Southport, Robina and Coomera.

A liveable city must have a healthy, natural environment so land use planning is key and plays a significant role in mitigating the effects of natural hazards such as floods and bushfires.

The major questions for the future are how do we build the city:

- to improve its efficiency and productivity?
- so we have the best of both worlds with our coastal and hinterland environments?
- to ensure we have efficient transport links throughout the city?
- so we have a mix of housing?
- to manage existing or future flood inundation?
- to ensure that local ecosystems are protected and in balance with the demands of growth?

What we want to see by 2020

1.1 Our city provides a choice of liveable places

We can choose diverse lifestyle and housing options from rural to city living.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of detached and non detached dwellings in the city	In 2013: 50% of dwellings were detached	By 2016: We expect 45% of dwellings will be detached	By 2020: We expect 40% of dwellings will be detached
Rating for 'Appealing environment' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



Develop and implement the new City Plan 2015 to guide development around our diverse lifestyle, provide choices for living in rural areas, suburban and urban neighbourhoods, in and around activity centres and along the coastal edge.

Key programs of work

Support the delivery of affordable housing in the city.

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

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

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

Advocate for the extension of the light rail network and connection to heavy rail with support from State Government, Federal Government and the private sector.

Supporting strategies



What we want to see by 2020

1.2 We live in balance with nature

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

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Average annual grading of waterways across the city	In 2013: B	By 2016: B+	By 2020: A-
Percentage of native vegetation cover	In 2010: 51%	By 2016: 51%	By 2020: 51%

Key strategy



Develop and implement the new City Plan 2015 to guide how our comprehensive green space network of natural features is enhanced and conserved for the benefit of the community.

Key programs of work

Develop and implement a Total Water Cycle Management Plan which considers all elements of the water cycle.

Support the preservation of the city’s natural environment (open space, natural resources and conservation) through a strategic leadership approach to the City Plan 2015, Transport and environmental strategies.

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

Implementation of Catchment Management Plans and Stormwater Quality Management Plans to support the ecological health and biological diversity of our catchments.

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

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

Implement the Pest Management Plan to protect local ecosystems and increase native vegetation cover.

Supporting strategies



What we want to see by 2020

1.3 We have sustainable solid and liquid waste disposal

We innovate to maximise recycling and reduce waste.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of total waste recycled	In 2012: 42%	By 2016: 47%	By 2020: 55%
Percentage of domestic waste recycled	In 2012: 28%	By 2016: 35%	By 2020: 50%
Kilograms of domestic waste disposed per household per year	In 2012: 970kgs	By 2016: 920kgs	By 2020: 825kgs

Key strategy



Develop and implement the Solid Waste Strategy and ensure that resources and waste are managed for the benefit of future generations.

Key programs of work

Establish waste diversion programs for priority green waste, organic material, food waste, plastics, timber and wood waste, metals and construction waste.

Establish assistance services and resources for local businesses to minimise waste to landfill.

Improve capacity for recycling in units and high rise apartments.

Widen the range of services at waste transfer stations and optimise infrastructure providing better value for money for residents.

Assess the trial of residential and commercial green garden waste bins and implement recommendations.

Help schools to achieve their waste reduction goals by implementing a free schools recycling collection service and on site review.

Design and construct a long-term release system for excess recycled water for the city.

Supporting strategies



What we want to see by 2020

1.4 We have fast, frequent and reliable public transport

We can get around the city easily and cheaply.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of daily trips using public transport	In 2013: 3.4% of all trips were made by public transport	By 2016: 3.8% of all trips were made by public transport	By 2020: 5.1% of all trips were made by public transport
Percentage of people who are satisfied with public transport	In 2014: Baseline to be established	By 2016: Increase from baseline	By 2020: Increase from interim checkpoint
Percentage of people who live within 800m of public transport	In 2012: 78%	By 2016: 82%	By 2020: 90%
Percentage of daily trips taken by private motor vehicle	In 2009: 87.9%	By 2016: 86.3%	By 2020: 83.7%
Number of households with more than one registered motor vehicle	In 2011: 102,416	By 2016: Reduction from baseline	By 2021: Reduction from interim checkpoint

Key strategy



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

Key programs of work

Development of Local Area Transport Schemes for key activity centres that integrate better roads, public transport, freight movements, parking, walking, cycling and land use.

Assist Translink to establish a network of rapid bus corridors and bus stops across the public transport network.

Advocate for the development of a transport network that is user-friendly and provides low-cost community transport in areas of low demand, and improve the rapid bus network.

Encourage a shift towards sustainable modes of transport through a comprehensive travel behaviour change program, with a specific focus on reducing travel to and from schools by car.

Advocate and support the expansion of the light rail system and connections across the city.

Develop and implement a road network masterplan, including a 'pinch points' upgrade program and removal of inefficient transit lanes.

Supporting strategies



What we want to see by 2020

1.5 We are an active digital city

We are switched on and connected with the world.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Number of free Wi-Fi access points in the city	In 2012: There were 51 free Wi-Fi access points in the city	By 2016: We expect there to be 66 free Wi-Fi access points in the city.	By 2020: We expect there to be 76 free Wi-Fi access points in the city.
Number of "open data sets" available to the community	In 2013: 26	By 2016: 300	By 2020: 1,000
Rating for 'Advanced technology' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



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

Key programs of work

Provide training to business owners on how to use the high-speed internet to assist their businesses and raise the skills of the local community.

Roll out the Digital Strategic Plan, by identifying and implementing key activities that capitalise on the city's digital economy.

Roll out the sensor network across the city to monitor actual and potential conditions, such as traffic, air, water quality, weather and beach conditions and pass collected information to a main location, which can then be used to inform local service delivery and development.

Support the improvement of data coverage across the city with telecom providers.

Provide learning opportunities through City libraries that enable residents to engage confidently in the digital environment.

Supporting strategies



What we want to see by 2020

1.6 Our modern centres create vibrant communities

We can work and play in our local neighbourhoods.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Average length of time it takes to get to work	In 2012: 16 minutes	By 2016: 15.5 minutes	By 2020: 15 minutes
Average distance to work travelled by private motor vehicle	In 2012: 10kms	By 2016: Reduction from 2012	By 2020: Reduction from 2016
Number of neighbourhood/local centres	In 2012: 103	By 2016: 110	By 2020: 118
Percentage of residents who live within 400m of a recreational park	In 2009: 76.4% of residents living within 400m of a recreational park	In 2016: 78% of residents living within 400m of a recreational park	By 2020: 80% of residents living within 400m of a recreational park

Key strategy



Develop and implement the new City Plan 2015 to provide mixed use activity centres that are pedestrian-orientated vibrant areas offering employment, community, cultural, retail and residential uses.

Key programs of work

- Deliver the Centre Improvement Program to ensure that the amenity of the city is improved for local residents and tourists in a variety of commercial precincts across the city.
- Encourage open and accessible public space in high density areas, bringing communities together through active social connection in parklands.
- Implement principal activity centres (Southport CBD, Broadbeach, Robina and Coomera) as the main business areas of the city.
- Roll out the Urban Greenspace Program through increased tree planting and landscaping that improves neighbourhoods and makes areas more attractive through tree lined boulevards and inviting parklands.
- Develop and implement a program of transport improvements to connect centres through high frequency public transport network, better roads and walking and cycling networks.
- In partnership with key stakeholders, deliver flexible public transport services in areas of low demand.

Supporting strategies



What we want to see by 2020

1.7 Everyone can enjoy a beach experience

Our beaches are open and accessible to everyone.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Community satisfaction with beach and surf amenity	In 2014: Baseline to be established	By 2018: Increase from baseline	By 2023: Satisfaction levels maintained from interim checkpoint
Community satisfaction with beach access and safety	In 2013: Baseline to be established	By 2018: Increase from baseline	By 2023: Satisfaction levels maintained from interim checkpoint
Beach health report on the 13 beaches surveyed	In 2012: 5 of 13 beaches received a satisfactory score	By 2016: 7 of 13 beaches receive a satisfactory score	By 2020: 10 of 13 beaches receive a satisfactory score

Key strategy



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

Key programs of work

- Implement recommendations from the Shoreline Management Plan to support coastal protection.
- Develop a surf management plan that recognises and supports Gold Coast's surf amenity.
- Develop a consistent approach to managing commercial activity on beaches.
- Implement a program that monitors and improves beach health.
- Implement the Accessible and Inclusive City Action Plan to help make our city a better place to live and visit for people of all age groups and abilities.

Supporting strategies



What we want to see by 2020

1.8 Our city benefits from a great Gold Coast 2018 Commonwealth Games™

We maximise the legacy of GC2018.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of community who feel proud of the Gold Coast	In 2014:	By 2016:	By 2020:
• very proud or extremely proud	47% of residents	65% of residents	70% of residents
• some, very and extremely proud	83.4% of residents	88% of residents	90% of residents
Percentage of the community engaged in volunteering	In 2011: 14.9% of residents were engaged in volunteering	By 2016: 20% of residents will be engaged in volunteering	By 2020: 30% of residents will be engaged in volunteering
Percentage of Gold Coast City adult residents who meet the National Physical Activity Guidelines	In 2012: 60% of adults surveyed were undertaking sufficient exercise for health benefit	By 2016: 66% of adults will be undertaking sufficient exercise for health benefit	By 2020: 72% of adults will be undertaking sufficient exercise for health benefit

Key strategy Not applicable

Key programs of work

Develop and implement the Gold Coast 2018 Commonwealth Games™ (GC2018) legacy program to ensure the city maximises the opportunity of hosting GC2018.

Implement public area improvements to make the city beautiful and ready to accept visitors and ensure best global coverage during and after GC2018.

Develop creative opportunities around the Commonwealth Games and advocate for local creative input.

Improve sports training facilities and roll out Active and Healthy programs across the whole city to ensure ongoing accessibility to all residents to support healthy lifestyles.

Deliver a targeted program to attract high performance sport related business and recruit peak sporting bodies as a result of GC2018.

Supporting strategies



The best place to live and visit

What will be underway by 2020.

► Start ● ongoing ■ completed

Signature actions	Our contribution	2014	2015	2016	2017 to 2020
Create local employment by promoting development of business and investment within the light rail corridor	LEAD	►	●	●	●
Implement the 3 Point Plan for Coastal Protection as part of a long term commitment to improving the resilience of Gold Coast beaches to erosion	LEAD	●	●	●	●
Project Kirra, the reinstatement of Kirra Groyne to its original constructed length	LEAD	■			
Design and construct a steady long-term release system for excess recycled water across the city	LEAD	►	●	●	■
Advocate for the extension of the light rail network from Broadbeach to Nobby Beach	ADVOCATE	●	●	●	●
Support extending the light rail network to connect to heavy rail including park and ride facilities	SUPPORT	●	●	●	●
Plan for the future extension of the heavy rail line to Elanora with infill stations at sites such as Yatala, Ormeau North, Pimpama, Hope Island, Parkwood and Merrimac	ADVOCATE	►	●	●	●
Support community Wi-Fi services in key city locations	SUPPORT	►	●	●	■
Develop Southport as the city's Central Business District	LEAD	●	●	●	●
Support the development of the Gold Coast Aquatic Centre at Broadwater Parklands as a world-class Commonwealth Games venue providing a centre for international aquatic sports competition and training	SUPPORT	►	●	●	●
Develop the Carrara Sports Precinct as an international sports and leisure venue with an elite sports training facility	LEAD		►	●	●
Roll out the Open Data Project which will publish data routinely and publicly to enable the co-development of solutions in partnership with the community	LEAD	►	●	●	●
Implement Broadbeach Centre Improvement Program including improvements at Victoria and Queensland Avenues	LEAD		►	●	■
Develop an integrated traffic management centre	LEAD	●	●	●	■
Advocate for the establishment of a rapid bus network	ADVOCATE	►	●	●	■
Commonwealth Games live sites are developed to improve open space activities for youth	LEAD	►	●	●	■

2.0 Prosperity built on a strong diverse economy

What we want to see by 2020

- 2.1 **Our city is innovative and grows successful businesses**
We have knowledge-based, start-up and entrepreneurial businesses.
- 2.2 **We have a thriving cultural economy**
Our city attracts and retains creative skills, talent and investment.
- 2.3 **We have infrastructure that supports productivity and growth**
We have connected and vibrant economic precincts.
- 2.4 **We are a city with a strong and globally competitive business environment**
Our city is an exciting place to do business.
- 2.5 **We are a globally recognised tourism destination**
Our city attracts visitors from all over the world.
- 2.6 **We are an emerging world-class business destination**
We have a positive global reputation.

Where are we?

The Gold Coast economy has grown by 37 per cent over the last decade from \$16.8 billion to \$23.0 billion. This growth has been predominately underpinned by population growth with 132,000 new arrivals over that time. In 2012 the total population reached 526,173.

Traditionally, the city's economic prosperity has been driven by a strong tourism industry and servicing local population and growth needs across industries such as construction, retail and services.

These industry sectors represent 34 per cent of the Gold Coast economy, well above that of the national economy. This narrow economic stream has exposed the city to the vagaries of boom and bust cycles.

To build capacity in the economy and provide employment and opportunities, the city's economy needs to diversify. This will increase the city's productivity level which currently sits well below the state level and is critical to lift competitiveness and efficiency and will in turn create positive flow on benefits for the entire economy.

Lifting productivity to the current state level has the potential to grow the economy by \$5.5 billion or approximately 24 per cent over the next 10 years.

The city's employment mix and dispersed geography has resulted in productivity levels that are below the State average, so a further focus on the creation of knowledge activity, connectivity and economic density will lift the city's competitiveness.

Key opportunities, such as the Commonwealth Games and growing business confidence will provide the city opportunities across sectors including health, education, sport and ICT.

To truly modernise the Gold Coast, the City also needs to focus on business and investor confidence, increased education and skills attainment, increased trade and export and greater creativity and innovation.

What are our challenges?

The future of the city's economic diversity relies on leveraging the Gold Coast's unique advantages.

- How do we develop connectedness in a linear city?
- How do we create the appropriate skill mix to meet employment opportunities for skill retention and attraction?
- How do we develop a positive city reputation creating business and investor confidence?
- How do we maintain the city as an attractive place to live, work and play?
- How do we capture and retain innovation?



What we want to see by 2020

2.1 Our city is innovative and grows successful businesses

We have knowledge based, start up and entrepreneurial businesses.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Economic value add of innovation to the city	In 2013: \$10,940,000	By 2016: Increase from baseline	By 2020: Increase from interim checkpoint
Percentage increase of capital raised annually by innovative businesses	In 2013: \$2.7 million	By 2016: Increase from baseline	By 2020: Increase from interim checkpoint
Growth in the number of innovation and knowledge based jobs created	In 2013: 136 jobs	By 2016: Increase from baseline	By 2020: Increase from interim checkpoint
Cost per innovation and knowledge based job	In 2013: \$3,398	By 2016: Reduction from baseline	By 2020: Reduction from interim checkpoint

Key strategy



Implement the Economic Development Strategy and promote the city's "have a go" attitude to create new start up businesses and job opportunities.

Key programs of work

Coordinate and deliver the vision of the Gold Coast Health and Knowledge Precinct through investment attraction activities and collaboration with the Queensland Government to promote opportunities for mixed use health and knowledge development within the Parklands Priority Development Area.

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

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

Supporting strategies



What we want to see by 2020

2.2 We have a thriving cultural economy

Our city attracts and retains creative skills, talent and investment.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Growth in the number of people employed in creative industries	In 2011: 2786	By 2016: 3555	By 2023: 4266
Percentage growth in regional GDP related to creative industries	In 2012: \$2.2 billion (10.9%) of regional GDP was related to creative industries	By 2016: We expect to see an increase in GDP from baseline	By 2023: We expect to see an increase in GDP from interim checkpoint
Growth in film-related activity in the city	In 2013: 250	By 2016: 289	By 2023: 351
Rating for 'Appealing experiences' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



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

Key programs of work

- Roll out a cultural capital and skill creation program and build local creative talent to support a thriving and globally competitive industry sector.
- Provide the Creative Industries Capacity Building Program to support and grow our emerging creative enterprises and industries.
- Develop and implement an internationally renowned Cultural Festival Program in the lead up to the Commonwealth Games.
- Implement the “Writers Block” program, supporting aspiring local writers to engage in the cultural economy.

Supporting strategies



What we want to see by 2020

2.3 We have infrastructure that supports productivity and growth

We have connected and vibrant economic precincts.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage business growth in key economic zones	In 2013: 12,836 registered businesses in City's four economic regions	By 2016: Growth from baseline across all four regions	By 2023: Growth from interim checkpoint across all four regions
Rank in the top ten Australian cities for inward capital investment	By 2010–11: Ranked 26th in Australia	By 2016: Ranked in top 20	By 2023: Ranked in top 10
Productive value add per worker	In 2012: \$84,737	By 2018: \$95,109	By 2023: \$103,752
Rating for 'Adequate infrastructure' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



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

Key programs of work

- Develop priority precincts to maximise the economic benefits of a central business district, increased density and business clustering.
- Implement a program of transport improvement to connect activity centres through a high frequency public transport network and better roads.
- Advocate and support the expansion of the light rail system and connections across the city.
- Promote the Active Digital City Project and engage the business community in embracing digital and communication technologies to create a stronger economy.

Supporting strategies



What we want to see by 2020

2.4 We are a city with a strong and globally competitive business environment

Our city is an exciting place to do business.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Business confidence in the economy	In 2010-11: 19%	By 2018: 36%	By 2023: 50%
Number of people employed on the Gold Coast	In 2012: 240,074	By 2018: 270,838	By 2023: 296,474
Standard of living (Gross Regional Product per capita)	In 2012: \$46,848	By 2018: \$51,488	By 2023: \$55,281
Rating for 'Favourable environment for business' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



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

Key programs of work

Implement the Open for Business program which will streamline internal processes and support business growth, retention and new investment attraction.

Provide a Growth and Trade Program to support new and emerging exporters to access and further develop new markets.

Roll out a Business Productivity and Efficiency Program that creates a cohesive business environment, supports business and industry and is a foundation for future growth.

Supporting strategies

Not applicable

What we want to see by 2020

2.5 We are a globally recognised tourism destination

Our city attracts visitors from all over the world.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
The number of nights spent on the Gold Coast by international visitors each year	In 2012: International tourists stayed 8,750,000 nights	By 2016: Expect international visitors to stay 11,900,000 nights	By 2020: Expect international visitors to stay 14,000,000 nights
The number of nights spent on the Gold Coast by domestic visitors each year	In 2010: Domestic tourists stayed 14,500,000 nights on the Gold Coast	By 2016: Expect domestic visitors to stay 17,200,000 nights	By 2020: Expect domestic visitors to stay 19,000,000 nights
The amount of money spent by international visitors each year	In 2012: International visitors spent \$760 million on the Gold Coast	By 2016: Expect international visitors will spend \$1.2 billion on the Gold Coast	By 2020: Expect international visitors will spend \$1.5 billion on the Gold Coast
The amount of money spent by domestic visitors each year	In 2012: Domestic visitors spent \$3.8 billion	By 2016: Expect that domestic visitors will spend \$4.4 billion	By 2020: Expect that domestic visitors will spend \$5.5 billion
Rating for 'Experience' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy



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

Key programs of work

Develop and implement a citywide Destination Management Plan.

Encourage the establishment of the Gold Coast as the world's surf capital.

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

Work with Gold Coast Tourism to promote the city as a world-class tourism destination through a range of marketing programs and activities.

Supporting strategies



What we want to see by 2020

2.6 We are an emerging world class business destination

We have a positive global reputation.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Value of Gold Coast exports	In 2012: \$2.9 billion	By 2016: \$4.5 billion	By 2023: \$5.8 billion
Rank in the top ten Australian cities for inward capital investment	By 2010–11: Ranked 26th in Australia	By 2016: Ranked in top 20	By 2023: Ranked in top 10
Rating for ‘Headquarters location’ – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint
Rating for ‘City ranking’ – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Advance in RepTrak index of 100 cities	By 2020: Advance in RepTrak index of 100 cities

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.

Key programs of work

- Implement the City Reputation Strategic Plan to promote the city as a key location for trade and investment.
- Deliver an Export and Trade Development Program that leverages economic benefits from international partnerships, and networks within priority trade markets.
- Develop our business and investment attraction activities to grow international partnerships that promote our competitive advantage and drive inward investment.
- Strengthen existing and identify new sister city relationships to drive improved economic outcomes across key export markets.

Supporting strategies



Prosperity built on a strong diverse economy

What will be underway by 2020.

► Start ● ongoing ■ completed

Signature actions	Our contribution	2014	2015	2016	2017 to 2020
Plan and develop the city's cultural heartland at Evandale with a world class Cultural Precinct connected to Surfers Paradise via a cultural corridor	LEAD	●	●	●	●
Facilitate the attraction of a key anchor tenant to the Gold Coast Health and Knowledge Precinct to act as a catalyst for subsequent attraction of supporting business and industry and collaborate with the Queensland Government to identify and promote potential site options	LEAD		►	●	●
Establish a world-class dive attraction through the creation of artificial dive sites and attract new visitors to the city through targeted marketing	LEAD	►	●	●	■
Maintain and expand strategic marine industry infrastructure	SUPPORT	●	■		
Develop Chinatown in Southport CBD	LEAD	●	●	■	
Develop a digital city hub to communicate an open for business message including a virtual trade mission platform	LEAD	●	●	●	●
Develop Southport as the city's Central Business District	LEAD	●	●	●	●
Attract high performance sport related business and peak sporting bodies to the city using the Commonwealth Games as a catalyst	LEAD	►	●	●	●
Implement a program to improve tourism infrastructure to drive the city forward as a world-class tourism destination	LEAD	●	●	●	●
Promote the innovation and commercialisation of open data to create new opportunities for business	LEAD	●	●	●	●

3.0 People contribute to a strong community spirit

people

What we want to see by 2020

- 3.1 Our city is safe**
We feel secure and confident in our communities.
- 3.2 We are proud of our city**
We are a vibrant community committed to success.
- 3.3 Our community is inclusive and supportive**
We are a diverse community where everyone is welcome, families thrive and people know their neighbours.
- 3.4 Our city embraces culture every day**
We are a creative community.
- 3.5 We are a highly skilled community**
We offer a range of skills to meet the needs of business and industry.
- 3.6 We are an active community**
We enjoy the city and its enviable climate.

Who are we?

People are central to our city’s rich history and are the key to its future. As Gold Coasters, we are proud of the city’s evolution into a place with enviable lifestyle advantages, unique cultural offerings and a strong sense of community.

The Gold Coast is still considered one of Australia’s most rapidly growing cities. Our population has grown from 35,000 in the 1960s to 526,173 in 2012. By 2031 it is expected that almost 800,000 people will call our city home. Our city has a diverse mix of residents who are proud to live, work and play here. We are a city of people both young and old, with a median age of 37 years. The number of young families has increased in recent years, particularly in the north, where one-in-four people are aged under 15 years. We also have a large number of older people living in the city, with over 75,000 residents aged over 65.

The Gold Coast has a long tradition of indigenous settlement, which includes the Yugambah people. In 2014, we have a strong community of Aboriginal and Torres Strait Islanders who make up 1.3 per cent of the population. Over a third of our indigenous people are aged 14 years or younger.

With nearly a third of Gold Coast residents born overseas we can be considered a multicultural city. Most of those born overseas come from New Zealand however nearly 10 per cent of residents are from non-English speaking countries. While English is the dominant language, the other most common languages include Japanese, Mandarin and Korean.

There are over 92,000 persons with disability living in our city making it increasingly important to create better access to services, infrastructure and information in order to enhance community inclusiveness and connectedness. The city has a

high proportion of households being rented, and almost a third of these are in housing stress. When coupled with the fact that our household median weekly income is lower than the average for Australia, cost of living pressures and affordable housing present many challenges for our residents.

With many people being new to the city, connections with family and friends and access to support networks are important to our sense of well being and to enhance our wonderful lifestyle.

What are our challenges?

As our city becomes more economically prosperous, we must compete with other cities to provide a liveable, safe and sustainable community for all. As we think ahead the following questions come to mind:

- how can we manage growth in the city and maintain the lifestyle that is important to us?
- how can cultural and creative industries be nurtured in our maturing city?
- how do we build a stronger sense of community on the Gold Coast?
- how do we ensure that essential family and community services and facilities are provided on the Gold Coast?
- what do we need to do to support our growing numbers of young families, children and youth?
- what can we do to make our city more accessible to our ageing population and increasing numbers of people with a disability?
- what can we do to expand the supply of affordable housing in the city?
- how do we better support our communities from culturally and linguistically diverse back grounds?



What we want to see by 2020

3.1 Our city is safe


We feel secure and confident in our communities.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of residents who feel safe in their neighbourhood:	In 2013:	By 2016:	By 2020:
• strong and very strong sense of safety	60.7% of residents	65% of residents	70% of residents
• average, strong and very strong sense of safety	87.7% of residents	88% of residents	90% of residents
Percentage of residents who have made preparations for disasters such as bushfire and floods	In 2014: Baseline to be established	By 2016: Increase on baseline	By 2020: Increase on baseline
Percentage of coastal public beachfront requiring protection with a certified seawall	In 2012: 58%	By 2016: 65%	By 2020: 72%
Rating for ‘Safe environment for visitors and residents’ – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key strategy	Not applicable
Key programs of work	<p>Deliver the Community Safety Program – working towards a safer community focusing on safe public spaces, graffiti, drug and alcohol management, support for community safety programs such as Neighbourhood Watch and Crime Stoppers.</p> <p>Implement the Bush Hazard Reduction Program to minimise high to medium bushfire hazard areas throughout the city.</p> <p>Deliver a flood resilient Gold Coast through the Sustainable Flood Management Program.</p> <p>Ensure the integration of disaster management planning and preparations are in place for the management of the Commonwealth Games to ensure the safety of residents, competitors and visitors.</p> <p>Promote a safer community through the expansion of the Safety Camera Network.</p> <p>Implement recommendations from the Shoreline Management Plan to support coastal protection.</p> <p>Manage natural hazard exposure, e.g. landslide, heatwave, tsunami, through strategic land use planning.</p>

Supporting strategies



What we want to see by 2020

3.2 We are proud of our city

We are a vibrant community committed to success.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of community who feel proud of the Gold Coast	In 2014:	By 2016:	By 2020:
• very proud or extremely proud	47% of residents	65% of residents	70% of residents
• some, very and extremely proud	83.4% of residents	88% of residents	90% of residents
Percentage of the community engaged in volunteering	In 2011: 14.9% of residents were engaged in volunteering	By 2016: 20% of residents will be engaged in volunteering	By 2020: 30% of residents will be engaged in volunteering
Rating for 'City ranking' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: advance in RepTrak index of 100 cities	By 2020: advance in RepTrak index of 100 cities

Key strategyNot applicable

Key programs of work

Develop and implement the Gold Coast 2018 Commonwealth Games™ legacy program to ensure the city maximises the opportunities from hosting GC2018 by embracing civic pride in the city, volunteering and bringing people together.

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

- delivering a program of major civic events featuring local, Australian and international content,
- rolling out a signature Gold Coast festival, and
- implementing a cultural activities program as an ongoing legacy of the Commonwealth Games.

Develop and implement the City's Youth Program including Youth Week and Junior Council.

Implement an ongoing program of community engagement that builds interest in the city and empowers residents to get involved in future planning.

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

Supporting strategies



What we want to see by 2020

3.3 Our community is inclusive and supportive

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

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of residents who feel a sense of belonging to their community	In 2013:	By 2016:	By 2020:
• strong and very strong sense of belonging	46.5% of residents	48% of residents	50% of residents
• average, strong and very strong sense of belonging	81.5% of residents	85% of residents	90% of residents
Percentage increase in attendance at events celebrating national cultures	In 2012: 65,000 people attended festivals celebrating national culture	By 2016: 20% increase from 2012 results	By 2020: 20% increase from 2016 results
Percentage of bus stops that comply with DSAPT (Disability Standards for Accessible Public Transport)	In 2012: 53% of bus stops were compliant with DSAPT standards	By 2016: 83% of bus stops will be DSAPT compliant.	By 2020: 90% of bus stops will be DSAPT compliant.

Key strategyNot applicable

Key programs of work

Develop and implement the Accessible and Inclusive City Action Plan to help make our city a better place to live and visit for people of all ages and abilities, and build our reputation as an accessible destination, including:

- making public transport more accessible through the City Bus Stop Upgrade Program
- investigating options for improving access to online information about City services and programs, specific to people with disabilities
- working with Gold Coast tourism to promote tourism opportunities in the Gold Coast for people of all abilities

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

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

Promote social connections and inclusion through City Library programs.

Supporting strategies



What we want to see by 2020

3.4 Our city embraces culture every day

We are a creative community.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Increase in the number of people participating in arts and culture in the city	In 2014: Baseline to be established	By 2016: Expected 10% increase on 2014 result	By 2020: Expected 20% increase on 2014 result
Growth in the number of people employed in creative industries	In 2011: 2786 people were employed in the creative industries	By 2016: 3481 people are employed in the creative industries	By 2020: 4177 people are employed in the creative industries
Number of heritage places protected	In 2011: 74	By 2016: 74-92	By 2020: 74-116

Key strategy



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

Key programs of work

- Support the development of affordable meeting, workshop, venue and exhibition spaces, to present live performances, creative work, increase artists profiles and build audiences.
- Implement a creative industries skill development program to leverage opportunities of the Cultural Precinct.
- Align cultural heritage plans with the Culture Strategy 2023, City Plan 2015 and Economic Development Strategy.
- Provide cultural hubs across the city including live performance venues and community spaces for cultural events and showcases.
- Make available collaborative spaces and incubators that provide opportunities for networking, knowledge-sharing, partnerships, and provide professional development for our home grown cultural sector.
- Maximise sister city relationships to foster cultural communication and exchange for economic benefits.
- Develop a cultural portal for the city (as part of the city digital hub) which will provide an interactive and cutting edge platform for on-line access to culture and heritage information for the city.
- Develop and implement a long-term plan for indigenous heritage and culture on the Gold Coast.

Supporting strategies



What we want to see by 2020

3.5 We are a highly skilled community

We offer a range of skills to meet the needs of business and industry.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage increase in residents with a bachelor / tertiary degree or above	In 2011: 57,628 residents held tertiary qualifications	By 2016: A percentage increase from the baseline	By 2023: A percentage increase from interim checkpoint
Number of people employed in the city	In 2012: 240,074	By 2018: 270,838	By 2023: 296,474
Standard of living (Gross Regional Product per capita)	In 2012: \$46,848	By 2018: \$51,488	By 2023: \$55,281
Productive value add per worker	In 2012: \$84,737	By 2018: \$95,109	By 2023: \$103,752
Growth in the number of innovation and knowledge based jobs created	In 2013: There were 136 innovation and knowledge based jobs	By 2016: Expect increase from baseline	By 2023: Expect increase from interim checkpoint
Rating for 'Production of products and services' – RepTrak Reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

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.

Key programs of work

- Roll out the Building Human Capital and Talent Attraction Program and create opportunities for local people to develop the right mix of skills to work and stay in the city.
- Deliver the STEAM Program (Science, Technology, Engineering, Arts & Maths), develop local skills, raise higher education aspirations and provide a talented workforce.
- In partnership with the education sector, implement a program to promote the city as a world-class education destination.
- Roll out a program that matches people's skills with business, by working with Gold Coast industry to identify skills required, future trends and to ensure education and training creates sustainable employment.
- Implement an Aspirations Raising Program which engages parents and school-age children to promote the links between education and employment.
- Identify workforce and skill related opportunities through the Commonwealth Games.
- Implement a Creative Skills Development Program to leverage opportunities from the Cultural Precinct.

Supporting strategies



What we want to see by 2020

3.6 We are an active and healthy community

We enjoy our city and its enviable climate.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage of people who make daily trips by walking	In 2012: 7.1%	By 2016: 7.2%	By 2020: 7.3%
Percentage of people who make daily trips by cycling	In 2012: 1.9%	By 2016: 2.5%	By 2020: 3.3%
Percentage of Gold Coast City adult residents who meet the National Physical Activity Guidelines	In 2012: 60.5% of adults surveyed were undertaking sufficient daily activity for health benefit	By 2016: Expected 66% of adults surveyed were undertaking sufficient daily activity for health benefit	By 2020: Expected 72% of adults surveyed were undertaking sufficient daily activity for health benefit

Key strategy Not applicable

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

Encourage active travel by improving the city's network of bikeways and walkways and providing facilities at the middle and end of a trip at key locations.

Roll out a network of way-finding signage to enable easy navigation across the city.

Roll out the Active Travel and Active School Travel programs; boost walking and cycling in the city and encourage a healthier lifestyle for all residents.

Encourage a shift towards sustainable modes of transport through a comprehensive travel behaviour change program, with a specific focus on reducing travel to and from schools by car.

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

Develop and implement a Pedestrian and Cycle Plan for the city.

Supporting strategies



People contribute to a strong community spirit

What will be underway by 2020.

► Start ● ongoing ■ completed

Signature actions	Our contribution	2014	2015	2016	2017 to 2020
Deploy new mobile CCTV cameras to 'hot spots' and explore new public safety technologies	LEAD	●	●	●	●
Support the Commonwealth Games volunteering program	SUPPORT		►	●	●
Consider the provision of mobility centres in high activity hubs to provide information, rest facilities and mobility equipment hire for residents and visitors with a disability	LEAD	►	●	●	●
Create an inspiring cultural corridor that connects the Evandale Cultural Precinct with Surfers Paradise	LEAD	●	●	●	●
Develop the Broadwater Parklands as a major open air cultural destination that hosts a wide range of local, national and international events	LEAD	●	●	●	●
Activate the light rail through the commission of public art and programs to create a mobile gallery and art experience	SUPPORT	►	●	■	
Develop a cultural portal for the city (as part of the city digital hub) which will provide an interactive and cutting edge platform for on-line access to culture and heritage information for the city	LEAD	●	●	●	●
Develop regional All Abilities Playgrounds	LEAD			►	●
Implement a community and sporting club volunteer attraction program	LEAD			►	●

Supporting the delivery of Gold Coast 2020

- A **We plan for the future of the city**
We make good choices that create a better future for the Gold Coast community.
- B **We manage the city responsibly**
Our stewardship of the city provides value for money for ratepayers.

What we want to see by 2020

A We plan for the future of the city

We make good choices that create a better future for the Gold Coast community.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Percentage Gold Coast 2020 outcomes on track for delivery	In 2014: Baseline to be established	By 2016: 100%	By 2020: 100%
Percentage Corporate Strategy outcomes on track for delivery	In 2014: Baseline to be established	By 2016: 100%	By 2020: 100%
Rating for 'Leadership' – RepTrak Reputation Report rating	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key programs of work

Develop and implement long-term plans working with key partners, including Gold Coast 2020 (Corporate Plan), the City Plan 2015 and corporate strategies.

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

Implement development plans in key organisational capability areas such as human resources, information and knowledge management, and property and facilities management to support the organisation to deliver on city priorities.

Encourage coordinated and constructive partnerships across all levels of government, business and the community to access appropriate levels of funding, infrastructure and services that support the delivery of the City Vision.

What we want to see by 2020

B We manage the city responsibly

Our stewardship of the city provides value for money for ratepayers.

How progress will be measured

Performance Measure	Baseline	Interim Checkpoint	Checkpoint 2020
Customer satisfaction with services	In 2014: Baseline to be established	By 2016: Increase from the baseline	By 2020: Increase from interim checkpoint
Asset sustainability ratio	In 2013: 24%	By 2016: 36%	By 2020: 38%
Net financial liabilities ratio	In 2013: 41%	By 2016: 36%	By 2020: 28%
Operating surplus ratio	In 2013: -11%	By 2016: -2%	By 2020: -1%
Rating for 'progressive social, economic and environmental policies' – RepTrak reputation Report	In 2014: Rating to be baselined	By 2017: Increase from baseline	By 2020: Increase from interim checkpoint

Key programs of work

Deliver a wide range of high quality services to the Gold Coast community (as identified in the annual Operational Plan), including services from two commercialised business units:

- provide reliable water, recycled water and sewerage treatment plant services, promote water efficiency and tackle water waste by reducing water leakage and improving customer awareness of smart water use (see Appendix 1 for details), and
- manage waste to avoid or minimise adverse impacts on the environment while improving the quality of life for residents and visitors (see Appendix 2 for details).

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

Manage the short and long-term financial sustainability of the city through prudent financial management and ensuring value for money.

Managing risk exposure faced by the City of Gold Coast, including ensuring a safe working environment and that "Work Health and Safety is everyone's business".

Review financial progress on a monthly basis and progress against the Operational Plan on a quarterly basis.

Appendices

Commercialised Business Units

Appendix 1	Gold Coast Water
Appendix 2	Gold Coast Waste Management

In accordance with the Local Government Regulation 2012 Section 166 c(i) and (ii), Council's Corporate Plan is required to contain the following information in relation to its commercial business units:

- an outline of the objectives of the commercial business unit; and
- an outline of the nature and extent of the significant business activity the commercial business unit will conduct.

How to read Gold Coast 2020

Appendix 3	How to read the plan
Appendix 4	Glossary

Appendix 1 Commercialised Business Unit – Gold Coast Water

Objectives

Gold Coast Water's primary objective is to provide safe drinking water and sewerage collection, treatment, reuse and disposal.

Gold Coast Water is committed to meeting its primary objective whilst:

1. protecting the health and safety of its workers and the community
2. meeting regulatory requirements
3. preventing unacceptable impacts on the community and the natural environment and
4. preserving and enhancing asset efficiency, functionality and serviceability.

Gold Coast Water's goal over the next five years is to be widely acknowledged by the City, customers, stakeholders and regulators as providing cost effective value for money services. Gold Coast Water considers 'cost effective' to be prudent and efficient expenditure, the provision of consistent and sustainable returns to the community and the maintenance of affordable water and sewerage prices.

Significant business activity

To meet its primary objective, Gold Coast Water provides the following services:

- the distribution and retail of safe drinking water purchased from Seqwater
- the collection and treatment of sewage
- the provision of recycled water and
- the planning, construction and maintenance of infrastructure and assets.

Gold Coast Water also provides the following products and services directly to the community:

- demand management services, including meter testing
- water, recycled water and sewage analytical laboratory services
- the provision of hydraulic information
- the provision of as-constructed information
- the installation of new water services and
- the provision of miscellaneous maintenance and capital works services.

Appendix 2 Commercialised Business Unit – Gold Coast Waste Management

Objectives

The primary objective of Gold Coast Waste Management (GCWM) is to provide a framework within which the city’s solid waste can be managed effectively to avoid or minimise adverse impacts on the environment, while allowing for economic development and improvement in the quality of life of all Gold Coast residents and visitors.

GCWM will achieve this through the following actions:

- promote resource conservation and implement sustainable waste management practices across the city
- reduce greenhouse gas emissions through continuous improvements to the management of waste
- migrate waste management practices towards waste reuse, diversion of waste from landfills and alternative waste technologies
- develop reuse opportunities for different types of waste to maximise the usage of each resource and support the conservation of the environment
- optimise waste management practices by partnering with local businesses and other local government organisations

Significant business activity

Gold Coast Waste Management is responsible for the provision of waste management services to customers throughout the city. This covers the following core services:

- providing cost-effective and environmentally responsible waste management services
- ensuring that the community and industry have access to information necessary for understanding waste management issues and for appropriate solid waste handling
- ensuring compliance with all appropriate standards and procedures for the storage, transport, treatment and disposal of contract solid wastes
- encouraging the setting of waste management charges that reflect the full cost of waste management services as an incentive to the community to accurately value and therefore, reduce consumption of resources
- ensuring solid waste is collected, treated, sorted and disposed of in an effective manner with minimal impact on the environment and community health
- ensuring that all existing and new City solid waste treatment and disposal facilities are sited, designed and operated so that adverse public health and environmental impacts, including off-site effects, are minimal
- facilitating research, development and assessment of alternative solid waste treatment technologies so that GCW maintains best practice waste management and infrastructure services

Appendix 3 How to read the plan

There are three themes within Gold Coast 2020

- The best place to live and visit – which describes the city and how it will look**
- Prosperity built on a strong diverse economy – which describes the type of jobs and opportunities people will have**
- People contribute to a strong community spirit – which describes the city, its culture and its people coming together**

Each theme includes the following information:

Where we are

This outlines the city context and identifies some of the major challenges that lie ahead.

What we want to see by 2020

Each theme has a number of outcomes which paint a picture of what we can expect to see if we are successful in implementing the plan. For example, Outcome 1.4 – “we have fast, frequent and reliable public transport”.

How progress will be measured

Every outcome has performance measures that will be used to assess progress during the life of the plan. This section of the plan shows where we are now, a 2020 checkpoint (where we want to be) and a defined interim checkpoint (to assess whether we are progressing in the right direction).

For example, Outcome 1.4 – percentage of daily trips using public transport has a 2016 checkpoint (3.8% of all trips) and a 2020 checkpoint (5.1 % of all trips). Progress against all measures will be reviewed annually.

Delivering the Corporate Plan, Gold Coast 2020

Outcomes in the Corporate Plan will be delivered through:

- strategies,
- key programs of work, and
- signature actions.

The city has key longer-term plans that support the transformational change needed, consisting of corporate strategies and the City Plan 2015.

Where relevant for each outcome, a key strategy and supporting strategies are identified, using the following icons:

Culture Strategy 


Economic Development Strategy 

Ocean Beaches Strategy 

Transport Strategy 

Solid Waste Strategy 

The City Plan (the Planning Scheme) provides long term direction and is referenced with the following icon:

City Plan 2015 

Appendix 3 continued

Key programs of work

This section of the plan acknowledges the key programs of work, many of which are delivered through routine day-to-day business and which may encapsulate many more detailed activities. For example, a key program of work for Outcome 1.4 includes development of Local Area Transport Schemes for key activity centres that integrate better roads, public transport, freight movements, parking, walking, cycling and land use.

Signature actions

This section identifies what will be underway by 2020. Some of these actions are already planned while others are aspirational (plans and funding arrangements are not yet developed).

Council’s contribution towards the delivery of key signature actions is categorised as:

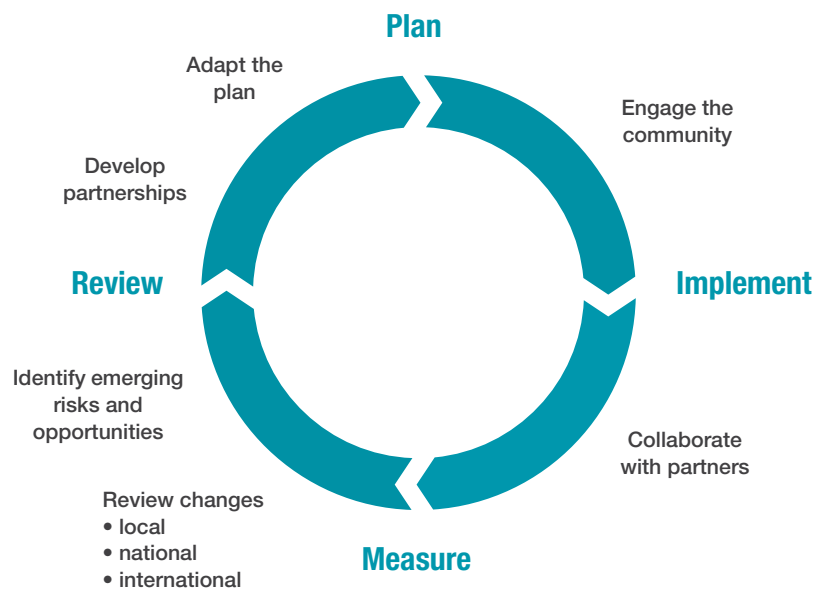
LEAD – responsible for delivery

SUPPORT – assisting another lead agency

ADVOCATE – advocating for action on behalf of the city (the action is not within City of Gold Coasts’ remit)

Adapting to challenges and taking opportunities

Gold Coast 2020 is about ‘action’ to transform the city. We will review our progress each year and update the plan to take advantage of new opportunities. City of Gold Coast will actively engage the community on the development of many of the major initiatives identified in the plan over the coming years.



Community engagement

City-wide engagement via radio and digital media in late 2013 enabled residents and stakeholders to voice their views on the draft plan through on-line and written submissions. An estimated 350,000 people were reached through this campaign and their views informed the final plan.

Meeting our legislative obligations

The Local Government Act 2009 (as amended by the Local Government and Other Legislation Amendment Bill 2012) requires Council to prepare a five year corporate plan that incorporates community engagement. Gold Coast 2020 is City of Gold Coast’s Corporate Plan.

Appendix 4 Glossary

Term	Definition
Activity	The things that are done by defined individuals or Branches – or to, for, or with individuals or groups – as part of the provision of Council services.
Annual Budget	Council’s annual budget identifies the planned expenditure and revenue approved by Council for a financial year. This includes any specific activities identified as a priority under the Operational Plan.
Annual Report	Gold Coast City Council’s Annual Report is a publication that provides a detailed account of the progress made in building a more sustainable city and reports the financial performance and position in the statutory financial statements and notes.
Asset	An economic resource owned or controlled by Council that enables services to be provided and that has a used life of greater than 12 months.
Asset Management	A systematic approach through which Council optimally and sustainably manages its assets and asset systems, their associated performance, risks and expenditures over all phases of their life cycles.
Asset sustainability ratio	Capital expenditure of the replacement of assets (renewals) divided by depreciation expenditure.
Baseline	A fixed reference point of previous or current performance levels used as a comparison or control to provide a base for assessing progress.
Benefit/s	Quantified positive consequence arising from carrying out a project, strategy, policy or other initiative. Benefits may be financial or non-financial (e.g. efficiency gains or service improvement).
Capital Works Program	Council’s major works program assigned to ‘capital’ budgets (usually achieved over a four year period). It should be noted that not all expenditure within Council’s Capital Works Program is capitalised Corporate Finance.
Checkpoint	A defined point where confirmation of expected achievement is checked.
City	City refers to Council of the City of Gold Coast.
City Plan 2015	The planning scheme document which guides changes to the way land, buildings and structures are used and developed within the city.
City Vision	The long term vision for the City’s future.
Community	The people living, working and visiting the Gold Coast e.g. residents, ratepayers, business investors and visitors.
Community Engagement	Processes of education, advocacy, communication, consultation, and participation that inform Council decision making.
Corporate Plan	The Council’s Corporate Plan outlines the City’s vision and translates it into priorities, outcomes and strategies for a minimum five-year period
Corporate Strategy	A strategy is a long term plan which supports the creation of a desired future outcome for the community and identifies priorities for investment .
Debt servicing ratio	Principal and interest on debt divided by available revenue to fund debt.
GC2018	Commonwealth Games scheduled for 2018 to be hosted by the City of Gold Coast.
Interim checkpoint	See Checkpoint definition
Liveability	A city suitable for living in; habitable; comfortable and providing all of the components for its residents to enjoy life.
Live sites	Live sites are official event activation sites, located in designated areas within the city, where the public can view Commonwealth Games coverage and participate in entertainment.
Measure	The specific quantitative representation of a capacity, process, or outcome deemed relevant to the assessment of performance.
Municipal Infrastructure	The capital works required to provide municipal services, including all activities necessary to ensure that the works are delivered effectively, such as feasibility studies, project planning and capacity building to establish sound operational arrangements for the works.
Net financial liabilities ratio	Liabilities less assets divided by operating revenue.
Objective	Something toward which work is to be directed, a strategic position to be attained, or a purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed.
Operating surplus ratio	Operating result divided by total operating revenue excluding capital items.
Operational Plan	The Operational Plan is a detailed plan showing how it is intended to give effect to one year’s portion of the Corporate Plan. It is a statement of specific works to be undertaken and services to be provided in order to progress the goals and objectives set out in the corporate plan.
Performance	The progress in achieving planned outcomes over a given period of time.
Performance Measures	A quantifiable indicator used to assess how well the organisation achieves its desired capacity, process, or outcome.
Portfolio	A collection of programs, projects and activities that are centrally coordinated to achieve a set of strategic goals.
Precinct	An area that may contain multiple asset types that primarily exist for the purpose of supporting a facility (e.g. car parks and pathways within a park primarily exist to support the amenity of the park).
Program	A program is an endeavour to deliver a particular strategic outcome and related benefits, and in doing so, coordinates a group of related projects, activities and work streams. Programs of services are natural grouping of services e.g. Waste Management Program includes waste collection, waste disposal, waste recycling and city cleaning services.
Resource	These are the human and non-human inputs required during the execution of an activity. These include persons (individually or in crews), disciplines, equipment and machinery, services and material.
Service	Represents a range of activities provided by Council to people or property for example, Waste Collection is a Service.
Stakeholder	A person or organisation with an interest in the outcome or output or is affected by services, activities, policies, services, programs, or strategies.
Stewardship	Public officials exercise their power on behalf of the community. Officials are therefore stewards of those powers and associated resources and are responsible for ensuring that the public interest in always maintained or improved over time.
Strategy	See Corporate Strategy .
Sustainability	Forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs.
Trend	Movement or change in results in a general direction, usually in an upwards or downwards direction.

For more information

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