



A Co-operative venture of the municipalities of:
Cockburn, East Fremantle, Fremantle, Kwinana, Melville & Rockingham

South West Group

Economic Development Tour of South East Queensland Report

8 to 10 April 2013

Sunshine Coast and Gold Coast





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INTRODUCTION

The South West Group facilitated an economic development tour of South East Queensland focussing on the rapidly growing areas of the Sunshine Coast and Gold Coast from 8 to 10 April 2013. The tour of 15 people included members of the South West Group Board as well as member Council Planning Directors.

The primary objective of the tour was to gain first hand knowledge on planning and development issues being utilised by Local Governments in regards to managing growth and providing community facilities.

The three key themes incorporated into the tour itinerary included:

- Coastal, foreshore and marina developments;
- Civic precincts and associated facilities, such as libraries and community centres;
and
- Health and knowledge precincts

The delegation was also briefed on issues related to local government amalgamations and major projects being planned or developed in the respective areas.

This report outlines the key issues, achievements and challenges/lessons learnt from a regional economic development perspective.

The South West Group will be considering issues and topics for future tours aimed at increasing knowledge and understanding on issues most relevant to the development of the region and building capacity in how to effectively manage these issues based on best practice approaches and experiences elsewhere.

SUNSHINE COAST – DAY 1 (8 APRIL 2013)

KEY FACTS

Some key facts about the Sunshine Coast to provide context.

- Located 100 kilometres (just over 1 hour) north of Brisbane CBD
- Population over 312,000 and is expected to grow to 500,000 people by 2031
- The Sunshine Coast Regional Council is currently the fourth largest local government in Australia
- One of the most popular tourist destinations in Australia

COUNCIL BRIEFING

The briefing from the Sunshine Coast Regional Council involved a number of presenters covering a range of issues including:

Council Amalgamations – it has taken 5 years to realise the proposed efficiencies associated with forced amalgamations in 2008, however the recent decision taken by Noosa residents to de-amalgamate has created major challenges and resulted a significant costs and disruption for the Sunshine Coast Regional Council. The Sunshine Coast Regional Council has been able to work more effectively with the State Government as a genuine partner since the amalgamation due to larger scale and revenue generation capability.

Business Attraction Initiatives – The recently established commercial and residential developments around the Lake Kawana area and the proposed Oceanside Health Precinct provides a strong catalyst for economic growth in the Sunshine Coast. Abundant and relatively lower cost industrial land and commercial office floor space, as well as the expanding education sector (universities, schools, TAFE) and investment in aviation and clean technology, places the Sunshine Coast in a good position for business attraction. These emerging land uses have diversified the economy beyond traditional tourism and attracted professional people and activated increased construction activity in the region.

Major Urban Developments – The major urban developments expected to accommodate future population growth will be in the southern section of the Sunshine Coast, with Caloundra South expected to house 50,000 and Palm View 18,000 of the projected growth of 126,000 for this area by 2031. By comparison, the remainder of the Sunshine Coast is expected to grow by 54,000 shared across a range of green field and redevelopment sites.

Maroochydore Principal Regional Activity Centre – as the future centre for business growth and investment, the Maroochydore Principle Regional Activity Centre (PRAC) is expected to incorporate 65,000m² of retail, 4,000 residential dwellings and 150,000m² of commercial space and 20 hectares of open space and waterways. The Council recently acquired a 53 hectare site, previously the Horton Park Golf Club, as the centrepiece for city redevelopment. The Council has completed and integrated land use and master plan for the 200 hectare city centre, which includes an infrastructure framework.

Oceanside Health Hub – the Ramsay Private Hospital and Sunshine Coast University Hospital form the centrepiece to the health hub. Planning approvals for the main development area of 16 hectares is the responsibility of the State Government and is

managed through a master planning process. The health hub will be supported by 36,000m² of commercial, retail and health uses, 830 dwellings, 5,000m² community centre site and village park (2.3 hectares).

Light Rail Project – this is a transformational project that aims to change the Sunshine Coast from a car dominated region to a more efficient and sustainable region through a well connected public transport system. The Council received funding from the Federal Government's Liveable Cities program to develop a pre-feasibility study and business case. Council is funding the next phase of investigations through a Public Transport Levy of \$20 per household per year, which raised about \$3M per year. The light rail investigation work involves the development of a detailed, business case and funding models in partnership with the Federal Government. Stage 1 of the light rail project seeks to connect Maroochydore to the Lake Kawana town centre and Sunshine Coast University Hospital (approx 14 kilometres) at an estimated cost of \$1.3B. Stage 2 involves a 9 kilometre section from Bokarina to Caloundra at an estimated cost of \$1B.

TOUR

Oceanside Kawana Health Precinct

This is the largest health project in Australia, located 12 kilometres south of Maroochydore and includes hospitals, health campus, oceanside health hub, learning and transit centre and oceanside town centre. Oceanside town centre, commercial precinct, community centre, retail and entertainment hub.

The Sunshine Coast University Hospital is Queensland's first public hospital Public Private Partnership (PPP). The Sunshine Coast University Private Hospital (under construction) will be built first and operated by Ramsay Health Care, with preliminary earthworks underway for the Sunshine Coast University Public Hospital expected to be completed in 2016.



The Sunshine Coast University Private Hospital is planned for completion in December 2013



The area around the Kawana health precinct is well developed with residential (mostly single detached houses on small blocks and higher density apartments), commercial and retail uses.

Higher density apartment developments are very popular in and around the Lake Kawana area



Mixed use and commercial developments in the Lake Kawana area

The Council was also successful in attracting the construction of the Stocklands Stadium, which is the home of Sea Eagles Rugby League Club and a major attraction that supports food, beverage, entertainment and other retail and commercial businesses in the vicinity.



Stocklands Stadium is located centrally in the Lake Kawana area

The Council has been instrumental in attracting large businesses such as Youi Insurance, which occupies a large commercial property around Lake Kawana and currently employs 760 staff, and expecting to increase to 900 staff over the next year.

The Council has developed an Investment Incentive Scheme which utilises a range of incentives such as cash, discounted Development Application fees, deferred rates, deferred infrastructure charges or a combination of these options to attract businesses to the area. The Council's Local Business Support Program is a companion to the incentive scheme and assists existing and new businesses in the region.

Maroochydore City Centre

Maroochydore is the Sunshine Coast's principal regional activity centre and is being planned as the heart of the Sunshine Coast. Once developed, the city centre is expected to create an additional 10,000 jobs.

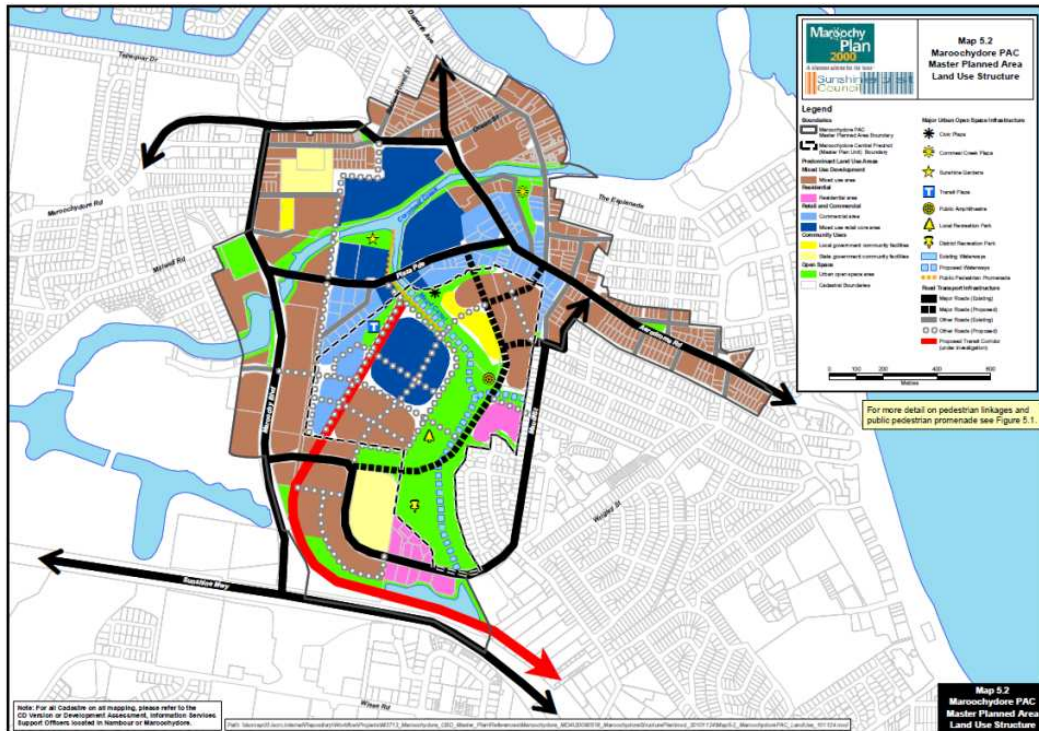
Significant community facilities such as a regional entertainment and convention centre, library, and Council administration are included in future planning. The acquisition of the golf course was a real challenge and a lot of time was spent negotiating with the golf club, which subsequently received \$42M in compensation and to fund the planning and development of an alternative golf course.

The Maroochydore city redevelopment has been designated a "major project" by the State Government which will facilitate joint funding and infrastructure coordination arrangements and the establishment of a governance structure to oversee the planning and development of the city. Targets have been set for residential density and other key performance measures to ensure that the city centre can achieve its central business district function.



Aerial view of Maroochydore showing golf course recently acquired by the Sunshine Coast Regional Council as the centrepiece for city centre redevelopment.

The Maroochydore Master Plan and adopted by the Council and State Government in December 2010 and provides the blueprint for the city centre development. The master plan includes the light rail transit corridor (in red) proposed to link Maroochydore to the Sunshine Coast University Hospital precinct (Stage 1) and Caloundra (Stage 2).



Maroochydore City Centre Master Plan

Mooloolaba Esplanade and Spit

Mooloolaba is one of the most well recognised coastal locations on the Sunshine Coast and is an important destination for tourism and short stay accommodation. Mooloolaba is close to the Surfers Paradise and located centrally between Noosa in the north, Caloundra in the south and the hinterland to the west.



Typical high rise apartment style accommodation along Mooloolaba Esplanade (left) and similar apartments across the channel at Mariner Point (right)

The foreshore and beaches along the Mooloolaba Esplanade are popular for locals and tourists, with the fisheries on the spit offering fresh seafood and an assortment of budget food and entertainment premises.



Canal style homes fronting the channel opposite the fisheries and on the nearby Minyama Island are premium residential locations around Mooloolaba

The Corso, North Lakes (Moreton Bay Regional Council)

The Corso at North Lakes is located between Sunshine Coast and Brisbane in the Moreton Bay Regional Council municipality. The Corso was established as a modern town centre to accommodate an area experiencing rapid growth. Offering an integrated mix of commercial, residential, community facilities and quality open space, The Corso is a developing community that is well connected by public transport to the Brisbane CBD.

There were valuable town centre lessons learnt regarding the placement of certain uses (e.g. a school library) in “main street” locations, particularly the ability of such uses to interact with the street and public space.



The High School occupies a central and prominent space in the main street at The Corso

Achievements

- Well established as one of the premier tourist destinations in South East Queensland
- Lead and key partner in a number of transformation projects such as the Oceanside Health Precinct, Maroochydore City Centre Redevelopment and the Sunshine Coast airport expansion and redevelopment
- Actively seeking to diversify its economic base beyond tourism (e.g. commercial, construction, retail) following the global financial crisis in 2008
- Attracting and facilitating the Sunshine Coast University Hospital and associated health precinct at Lake Kawana, which will be a world class facility and major employer in the region
- Facilitating and taking a “lead developer” role in the redevelopment of the Maroochydore city centre, following acquisition of the golf course and the designation as major project status by the State Government
- Raising the public transport levy (\$20/ratepayer/year) to raise revenue (\$3M/year) for light rail investigations and feasibility studies
- Attraction of large companies and major employers to newly developed commercial precincts (e.g. Youi Insurance)

Challenges and Lessons Learnt

Local Government Amalgamations

- Management of a difficult forced amalgamation process which subsequently led to the de-amalgamation of Noosa from the Sunshine Coast Regional Council
- Key lessons on amalgamation
 - Audit what the Council currently undertakes (services, facilities, costs, organisational aspects)
 - Continue to provide core services that have a community profile as a high priority (customer service, libraries, community centres etc) during the amalgamation process
 - Seek to influence State Government to minimise constraints that will inhibit the amalgamation process and result in legacy issues with longer term financial and human resource implications
 - Record all costs and savings (efficiencies, leveraging capability, access to grant funding) achieved throughout the amalgamation process
 - Enhance strategic planning, project management and economic development capability to enable the planning, development and implementation of regional scale projects

Economic development

- Exploit comparative economic advantages of the region (proximity to capital city CBD, lower costs of living, competitive commercial/industrial leasing, lifestyle benefits) to attract people, businesses and commercial investment
- Pro-actively change zoning and land use to facilitate economic development and the diversification of the local and regional economy
- Attract major regional projects and events to generate interest, demand and employment opportunities into the future (e.g. major residential developments, hospital precinct, airport redevelopment, sporting codes, recreational events, triathlons, etc)
- Identify the type of emerging industries suited to the region and develop strategies to attract them (aviation, clean technologies, education, health)

- Develop an economic strategy for the region and attract experienced people to manage major proposals and projects

Managing Growth

- Identify sites that are capable of accommodating large numbers of people within close proximity to major facilities and good access to public transport and services
- Identify targets to achieve high density development in existing developed areas including multi-storey residential and commercial, infill residential and ancillary residential
- Assess the impacts of private vehicles (passenger and commercial) on road network and make decisions regarding sustainable modes of transport that facilitate high levels of productivity and accessibility

GOLD COAST – DAY 2 (9 APRIL 2013)

KEY FACTS

Some key facts about the Gold Coast to provide context.

- Located 80 kilometres (about 1 hour) south of Brisbane CBD
- Amalgamated with Albert Shire Council in 1996
- Second largest Council in Australia (3,200 staff)
- Gross Regional Product of \$23B with Construction (\$3.8B) and Manufacturing (\$2.2B) being major industry sectors
- Tourism represents about 8% (\$1.5B) of city's \$19.2B economy

In the past, natural attractions have strengthened Gold Coast City's position as Australia's premier tourist destination and one of its fastest growing regions. Today, the Gold Coast is focused on creating an economy that is diverse, robust and mature, placing it on a level with the major capital cities in Australia. However, the city's economic potential will be threatened if the economy does not continue to move away from its heavy reliance on the traditional industry sectors of construction, tourism and retail.

Council still recognises the importance of these industries and their inherent dependence on a robust financial sector. The traditional strengths of these industries will always form a strong component of the city's economic wealth, however, the emphasis of the economic development strategy is to grow additional industries for employment, wealth generation and quality of life.

The Gold Coast is no different to other international cities and communities in facing issues such as:

- the attraction of skilled and competent workers
- balancing economic sustainability with the needs of future generations
- adapting current business practices with continued advancements in technology
- dealing with the effect that population growth will have on a region's capacity to deliver wealth and prosperity and
- managing increasing urbanisation and resource scarcity

COUNCIL BRIEFING



View of Council civic buildings and proposed cultural precinct in the foreground and the backdrop of canals and Surfers Paradise in the background

Overview

Gold Coast City Councils has a budget of around \$1.2B, with \$500 million of capital expenditure each year. It has a population over 514,000 and 10 to 11 million visitors per year. Current population growth just over 1.1% per annum, but was around 3.5 – 4.0% per annum in the decades prior to 2005.



Amalgamations have given the Gold Coast City Council greater capacity and potential and can now partner with the State Government on equal terms.

The Council recently took over the management and responsibility of water and wastewater services at a cost of \$80M (including future costs) and employs about 450 staff for this service utility.

Some of the major projects that have helped to shape the Gold Coast in recent times include:

- Skilled Park Stadium (home of the Gold Coast Titans Rugby League and also the site of the Robina light rail station)
- Metrocon Stadium (home of the Gold Coast Suns AFL)
- Gold Coast Convention and Exhibition Centre
- Gold Coast Hospital
- Light Rail Project

In addition, the Commonwealth Games to be held in the Gold Coast in April 2018 and the Cultural Precinct adjacent to Council Chambers will be important catalytic projects that will inject additional interest and investment in the region.

Economic Development

Key challenges for the next decade include transport, culture and changing demographics (young families).

The Council has had to commit significant funds toward its large infrastructure backlog, whilst maintaining a modest 2.5% increase in rates. The Gold Coast is currently reinvigorating its image to position itself as a place with a diverse economy and positive employment prospects to overcome a history of low academic attainment and an economy predominantly relying upon the tourism industry.

The previously mentioned major projects will have a significant and positive impact on tourism and in addressing the key challenges of the future. The Gold Coast City Council needs to make sure that it capitalises on the opportunities these projects present and provides an ongoing legacy that benefits the community and the region's economy.

The 2018 Commonwealth Games is a good example of a project that has multiple phases of opportunity during its development:

- *Pre-event* – stimulus activities associated with a \$2B construction cost for games venues and facilities, with an expect 30,000 jobs and associated investment in materials and support services
- *During event* – increased tourism and promotion of the Gold Coast to a national and international market linked to competitors and teams across Commonwealth nations
- *Post event* – capitalisation and optimisation of use for games infrastructure and facilities (e.g. games village) to maximise economic and social benefits into the future

The Gold Coast City Council has over 70 staff in its economic development team and utilises project managers to work across service areas (Planning, Engineering, Community Services) to ensure that each project is supported by a team with required expertise and capability. This model is also effective in broadening the skills of its workforce and enabling cross service collaboration toward common objectives.

Cultural Precinct

A cultural precinct aims to create a focal point, a new kind of civic square that will be a destination for locals and tourists. It will be a place where people come together to engage with arts, culture and each other, a place that 'makes visible' the Gold Coast's cultural and creative life.

The precinct will build creative networks and support the dispersed creative sector, producing tangible community, cultural and economic benefits throughout the city.

In 2018, this cultural precinct will also be integral to the success of the Gold Coast Commonwealth Games: as a 'live site' with a focus on arts and cultural programming.

The City of Gold Coast's vision is that when completed, the Gold Coast Cultural Precinct will include drama, music, dance, art, new media and public sculpture, as well as creative educational opportunities and an extensive outdoor program of activities that make the most of the exceptional public space opportunities of Evandale. The New Arts

Museum for visual arts, history, media and design and the proposed Living Arts Centre will be established for the performing arts and cinema. The balance of the land is earmarked for transport infrastructure and potential partnership development allied to the formation of a productive, creative cluster and tourist destination

The Gold Coast City Council is currently holding a design competition to progress the concept and establish a specialist team to work and develop a Cultural Precinct Prospectus by November 2013.

It is proposed to link the cultural precinct via a pedestrian bridge to Chevron Island and establish improved connections with the Surfers Paradise foreshore.



Gold Coast Cultural Precinct context and site plan

Light Rail

The Gold Coast Rapid Transit is a \$1B project funded through a partnership involving contributions from the State Government (\$460M), Federal Government (\$365M) and the Gold Coast City Council (\$120M). The Gold Coast Rapid Transit is the first light rail project in Queensland. The GoldLinQ consortium is a joint venture between McConnell Dowell and Bombardier Transport that forms the delivery arm of the project, which involves the construction of 13 kilometres of light rail extending from the Gold Coast University in the north through South Port, Surfers Paradise and Broadbeach in the south. Stage 1 of the construction is underway, with construction expected to be completed by December 2013 and testing during 2014.



Light Rail track construction through South Port

There are a total of 16 stops along the route, which are expected to be serviced by 14 trams.



Concept design of the Gold Coast Rapid Transit trams

Once built, operations are expected to begin in mid 2014 and KDR Gold Coast will operate and maintain the light rail system for a period of 15 years. Patronage numbers are expected to grow to 50,000 passengers per day government, education sector, health services and the private sector

Some of the key features of the rapid transit system include:

- powered by electricity
- quiet and have low emissions
- able to carry 309 or more passengers during peak periods
- between 30-45 metres in length and about 2.5 metres wide
- end-to-end journey in 37 minutes

Stage One of the Gold Coast light rail system will generate a number of social, environmental and economic benefits for the city including:

- reducing local greenhouse gas emission by 114 000 tonnes over the first 10 years of operation
- reducing the number of private vehicle trips by up to 10%
- generating about 6300 direct and indirect jobs
- providing a frequent, affordable and reliable alternative to car travel
- contributing to a fully integrated public transport system for the Gold Coast

Achievements

- Recognised as the premier tourist destination in South East Queensland
- Second largest Local Government in Australia, with the ability to negotiate on the same terms with the State Government as a result of financial, strategic and political influence
- Established a dedicated economic development capability and team involving over 70 staff
- Succeeded in bid to host the Commonwealth Games in 2018
- Leading and partnering on a range of major projects (Gold Coast Rapid Transit, Health and Knowledge Precinct, Broadwater Parklands and Surfers Paradise Redevelopments, Numerous Centre Improvement Plans) that will diversify, transform or enhance the Gold Coast
- Successful negotiation of cost sharing arrangements with private sector for the development and implementation of Centre Improvement Plans (15 completed and 3 currently underway)
- Facilitated Gold Coast Rapid Transit project, including funding arrangements through State and Federal Government to establish light rail in the core area of the Gold Coast

Challenges and Lessons Learnt

Economic Development

- The need to provide ongoing support for tourism, whilst seeking to diversify the economic base to other sectors (revitalisation of commercial sector, stimulation of construction and marine sectors etc)
- Ability to leverage Council's capital funding budget (approx. \$500M/year) to undertake major projects is a great asset in attracting external funding

- Replacement of depreciating infrastructure and finding mechanisms to upgrade/redevelop run down sections of the city
- Challenges in managing current financial and resource commitments towards major projects whilst maintaining minimal to modest rate increases

Cultural Precinct

- The cultural precinct will be an important project in further defining and strengthening the culture, brand and reputation of the Gold Coast
- The international design competition for the precinct has received a lot of interest from prospective companies
- Council has committed funding to contribute toward design costs for shortlisted companies, which is aimed at ensuring quality designs and realistic cost estimates

Light Rail

- Light rail will be a transformational project for the Gold Coast that will improve access and business opportunities
- Significant funding contributions are required from all levels of government to undertake the light rail project
- Disruption to city, businesses and traffic as a result of construction works for the light rail project requires regular and ongoing communication and information provision for businesses and the community
- Managing risks in the hazard zone requires a pro-active “safety first” approach during construction and consideration of construction impacts on Council operations and businesses
- Facilitating redevelopment along the light rail route to capitalise on increased land values is proving particularly challenging during a depressed real estate and commercial investment environment
- The establishment of a governance structure and decision making framework for the key partners and stakeholders involved in the light rail project has been instrumental in dealing with complex issues and resolving problems through a collaborative approach
- In planning and implementing the light rail project, it is essential to
 - Leverage off partners
 - Maintain engagement with key stakeholders
 - Meet milestones and build confidence
 - Assess risks and review progress
 - Keep abreast of emerging trends in light rail design, planning and development

Surfers Paradise

- Recent redevelopment work has significantly improved the Surfers Paradise foreshore environment
- Protection and high repair costs for foreshore stabilisation works is a real challenge along most of the coastal areas in the Gold Coast
- Overcoming perceptions of Surfers Paradise as a high crime area with anti-social behaviour issues (e.g. Schoolies) is required to improve visitation and investment in the area
- The tourist and visitor information gathered through the Surfers Paradise Alliance is a valuable tool in business planning and event management

Broadwater Parklands

- Expansive areas of open space and the establishment of quality recreation facilities along the Broadwater Parklands is a major asset for the Gold Coast and has enabled the hosting of major sporting and tourism events
- The stormwater and wetland treatment system has improved the quality of stormwater entering the Broadwater and reduced the occurrence of illegal discharges from businesses due to the ability to trap flows and investigate sources
- The redevelopment of the Broadwater Parklands has reduced the extensive areas previously taken up with car parking and transformed these into open space that can be enjoyed by the whole community

Southport Revitalisation

- The global financial crisis has had a significant impact on Southport, with high vacancies in commercial buildings an ongoing challenge
- The redevelopment of Broadwater Parklands and planning/implementation of a number of CIPs in Southport (Chinatown, Young Street, Davenport Street, Short Street) have been well received by existing businesses and increased level of interest for prospective businesses seeking new premises in the area
- The light rail project is expected to be a major catalyst for increased commercial and residential investment in Southport, which will have three rail stations (Southport, Southport South and Broadwater Parklands)

TOUR

Surfers Paradise

Surfers Paradise has recently undergone a major \$25M redevelopment aimed at connecting the heart of Surfers Paradise to the beach. This is achieved through the provision of an imaginative and functional open space area that caters for large numbers of people.



Redevelopment of the Surfers Paradise foreshore included the provision of improved access facilities and built structures

The redevelopment includes an urban plaza and park allowing people of all ages and abilities to enjoy the beach and provides a flexible space for events.

Features of the new design include four new toilet blocks, three beach shelters, a 20metre-wide pedestrian promenade, barbecues, picnic areas and new and improved beach access points with disability ramps.

Some of the key features of the foreshore redevelopment included new revetment walls, ramps and stairs to the beach, pedestrian pavements and upgraded roadways, beach markets and shelters, amenities buildings and stores, urban furniture, civil and drainage works and associated upgrades to services and street lighting.



The built structures and urban furniture provide points of interest and reflect the area's history

Careful consideration has been given to ensure maximum use of existing trees and vegetation in the redesigned foreshore. Where possible, large trees have been kept in their original location and redeveloped areas have been designed around them. The foreshore also features an outdoor galley which celebrates historical images of the city's beach culture.



The newly paved promenade along the foreshore is able to cater for large numbers of people and provides a central connection between the beach and city centre

The foreshore area is also a focal point for the many events and outdoor activities including the Surfers Paradise Festival which is held over March and April each year.

The festival is coordinated by the Surfers Paradise Alliance, which is the official tourism marketing and management authority for Surfers Paradise whose goals are to:

1. Market and manage Surfers Paradise
2. Increase visitation to Surfers Paradise for the economic benefit of the Surfers Paradise traders and businesses
3. Enhance visitor experiences in Surfers Paradise

In summary, Surfers Paradise Alliance takes an interest in everything relating to the precinct by:

- Promoting Surfers Paradise via marketing, PR and event initiatives
- Staging events and entertainment in collaboration with event partners and Gold Coast City Council
- Sourcing and managing cross promotional and event sponsorship opportunities.
- Conducting market research on Surfers Paradise.
- Liaising and working with local traders and businesses in relation to their objectives
- Managing and operating the Surfers Paradise Beachfront Markets.

The Surfers Paradise Alliance is funded through a levy applied to businesses in the area. The Surfers Paradise Alliance has developed a sophisticated data gathering tools to monitor visitor numbers and are able to record and accurately predict visitor numbers for events and busy holiday periods at Surfers Paradise.

The redevelopment of the Surfers Paradise foreshore has been complemented by the redevelopment of a number of malls and main streets such as Cavill Mall and Chevron Island Centre Improvement Plans.

The Cavill Mall redevelopment was recently completed and involved a \$7M project aimed at integrating the mall with adjacent areas such as Surfers Paradise foreshore and the Gold Coast Rapid Transit.



The Cavill Mall redevelopment provides a central link between the foreshore and the proposed light rail station

The works completed for Cavill Mall included the construction of built structures to provide shelter from the elements and defined areas for alfresco dining that maintain free flowing pedestrian movements. The distinctive architecture, new paving and the retention and accentuation of mature trees throughout the mall provide a welcoming atmosphere for visitors.

Chevron Island is a distinctive residential area with a village-size commercial centre to the west of Surfers Paradise. It has a strong sense of local character and exhibits a robust and vibrant social mix. Chevron Island is bisected by a busy road that currently caters for high volumes of through traffic.



The Chevron Island CIP was developed in partnership with local businesses and involved upgrading of the median strip and parking improvements

The Chevron Island Commercial Centre project had a total budget of \$2.2 million and involved working closely with the local businesses to identify improvements for the area.

A Project Reference Group (PRG) of nominated members comprising of owners of commercial property and business operators in the Chevron Island Commercial Centre worked closely with the Gold Coast City Council's Centre Improvement Program (CIP) team to develop a Master Plan for the revitalisation of the centre. The local businesses contributed one third of the funding towards the improvement works, with the Gold Coast City Council funding two thirds. This funding model is utilised for all CIPs undertaken throughout the city.

The original concept design depicted a very leafy and pedestrian-friendly precinct with much wider footpaths and exciting design elements which would result in a complete transformation of Thomas Drive. The innovative design proposed to significantly change the perception of Thomas Drive, creating a people-oriented place, without unduly impacting parking availability within the precinct. This design would have functionally modernised the ageing business district with parking on the side of the road replacing centre parking.

Following further extensive consultation with the centre's business operators and commercial property owners, a strong desire was expressed to retain centre parking in Thomas Drive. CIP developed a new design to incorporate centre parking and aspects

of the previous designs of most importance to the Chevron Island community. In response to budget cuts preventing additional funding being allocated to the project, and to reduce disruption and impact on parking in the centre, CIP presented a revised and scaled down design that retaining the media strip parking.

Broadwater Parklands

Broadwater Parklands is a world class community and cultural parkland which stretches over 3 kilometres alongside Broadwater Bay in South Port. The Gold Coast City Council has invested over \$60M in redeveloping the Broadwater Parklands, including the construction of a swimming pool to Olympic standard for the 2018 Commonwealth Games.

The Main Lawn hosts many of the city's popular events such as the Gold Coast Airport Marathon, Carols by Candlelight and the World Championship Triathlon.

Key features of the parklands include:

- The Porch outdoor theatre, which accommodates live music, outdoor performances, concerts, festivals, public speaking and screen presentations
- The Rockpools water playground, which is the first of its kind on the Gold Coast and features a shallow wade-height water with spouting water animals and waterfalls
- The Washington Waters Park at the southern end of Broadwater Parklands has a variety of fun play equipment and a special Liberty swing for children of all abilities
- The 100 metre long pier and the swimming enclosure



Large crowds can be accommodated in the Main lawn to view events at the Porch outdoor theatre



The Rockpools water playground is a key attraction to the Broadwater Parklands

The redevelopment of the Broadwater Parklands included a range of environmental and ecological sustainable design features such as;

- Renewable energy sources, such as photovoltaic solar panels that provided adequate power for the park and facilities
- Water sensitive urban design measures including urban wetland, mangrove wetland to treat stormwater from the Southport CBD
- Plumbing for future reticulation of recycled water
- Provision of services and facilities to cater for active modes of transport (cycling, walking)
- Furniture constructed from recycled plastic
- Saltwater recirculation system for the water playground

Southport Revitalisation



Southport CBD has seen a decline in business activity over the last decade or so, which has prompted the Gold Coast City Council to develop a Master Plan for the area. The Master Plan will focus on the physical regeneration of the area, and will encompass a multitude of factors which not only relate to the physical aspects of planning but also to non physical aspects such as economic and social issues. There are a number of light rail stations under construction in Southport, which will be a central link between Surfers Paradise and the Griffith University Health and Knowledge Precinct. The Chinatown and Short Street CIP's are located in Southport

Chinatown is part of a broader plan to revitalise Southport as an international business district. Chinatown will be the place where the Gold Coast community can celebrate the best of Asian culture and design. It will foster international relationships, attract investment and welcome tourists. The precinct will also support a range of multicultural businesses and professional services.



The Chinatown CIP is an important component of the Southport revitalisation master plan

Chinatown will be developed in partnership with the community, private sector and government through the development of a master plan. The master plan will detail a clear vision, identify distinctive design elements and develop an implementation strategy and ongoing management plan.

A crucial component of the success of Chinatown is a vibrant events and festivals strategy which gives the Gold Coast community and visitors a place to experience and celebrate Chinese and Asian cultures. A number of benefits are expected from the Chinatown development including:

- Provide opportunity for cultural exchange between Australia, China and other Asian countries
- Build trade and investment relationships
- Create confidence in the development industry and encourage the redevelopment of Southport
- Enhance the tourism product and cultural diversity

- Generate a new night time economy
- Leverage the proximity to the light rail station by creating a destination and increase pedestrian activity

The master plan elements include three paifang's (gateways) which will mark the boundary of Chinatown and represent the unique nature of Chinatown Gold Coast and the Gold Coast's relationship with our Sister Cities. Ultimately a cultural centre and memorial gardens are proposed which will contain a worship centre (for both Taoist and Buddhist) and exhibition space for displays on Chinese culture.

Short Street in Southport underwent a major revitalisation in 2004. The CIP team, consulted extensively with the commercial property owners and business operators to develop a master plan for Short Street. The \$1.8M CIP project costs included a \$500,000 contribution from the local businesses, with the Gold Coast City Council contributing the balance.

A simple refined palette of paving, planting, and feature seating areas was selected to provide a professional backdrop, fitting of the adjacent businesses. Existing fig trees were retained, while additional mature fig trees were planted. As the trees mature, canopies continue to connect and enclose the street, creating a peaceful, green, shaded retreat from the nearby hustle and bustle of Scarborough Street..



Short Street CIP retained a strong connection with existing trees and its tranquil setting

TOUR OPTIONS

Option 1 - Gold Coast Health and Knowledge Precinct

The Gold Coast Health and Knowledge Precinct is a 200 hectare area centred on the new Gold Coast University Hospital site and Griffith University campus at Southport and is recognised in the SEQ Regional Plan 2009-31 as a specialist activity centre and 'health, education and training' and 'science technology' opportunity area.

The GCHKP will become home to a number of organisations representing technology-based industry, research, academia, government and support services. Existing and planned development includes:

1. Gold Coast University Hospital \$1.76 billion, 750 bed
2. Gold Coast University Hospital Car Park West 2,200+ bay multi-storey car park
3. Southport Church of Christ
4. Gold Coast Private hospital, 280+ beds
5. 29.4ha Parklands redevelopment including 2018 Commonwealth Games Village
6. Griffith University expansion (inc. Medical Centre, Library and Business School)
7. Gold Coast Rapid Transit stations
8. Road network upgrades
9. New Energex substation
10. Pump station
11. Bus interchange
12. Southport Sharks resort hotel



The new Gold Coast University Hospital is one of the largest public health infrastructure projects currently underway in Australia and due to open in late 2013. The precinct development has established a governance and decision making structure that includes representation of key agencies, service providers and stakeholders. The precinct is managed as an integrated program where services and facilities are shared to optimise utilisation and efficiencies during construction and under operating conditions.



The 750 bed GCUH is almost complete, with the underground light rail station under construction to the left



The GCUH Mental Health Wing has incorporated innovative design and security elements



Way finding signage and quality landscaped gardens are a feature of the outside space



The underground light rail station is the most northern stop for Stage 1 of the Gold Coast Rapid Transit project



The GCUH includes a dedicated cycle facility with security and showers for staff and visitors

Option 2 - Cultural Centre and Civic Tour

This Option was designed to give participants a holistic view of planning and managing libraries and community facilities and the new direction and ambitious program that Council has taken to delivering this infrastructure over the last 10 years. The tour involved a presentation on various Gold Coast City Council library, community facility developments and provided an understanding of the design, philosophy, and mechanisms in place to make the vision a reality.

The proposed 16.9 hectare site proposed for the Cultural Precinct is currently occupied by the Arts Centre Gold Coast, Council's Civic Chambers and Surfers Administration Centre and parkland. The Vision for the cultural precinct:

- derives from Citywide Programming Strategies: Distinctly Gold Coast, Greater arts, Creative learning, Cultural tourism and Creative industries; and
- sets Design Strategies specifically for the Cultural Precinct: Content rich, Digital potential, Great outdoors, City links and High performance.

Core components of the cultural precinct to be situated on the prime portion of the site will be:

- amazing gardens and a greenbridge to Chevron Island;
- a New Arts Museum for visual arts, history, media and design; and
- a Living Arts Centre for the performing arts and cinema.

The balance of the land is earmarked for transport infrastructure and potential partnership development allied to the formation of a productive, creative cluster and tourist destination. An international, open, two-stage design competition was launched on 26 March 2013. In May, three teams will be shortlisted and each paid \$250K to refine their design proposals over 12 weeks. An independent jury will assess both stages of the competition. The winning design will be revealed in November 2013.

The civic value of community infrastructure should not be underestimated and the provision of quality infrastructure has built community ownership, making these facilities focal points for people to gather and interact. The city has developed several state of the art community facilities and libraries such as:

- Southport, Ormeau and Runaway Bay Community Facilities
- Southport, Nerang, Elanora and Broadbeach Branch Libraries
- Labrador Community and Youth Centre
- Upper Coomera and Helensvale integrated facilities

Council purchased Upper Coomera site, on the corner of Abraham and Reserve Roads, in December 2008 for community purposes. This facility is one of the first of a new model for delivering integrated services and Centre includes:

- branch library
- multi-purpose community centre
- aquatic facilities with focus on water play/social uses
- public plaza areas
- walking and cycling trails with internal and district links
- social areas including a small park area



The hub will provide essential community services in the growing Upper Coomera area for recreation and leisure activities for local community. Co-located with other businesses and residential areas, these services will create a civic focus that promotes capacity building and civic pride. The development will also provide an attractive environment where the community takes ownership and commits to creating welcoming public spaces that build capacity, resilience, and well being.

Option 3 – Coastal Developments and Marinas

This Option is designed to give participants a holistic view of planning for quality marine development on the Gold Coast. The tour included a presentation of existing and proposed Gold Coast City marine developments and provided an understanding of key issues and strategies to achieve desired development outcomes in the local context. The tour visited The Spit / Broadwater Marine Project site.

Council participates in multiple initiatives to support quality marine development outcomes, including:

- Gold Coast Waterways Authority (previously Gold Coast Waterways Steering Committee) and the Sand Management Strategy
- Gold Coast Economic Development Strategy
- Coomera River Dredging and Dredged Spoil Strategy
- Broadwater Masterplan - Baseline studies for ecology, economics, native title, hydrodynamics and coastal processes
- Broadwater Marine Project - Cruise Ship Terminal and Integrated Tourism Development

The Broadwater Marine Project site at the Spit, is a joint initiative of the Queensland Government and Gold Coast City Council seeking private sector investment to deliver what could be the largest integrated tourism development in Queensland's history. The world-class project seeks delivery of a cruise ship terminal on State Government-owned land on The Spit or on Wave Break Island in the Broadwater.

In addition to the terminal, the potential multi-billion dollar integrated tourism project could include hotel, casino, marina and super yacht facilities, retail, entertainment, hospitality, residential uses, community open space, recreational facilities and a mix of residential (types and tenure). A Gold Coast cruise ship terminal and associated tourism infrastructure have the potential to boost tourist visitation, increasing expenditure into the state and local economies and creating jobs.

On 5 March 2013, the shortlisted proponents from the Expression of Interest (EOI) stage were announced. The Request for Detailed Proposal (RFDP) stage has now commenced. Shortlisted proponents will be required to prepare detailed proposals for consideration and assessment by government. The RFDP stage is expected to be completed around mid-2013.

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