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Northern Growth Corridor Social Infrastructure Plan 2021

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Acknowledgement

This plan was prepared by Ian O'Reilly from the Social Planning and Development Branch, Gold Coast City Council in partnership with the Northern Gold Coast Communities for Children Initiative¹ and with support and input from the Queensland Department of Communities and Andrea Young (Andrea Young Planning Consultants).

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1 Executive summary

This social infrastructure plan has been prepared as part of Gold Coast City Council's response to the South-East Queensland Regional Plan, 2005-2026, which seeks to *maximise access to appropriate social infrastructure for all residents in the region*. The draft Local Growth Management Strategy for Gold Coast City identifies the northern growth corridor as a priority for social infrastructure planning. The northern growth corridor has a substantial existing population and is experiencing ongoing rapid growth from 50,000 in 2006 to over 127,000 or almost the current size of Redlands, Caboolture or Cairns by 2021.

Many households in the northern growth corridor are facing very high housing costs, limited access to transport and a range of identified social problems. Specific issues identified in the plan include:

- social isolation
- a severe shortage of office space to deliver services such as disability support and mental health
- continued reports of high levels of domestic violence
- high incidence of child safety issues, which is placing considerable pressure on staff across a range of agencies
- lack of access to counselling and related support services
- limited public transport services

In considering social infrastructure requirements this plan specifically addresses facilities, services and the development of networks and relations that are essential for strong, growing communities.

This study has found that social and community services and facilities are underprovided for the current population in the northern growth corridor. Planning for some key social infrastructure is underway including schools, a TAFE campus, health and government sub-precinct, emergency services, library, regional aquatic facility, and some local development of community support programs mostly by community sector organisations with limited funding. However, further detailed and integrated planning is required to support development of social infrastructure across the northern growth corridor as the population grows. Many of the support services currently available do not have recurrent funding. Key requirements include:

- a strong and accessible network of community facilities for human service delivery, community programs and community events and activities
- recurrent resources for management of facilities and programming within centres to ensure they function as well as possible to meet local needs
- timely provision and recurrent funding of human services and community programs including:
 - community building
 - financial advice and counselling
 - individual and family counselling and support services
 - specialist counselling and related support (including housing)
 - child safety
 - health services
 - support services for young people
 - disability support and respite
 - employment support
 - transport
- early intervention and prevention initiatives that seek to strengthen individuals and communities before serious problems take hold
- community-based initiatives to support development of stronger social networks

The current situation of under provision will continue to deteriorate if urgent action is not taken to secure further commitment from a range of agencies to provide social infrastructure in an appropriate, accessible and timely manner. With a very young age profile the needs of

children, young people and their families requires specific and detailed consideration in the development of the northern growth corridor. In particular, involving children, young people and their families in planning and design of local facilities and spaces will encourage use of and community commitment to facilities and spaces.

This plan presents a clear opportunity to plan well to meet the social needs of residents and communities in the city's northern growth corridor, identify what is required to address these current problems and develop new approaches to planning and provision. The strong interest that is building around planning and providing social services, programs and facilities in this region is encouraging and there are opportunities to build on the work that is currently being undertaken to support communities in this emerging part of the city.

There is a high level of capacity for integrated service delivery in the area between both government and non-government agencies and a high level of commitment from the non-government sector to participate in social infrastructure provision.

There is opportunity for government and non-government agencies to build on this capacity for partnership, by adopting a co-ordinated and collaborative approach to developing multi-use facilities and integrated service delivery. There is also the opportunity for the Commonwealth, State and Local Governments to adopt a place-based approach to public investment in the area, enabling them to co-ordinate their funding to address specific local needs, increasing the effectiveness of resources invested.

Consideration should be given to establishing cross-sectoral arrangements (between government and the community and private sectors) to support coordinated and collaborative planning and development of Gold Coast City's northern growth corridor.

2 Introduction

Under the South-East Queensland Regional Plan, 2005-2026² (SEQ RP), Councils are required to prepare a Local Growth Management Strategy (LGMS) to outline how the population growth distributed by the SEQ RP will be managed at the local level. In Gold Coast City this will include planning for the provision of social infrastructure (including community services, facilities and networks) in accordance with Principle 6.1 of the South East Queensland (SEQ) Regional Plan, which seeks to *maximise access to appropriate social infrastructure for all residents in the region* (SEQ).

The importance of social infrastructure cannot be underestimated. It includes social and community services and facilities and the networks and relationships that connect residents and support them to participate in their communities. Good social infrastructure is critical to achieve strong communities that function well and contribute to the wellbeing of its citizens.

There is substantial evidence that the economic benefits of providing social infrastructure far out-weight the costs of provision. Governments across the developed world are now recognising the cost of failing to provide for adequate social infrastructure in particular local communities. Communities have been left in a state of disadvantage and governments face the cost addressing complex social problems due to past failure to invest in social infrastructure. The key message from research in this area is that investment in social infrastructure has an economic dividend as well as a social one – that *it makes good economic sense to invest in the provision of social infrastructure* (Casey, S. 2005, p4).

The view that investing in social infrastructure delivers strong economic benefits is supported by the South-East Queensland Regional Plan Implementation Guideline No 5.

Investment in social infrastructure is essential for the health, wellbeing and economic prosperity of communities. It plays an important role in bringing people together, developing social capital, maintaining quality of life, and developing the skills and resilience essential to strong communities.

² The SEQ RP is available at www.oum.qld.gov.au.

There is growing international recognition that investment in human and civic assets is vital to economic prosperity and social wellbeing, reflected in the social inclusion movements in the United Kingdom, Europe and Canada, and more locally, the SEQ Regional Plan. Communities that offer opportunities for human development and the capability to lead worthwhile lives have strong social capital, and act as magnets for investment and growth (OUM 2007, p 10).

The *Gold Coast 2010 Economic Development Strategy* identifies Coomera as a major business hub in the Pacific Innovation Corridor. A strong social infrastructure network will be critical to support the economic development of this region.

2.1 Urgent need for a Social Infrastructure Plan for the Northern Growth Corridor

Projected growth for Gold Coast City (2.4%) in the coming years is higher than that for South East Queensland (1.7%). Gold Coast City is expected to grow by more than 185,000 residents from 2006 to 2021. In fourteen years the northern growth corridor³ is expected to have over 127,500 residents, almost the current size of Redlands, Caboolture or Cairns⁴. The Coomera-Cedar Creek Statistical Local Area (SLA) alone, where the future Coomera Town Centre will be located, is expected to contribute one-third (62 840) of the City's resident population increase over the next 15 years.

The rapid growth projected for the northern growth corridor requires the urgent development of a social infrastructure plan to identify requirements to meet the needs of residents. There are already many young families in this area identified with high support needs and inadequate access to services and support networks. Many of the services and facilities identified in this plan should already be on the ground to meet the needs of the current population.

Planning for some key social infrastructure is underway.

- The Queensland Government Office of Urban Management (OUM) is currently working with a range of State Agencies on planning and locations for key facilities within Coomera Town Centre including a TAFE campus and schools, as well as police, fire and ambulance services.
- A *health and government sub-precinct* is identified in the draft Coomera Town Centre Structure Plan.
- Council is undertaking detailed planning in relation to the regional aquatic facility and the service delivery model for the Coomera Library.
- Some community support services are currently being developed and delivered, mostly by community sector organisations with limited funding.

However, further detailed and integrated planning is required to support development of social infrastructure across the northern growth corridor as the population grows. Many of the support services currently available do not have recurrent funding.

Key facts relevant to the provision of social infrastructure in the northern growth corridor are:

- the number of young people aged 0-19 years is expected to more than double from 13,469 in 2006 to 29,655 in 2021 [Based on GCCC Estimated Resident Population Projections by suburb (GCCC 2006a) and State Government projected age rates by SLA (QDLGP 2003b)]
- a much higher proportion of households are renting (35.5%) compared to Brisbane (29.9%) and Australia (27.2%)
- 80.2% of households are families, compared to 69.1% for Brisbane and 67.4% for Australia.
- median rents are much higher (up to \$300 per week) than Brisbane (\$220 per week and Australia \$190 per week)

³ Based on ABS 2001 SLAs of Coomera-Cedar Creek, Gold Coast (C) Bal in BSD and Oxenford. See NGC SIP Study Area at Figure 1.

⁴ Preliminary estimated resident population for Local Government Areas at 2006: Redland Shire – 131,332; Caboolture Shire – 135,359; and Cairns City – 136,558 (ABS 2007).

- median housing mortgages are much higher (up to \$1733 per month) than Brisbane and Australia (both \$1300 per month) (ABS 2006)
- local research has identified serious concerns about the study area including:
 - social isolation
 - a severe shortage of spaces to deliver services such as disability support and mental health
 - continued reports of high levels of domestic violence
 - high incidence of child safety issues, which is placing considerable pressure on staff across a range of agencies
 - lack of access to counselling and related support
 - limited public transport services
- An additional 91 general practitioners will be required by 2021 to meet the desired minimum of 1: 1000 residents. Even if an additional 20 GPs could be established in the site by 2011 that would only provide a rate of 1: 1791 residents

For the northern growth corridor to grow into a strong, healthy community it needs ongoing resources for social services and community development. Local workers suggest that current service delivery in this area has only scratched the surface of the social support that will be required in communities across the northern growth corridor in the face of expected ongoing population growth. This work presents the opportunity to establish early intervention and prevention initiatives and plan in advance of need for development of a strong network of social services and community support.

2.2 Intended outcomes

The Northern Growth Corridor Social Infrastructure Plan (NGC SIP) forms part of the implementation of the Gold Coast City LGMS. The overall objective is to draw together an analysis of requirements that can inform planning for social infrastructure development and delivery across all levels of government and the community and private sectors. Intended outcomes of the NGC SIP are listed below.

- Identify social infrastructure requirements and provide well researched and detailed information to ensure that all agencies have access to available information to support planning and timely delivery of social infrastructure.
- Inform funding allocation and advocacy for social infrastructure provision.
- Encourage development of partnerships for delivery.
- Highlight existing commitments of Council and other agencies to leverage additional funding for social infrastructure provision.
- Evaluation of the planning process to inform future social infrastructure planning projects in other parts of the City.

3 Planning approach

The overall approach of this social infrastructure planning work is focussed on collaborative/shared analysis. The scope of the work extends well beyond planning for Council services and facilities. As stated above, the overall objective is to draw together an analysis of requirements that can inform planning for social infrastructure development and delivery across all levels of government and the community and private sectors. The NGC SIP has been prepared in partnership with the Northern Gold Coast Communities for Children Initiative and with support and input from the Queensland Department of Communities and Andrea Young (Andrea Young Planning Consultants). A recent review of facilities for young people and community centres in Gold Coast City (GCCC 2007b) has also informed the analysis in this plan.

Local research undertaken through the Northern Gold Coast Communities for Children (C4C) initiative has directly informed the needs analysis and helped to ensure that it is grounded in the local issues that are affecting residents and families across the northern growth corridor.

Ongoing monitoring of social infrastructure provision and regular review will be undertaken over the life of the plan to address changing social infrastructure requirements as the population grows.

3.1 Principles for social infrastructure planning and development

Principles that underpin social infrastructure planning work listed below are based on the SEQ Regional Plan 2026 and the associated *Implementation Guideline No. 5 Social Infrastructure Planning*, and proposed revision of the *Social Desired Environmental Outcomes (DEOs)* in the Gold Coast City Planning Scheme.

- Access to social infrastructure is maximised (including appropriate location and physical access).
- Local people are engaged in planning and the planning process builds communities' capacity to participate (planning builds active citizenship).
- Aboriginal Traditional Owners are recognised as stakeholders in planning.
- Planning and development of social infrastructure is timely and takes account of provision in adjacent areas (*to meet local requirements, rather than after the population has exceeded the capacity of existing infrastructure*).
- Safe and healthy communities are developed where social infrastructure and public spaces encourage social interaction and active lifestyles.
- Planning is needs-based.
- Diversity is acknowledged and promoted through social infrastructure planning.
- Social infrastructure planning supports community and cultural development, as well as good design to encourage development of sense of place, community identity and belonging.
- Planning for social infrastructure addresses disadvantage in local communities.
- Social infrastructure provision is efficient, effective and appropriate – it maximises existing facilities, is flexible, multi-purpose (where appropriate), integrated, and co-located with compatible/appropriate uses.

3.2 Defining social infrastructure and the scope of the NGC SIP

The NGC SIP focuses on identifying requirements for social and community services and facilities including:

- health services
- individual, family and community support
- community development
- community spaces and facilities, including Council community centres
- affordable housing and homelessness services and support
- education

Council acknowledges that State Government agencies are responsible for provision of many key social services, such as schools and government health services. While these agencies retain responsibility for these services, Council is seeking to work collaboratively with them to improve planning and delivery of social infrastructure for the rapidly increasing population, as required under the SEQ Regional Plan (6.1.5).

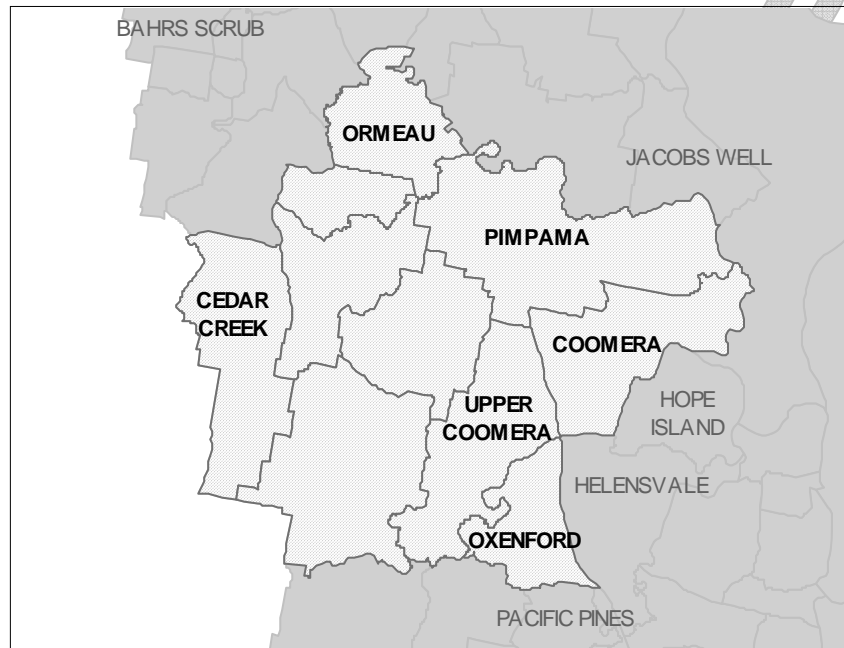
Networks, relationships and partnerships are critical to strong communities. The SEQ RP requires consideration of these issues in our planning to manage growth, including capacity building in areas undergoing significant change (6.5.3), such as the northern growth corridor of Gold Coast City.

Therefore, need for developing networks and relationships, and encouraging social interaction will be considered in the NGC SIP.

3.2.1 The study area

The NGC SIP study area includes the suburbs of Ormeau, Pimpama, Coomera, Upper Coomera, Oxenford and Cedar Creek (Figure 1).

Figure 1: NGC SIP study area



There are a number of other communities adjacent to the NGC SIP study area that are also expecting strong ongoing population growth over the next five to 15 years. These include:

- Pacific Pines, Helensvale and Hope Island adjacent to the south of the study area;
- Jacobs well to the northeast;
- Beenleigh, Bahrs Scrub, Waterford and Holmview to the north; and
- outside of the city, Yarrabilba to the west in Beaudesert Shire.

For at least some social infrastructure, provision within the NGC SIP study area will overlap with many of these communities. This is currently the case with residents travelling into and out of the NGC SIP study area to access some services and facilities. These issues will be considered in analysis undertaken within this study.

3.3 Steps in the planning process

The steps for social infrastructure planning set out below are based on the original project plan for the NGC SIP and are broadly consistent with The SEQ RP Implementation Guideline No. 5 Social Infrastructure Planning (OUM 2007).

- Step 1** • Establish a set of guiding principles for social infrastructure provision (SGS Economics and Planning, et al 2005). See Section 2.1.
- Step 2** • Detailed population analysis and mapping
- Step 3** • Audit and analysis of existing social infrastructure.
- Step 4** • Identify local needs and strengths – see *Section 2.3 Engagement and input* for further detail.
- Step 5** • Identify existing plans for future provision of social infrastructure
- Step 6** • Gap analysis - overlay social infrastructure data on population maps to identify critical gaps over time.
- Step 7** • Determine infrastructure requirements having regard to projected growth, identified needs and existing/available standards regarding rates of provision.
- Step 8** • Review of findings.
- Step 9** • Develop and pursue funding/implementation options.
- Step 10** • Monitoring and review.

3.4 Engagement and input

The NGC SIP employed a range of methods to gather data and input to inform analysis of social infrastructure requirements, as listed below.

- Data and analysis relating to local needs and strengths collected by community researchers and family support workers through the Northern Gold Coast Communities for Children (C4C) Initiative.
- Reflection workshops with local family support and community hub workers to support identification and analysis of local needs and strengths through the Northern Gold Coast C4C Initiative.
- Interviews with representatives from key government agencies and a representative of the Gold Coast Region Area Consultative Committee to identify local needs and issues and relevant projects, initiatives and opportunities that needed to be considered in this study. See consultant's report at Appendix Four.
- Monthly reporting on progress to the Gold Coast Regional Managers Coordination Network.
- Preparation and distribution of an information paper along with a broad invitation for input and involvement in the project.
- Service providers workshop to gather input from community service providers and share information to inform government and community agencies' planning (in partnership with the Northern Gold Coast C4C initiative and with support from the Queensland Department of Communities). See workshop report at Appendix Three.
- Interviews with representatives from various Council departments and local Councillors to identify local issues and relevant projects, stakeholders, initiatives and opportunities that need to be considered in this study.
- Interviews/meetings with key local stakeholders and groups to gather specific local input.
- Consultation to gather specific local input from young people in the northern growth corridor – undertaken as part of community consultation for the GCCC Youth Plan.
- Review of the draft Northern Growth Corridor Social Infrastructure Plan.

4 Community profile

Communities in Gold Coast City's northern growth corridor are often described as emerging communities. They are predominately greenfield⁵ areas experiencing fast population growth, and in most cases, are expected to continue growing quickly over the next 15 years. While the northern growth corridor is considered to be a greenfield development area it has a substantial established population living in suburban and rural communities.

While many residents need to travel outside the study area to access employment there is currently some diversity of industry including a growing marine precinct, agriculture, tourism and film, and a future town centre around Coomera railway station that will have substantial civic, education and health functions, among others. Education will continue to be particularly important in this region to support its young age profile.

This Section investigates information about the makeup of the community and existing services and facilities in the study area that has helped inform identification of future social infrastructure requirements. The audit of existing facilities and services is essential to establish what infrastructure already exists, whether there is any unmet need, and what capacity there may be within this infrastructure to help meet additional needs.

4.1 Notes on data and statistical boundaries

Key population data required for this plan is only available for the Australian Bureau of Statistics (ABS) Statistical Local Areas (SLAs) from the 2001 Census. A summary of first release data from the 2006 Census is also provided for the relevant ABS 2006 SLAs⁶, supplemented by data from

⁵ Greenfield is defined in the SEQ RP as 'areas of undeveloped land in the Urban Footprint suitable for urban development'.

⁶ Note that the ABS revised the SLAs for the 2006 Census and they represent a different geographic area to the ABS 2001 SLAs.

2001 Census for the relevant ABS 2001 SLAs. In addition to this, GCCC resident population projections at suburb level are provided to support the detailed planning required in this study. As the NGC SIP is reviewed over the life of the plan, additional data for ABS 2006 SLAs will be included and will replace some existing data including population projections⁷.

4.2 Current and future population

The northern growth corridor spans three of the ABS 2001 SLAs – Coomera-Cedar Creek, Gold Coast (C) Bal in BSD⁸ and Oxenford. Note that Gold Coast (C) Bal in BSD SLA includes a number of communities that are external to this study including Jacobs Well, Yatala and Bahrs Scrub. Oxenford SLA includes a small part of the Helensvale suburb. The population for the northern growth corridor SLAs at 2006 is estimated to be 50,726 residents (Table 1). This is projected to grow by more than 75,000 to 127,658 residents in 2021 (GCCC 2005a), almost the current size of Redlands, Caboolture or Cairns⁹.

Table 1: Projected resident population growth

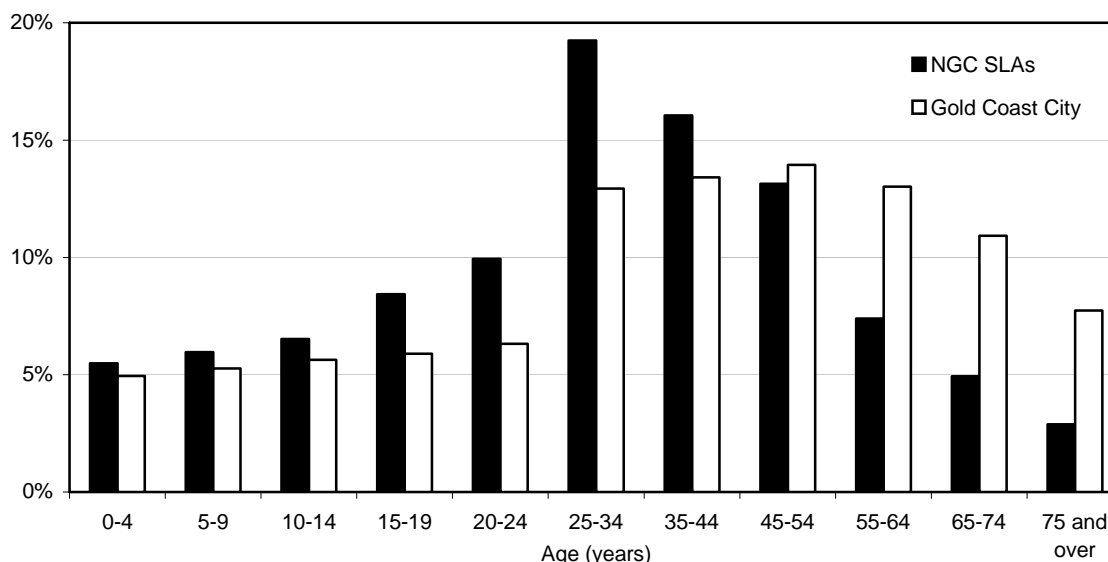
Statistical Local Area	2006	2011	2016	2021
Gold Coast (C) Bal in BSD	16,685	21,864	24,955	28,611
Coomera-Cedar Creek	22,661	52,552	73,085	85,502
Oxenford	11,380	12,132	12,986	13,545
Northern Growth Corridor SLAs	50,726	86,548	111,026	127,658
Gold Coast City	496,543	572,809	632,368	683,568

Source: GCCC, 2005. This data is true and correct as at August 2005 and may be reproduced provided the source is acknowledged.

4.2.1 Population change by age

The population in Gold Coast City is projected to get older over the next 15 years. However, a different pattern is predicted in the northern growth corridor with high proportions of people aged less than 45 years and low proportions of people 45 years and over compared to Gold Coast City (Figure 2). Further detail about how the age profile in northern growth corridor is expected change is shown at Figure 3.

Figure 2: Age profile, projected resident population 2021



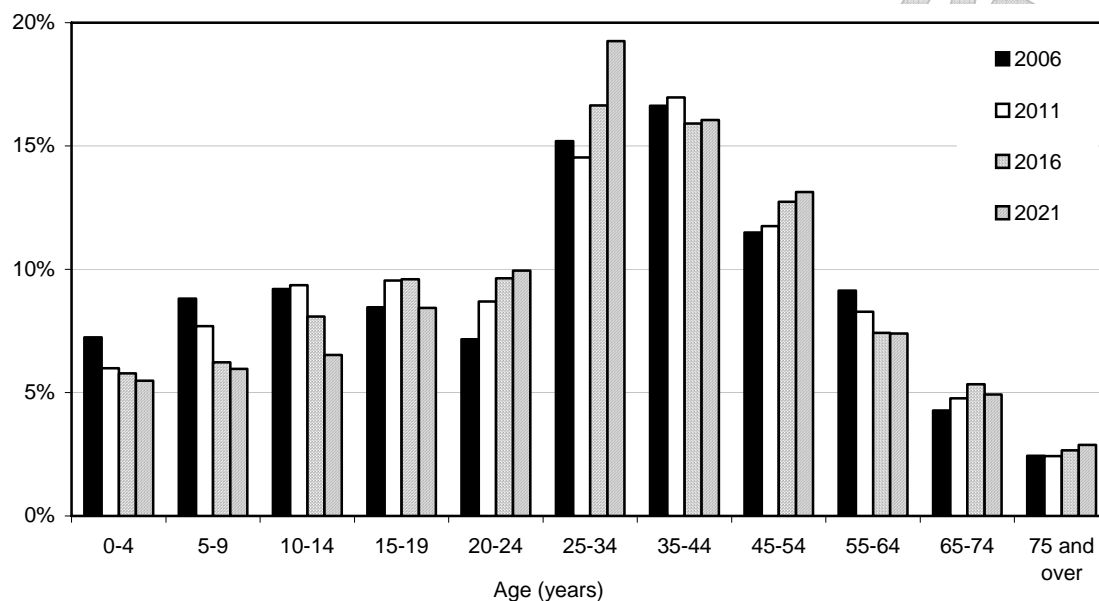
Original data source: QDLGP 2003.

⁷ Preliminary 2006 resident population estimates from the ABS (Cat NO 3218.0) indicate a higher population in the ABS 2006 SLAs of Ormeau-Yatala and Kingsholme Upper Coomera than previously projected.

⁸ Gold Coast (C) Bal in BSD is the balance of Gold Coast City contained within the Brisbane Statistical Division. At the time it was created by the ABS it comprised a number of communities that were not considered large enough in population to warrant separate SLAs. This area was revised and new SLAs created for the 2006 Census to reflect population growth in this area.

⁹ Preliminary estimated resident population for Local Government Areas at 2006: Redland Shire – 131,332; Caboolture Shire – 135,359; and Cairns City – 136,558 (ABS 2007).

Figure 3: Age profile, projected resident population northern growth corridor SLAs



Original data source: QDLGP 2003.

4.2.2 Growth in absolute numbers – NGC SIP study area

Tables 2 and 3 show detailed projected resident population change by age and by suburb for the NGC SIP study area. Increases are expected in all age groups in the 15 years to 2021. Largest increases in the total population are expected in Coomera, followed by Upper Coomera and Pimpama. Rapid growth in numbers, particularly from 2006 to 2011 as well as in the medium-long term, indicates increasing need for services and facilities of young people (under 25 years) and families with children in the study area. A projected three-fold increase in numbers of people aged 65 years and over from 2006 to 2021 indicates increasing future need for services and facilities for seniors.

Important notes:

The total population reported here is lower than that in Table 1. This is because the study area does not cover the whole area of the ABS 2001 SLAs reported in Table 1.

While the synthetic estimates presented in Table 2 and Table 3 provide useful guidance prior to the release and analysis of 2006 Census results and in the absence of small area age projections, they should be used as a guide only. They are based on GCCC Estimated Resident Population Projections by suburb (GCCC 2006a)¹⁰ and the projected age rates (QDLGP 2003) for the corresponding 2001 SLA.

Table 2: Synthetic estimates of projected resident population change by age, NGC SIP study area

Age (years)	2006	Increase	2011	Increase	2016	Increase	2021
0-4	2,894	1,499	4,392	1,173	5,565	589	6,154
5-9	3,520	2,132	5,651	362	6,013	682	6,695
10-14	3,675	3,197	6,872	916	7,788	- 459	7,329
15-19	3,380	3,633	7,014	2,235	9,249	228	9,477
20-24	2,865	3,521	6,386	2,905	9,292	1,874	11,166
25-34	6,074	4,598	10,672	5,382	16,054	5,568	21,621
35-44	6,648	5,818	12,465	2,871	15,336	2,692	18,029
45-54	4,593	4,038	8,631	3,641	12,272	2,487	14,759
55-64	3,650	2,433	6,083	1,068	7,151	1,158	8,308
65-74	1,711	1,791	3,502	1,641	5,143	393	5,536
75 and over	972	806	1,778	784	2,561	674	3,235
Total	39,983	33,463	73,446	22,977	96,422	15,889	112,311

Source: Based on GCCC Estimated Resident Population Projections by suburb (GCCC 2006a) and State Government projected age rates by SLA (PIFU 2003).

¹⁰ Projected estimated resident population data by suburb is based on data produced by GCCC. It may be reproduced provided the source is acknowledged.

Table 3: Projected resident population by suburb, NGC SIP study area

SUBURBS	2006	2011	2016	2021
Coomera	7,138	26,798	38,028	42,017
Upper Coomera	8,864	14,796	20,209	23,487
Oxenford	10,150	10,504	10,763	11,202
Pimpama	3,960	8,833	12,089	16,731
Ormeau*	7,154	9,678	12,501	15,550
Cedar Creek-Willowvale**	2,717	2,838	2,833	3,323
Total northern growth corridor Suburbs	39,983	73,446	96,422	112,311

Source: GCCC 2006a.

*Includes Ormeau Hills

**Includes Kingsholme and Wongawallan

4.2.3 Housing costs

The increasing cost of housing is one of Gold Coast City's most significant social and economic issues. The recently completed Housing Needs Assessment for Gold Coast City demonstrates that the cost of housing in the City is greater than that of Brisbane¹¹. It also demonstrates that Gold Coast City has the 5th poorest housing affordability in all regions of Australia for working households (behind inner Sydney, northern beaches of Sydney and eastern suburbs of Sydney).

Tables 4 and 5 show the median costs over time for Gold Coast City and the postcode areas and suburbs within the NGC SIP study area (where available). It can be seen that the cost of rental properties in this area is greater than the Brisbane Local Government Area median. Purchase costs for housing have increased substantially in the five years to September 2006.

Table 4: Median weekly rent (\$) for the September quarter 2001-2006

Postcode/Local Government Area	3 bedroom Houses			2 bedroom Units		
	2001	2006	% increase	2001	2006	% increase
Gold Coast LGA	-	\$335	-	-	\$280	-
Brisbane LGA	\$200	\$285	42.5	\$180	\$280	55.5
4207	\$150	\$230	53.3	\$105	\$175	66.6
4208	\$190	\$290	52.6	\$150	-	-
4209	\$190	\$290	52.6	\$135	\$215	59.2
4210	\$190	\$320	68.4	\$140	\$220	57.1

Source: REIQ 2003, REIQ 2007.

Table 5: Median purchase price (\$) for the 12 months to end September 2001-2006

Suburb/Local Government Area	Houses			Units and townhouses			Vacant urban land		
	2001	2006	% increase	2001	2006	% increase	2001	2006	% increase
Coomera	149,000	330,000	121.5%	159,950	236,000	47.5%	-	185,900	-
Upper Coomera	197,500	348,200	76.3%	172,000	310,000	80.2%	67,000	192,900	187.9%
Ormeau	167,000	375,000	124.6%	-	300,000	-	65,000	181,000	178.5%
Ormeau Acreage	275,000	550,000	100.0%	-	-	-	-	-	-
Ormeau Hills	-	410,000	-	-	-	-	-	169,000	-
Oxenford	151,000	368,000	143.7%	87,000	232,500	167.2%	70,000	182,500	160.7%
Brisbane LGA	184,000	375,000	103.8%	180,000	303,000	68.3%	92,000	232,000	152.2%
Gold Coast LGA	195,000	400,000	105.1%	160,500	308,000	91.9%	-	-	-

Source: REIQ 2007.

4.2.4 Other demographic characteristics

The following data is from the first release results of the ABS 2006 Census of population and Housing for 2006 SLAs¹² covering the NGC SIP study area.

¹¹ A full copy of the Housing Needs Assessment is available from Council's website www.goldcoast.qld.gov.au

¹² Includes the 2006 SLAs of Pimpama-Coomera, Ormeau-Yatala, Kingsholme-Upper Coomera and Oxenford-Maudsland.

- The northern growth corridor recorded a much higher proportion of households renting (35.5%) compared to Brisbane (29.9%) and Australia (27.2%).
- 80.2% of households in the northern growth corridor are families, compared to 69.1% for Brisbane and 67.4% for Australia.
- Median rents are much higher in northern growth corridor (up to \$300 per week) than Brisbane (\$220 per week) and Australia (\$190 per week).
- Median housing mortgages are much higher northern growth corridor (up to \$1733 per month) than Brisbane and Australia (both \$1300 per month) (ABS 2006).

The following data is from the ABS 2001 Census of population and Housing for 2001 SLAs¹³ covering the NGC SIP study area.

- 45% of usual residents with a post-school qualification in the northern growth corridor listed Certificate as their highest qualification (38.6% for Gold Coast City) and 16.3% listed bachelor or higher degree (19% for Gold Coast City).
- Labour force participation in the northern growth corridor is high with 66.9% of usual residents 15 years and over stating that they were employed or seeking employment (59.1% for Gold Coast City).
- Top industries of employment for usual residents aged 15 years and over in the northern growth corridor were retail trade (16.3%), manufacturing (13.5%), construction (11.2%) and property and business services (9.4%). Manufacturing and construction were higher than for Gold Coast City (10.4% and 9.3% respectively). Only 5% in the northern growth corridor listed accommodation, cafes and restaurants as their industry of employment (9.1% for Gold Coast City) (ABS 2001c).
- Motor vehicle ownership was high in the northern growth corridor with 59.8% of dwellings recording having two or more motor vehicles¹⁴ (45.6% for Gold Coast City). Only 3.8% recorded no motor vehicle (ABS 2001d). This data should be considered alongside local qualitative research that has found needing to have more than one car to provide adequate access to services and employment is placing financial pressure on many households.

This information will be updated when further data and analysis from the 2006 Census is available.

4.3 Current social infrastructure provision

Provision of social infrastructure for the current population of around 40,000 residents in the NGC SIP study area is very limited. Provision of facilities varies between suburbs and lack of availability of facilities is identified as a major barrier to service provision. While most of the major community facilities required in the region are yet to be provided some agencies are involved in delivering outreach services such as disability support services, employment support, active and healthy programs, counselling, mobile immunisation and library services and a range of programs for children and families. This subsection reviews public transport services, followed by a suburb by suburb analysis of existing services and facilities. Mapping of this information is used alongside analysis of local needs (Section 4) to develop recommendations about future social infrastructure requirements.

4.3.1 Transport services

There are two train stations in the study area connecting to Brisbane and Robina. However, due to the limited public transport network in the study area for most residents they are only accessible by car. Taxi service coverage in the study area is also limited. The current Brisbane and Gold Coast taxi service contract areas do not cover Ormeau, parts of Pimpama and Upper Coomera, and many rural parts of the NGC SIP study area (www.transport.qld.gov.au accessed 11-04-2007).

The Council Cab service, which provides a limited service for seniors and people with disabilities, operates in part of Oxenford and part of Upper Coomera and takes eligible residents to Helensvale Westfield Shopping Centre on Thursday mornings.

¹³ Includes the 2001 SLAs of Coomera-Cedar Creek, Gold Coast (C) Bal in BSD and Oxenford.

¹⁴ Excludes motor bike and motor scooters and dwellings where motor vehicle ownership was not stated.

Existing bus services include:

- theme park services linking Coomera Railway Station to the theme parks and activity centres to the south of the NGC SIP study area – Helensvale (via route TX5), Surfers Paradise (via route TX2) and Burleigh Heads (via route TX1) (http://www.translink.com.au/qt/translin.nsf/index/bus_maps accessed 11-04-2007)
- route 567 from Beenleigh to Ormeau funded by GCCC
- the 725 bus service links Dreamworld, Coomera, Upper Coomera, Oxenford and Helensvale (<http://timetables.translink.com.au/timetables/> accessed 14 June 2007)

The Route 567 bus service has seen good growth in patronage, indicating significant demand that was not previously being met in this area. New services commenced 9 July 2007 funded primarily by GCCC and contributions from Translink in response to this growing need. including three additional bus routes in the northern growth corridor incorporating Coomera, Upper Coomera, Ormeau, Pimpama, Oxenford, Pacific Pines and Helensvale. Routes 726, 727 and 728 provide additional services, increase the frequency and coverage of Upper Coomera bus services, provide better rail connections to Helensvale, Coomera and Ormeau stations, and provide better community access to key centres including Pacific Pines Shopping Centre and Helensvale Town Centre (http://www.translink.com.au/qt/translin.nsf/index/sc_ss_uppercoomera_jul07 accessed 14 June 2007). New services will be expanded in the future as demand and funding permits to extend route coverage, service frequency and provide a greater spread of operating hours.

4.3.2 Other facilities and services by suburb

Coomera

- One state primary school with special education unit.
- Uniting Church – church building and hall.
- Uniting church house – currently used for C4C Community Hub and various programs including Lifeline counselling (only confirmed until June 2008, therefore not included in analysis of current infrastructure supply).
- Medical centre.
- Pharmacy.
- Coomera Soccer Club.
- Mobile Community Centre site (Northern Gold Coast C4C Initiative).

Upper Coomera

- One P-12 State College with special education unit.
- Private Schools (3).
- Upper Coomera State College Performing Arts Centre.
- Upper Coomera School of Arts.
- St Mary's Community Centre – C4C Community Hub including baby health nurse, outreach counselling.
- Medical Centre.
- GCCC Mobile library site.
- Public access to the GCCC library collection within the Upper Coomera State School library two afternoons per week.
- Mobile Community Centre site (Northern Gold Coast C4C Initiative).

Oxenford

- State primary schools (2).
- Coomera CWA Hall.
- Studio Village Community Centre – Family Support Program, individual and family counselling, playgroups, Northern Gold Coast Interagency.
- Oxenford Coomera Community Youth Centre - C4C Strengthening Family Relationships Strategy, playgroup, recreation activities.
- C4C Community Hubs (2) – Oxenford State School and Oxenford Coomera Community Youth Centre.
- Programmed Active and Healthy GC activities (6) some in partnership with C4C.
- Communities for Children (C4C) program administration.
- Pharmacies (2) one with baby/child health nurse.
- Medical centres (2).

- GCCC mobile immunisation site.
- GCCC mobile library site (2).
- Coomera Hope Island Cricket Club.
- Coomera Water Sports Club.
- North Gold Coast Pigeon Club.
- Holy Rood Anglican Church Hall – disability respite program.
- Charity/Op shops (2).

Pimpama

- State primary schools (2) including Ormeau State school.
- Pimpama School of Arts Hall.
- Programmed Active and Healthy GC activity.
- Pimpama Uniting Church – Church building and hall.
- GCCC mobile library site.
- Mobile Community Centre site (Northern Gold Coast C4C Initiative).

Ormeau

- One private school.
- Ormeau Progress Association Hall (requires maintenance, therefore not included in analysis of current infrastructure supply).
- Disability respite service.
- C4C Ormeau Creating Community Connections - community worker/researcher.
- GCCC mobile immunisation site.
- GCCC mobile library site (3).
- Programmed Active and Health GC activities (3).
- Local medical centre.
- Pharmacy (2).
- Highway Christian Church.
- 2 Mobile Community Centre sites (Northern Gold Coast C4C Initiative).

Cedar Creek

- One state primary school.
- The Albert School of Arts (Cedar Creek) Community Hall.
- Cedar Creek Community Hub (currently managed by C4C and funded until June 2008).
- Programmed Active and Healthy GC activity – Kids sports, in partnership with C4C.
- GCCC mobile library site.

5 Local research

The analysis presented in this section is based on interviews with government agencies, recent local surveys, the NGC SIP social and community service providers workshop held in April 2007 and other qualitative data collected by Council and through the Northern Gold Coast C4C initiative (as listed in Section 2.4). It has been guided and shaped by brainstorming and collaborative analysis of local issues with a group of community workers and family support workers who work on a daily basis with families and residents in the communities across the northern growth corridor.

5.1 Local access to services and programs

An extensive network of social and community services and programs will be required to support the ongoing population growth forecast for the northern growth corridor. While a limited number are currently being provided – local needs analysis has found there are critical gaps in delivery for the current population. Local provision of critical social services such as health, counselling and a range of specialist community support is limited. There is a need for strengthening networks between government agencies and community organizations, and to develop the capacity of community organisations to deliver additional welfare services to vulnerable groups (eg: people with disabilities, elderly singles and families with children).

Local workers have expressed concern about the risk of workers burning out as a result of the workload driven by demand for social and community support in the northern growth corridor.

5.1.1 Counselling and general support

- Need for family-centred approaches to support – focus on the whole family, not just the child or their behaviour.
- Need for soft-entry programs to encourage resident participation – can provide a stepping stone and build confidence for people to address other issues in their lives.
- Time limited funding for the majority of local child and family support services limits service continuity and sustainability (C4C funding ends in June 2008).
- There is very limited local access to one-on-one counselling.
- Need for specialist counselling and related support – local support workers report that demand is increasing.
- Ongoing local access to citizens advice and legal advice will be important in this region.
- Need for parent and community education/skill development:
 - Positive parenting
 - Parenting programs for parents with older children
 - Behaviour management
 - Understanding of child development and associated needs.
 - Nutrition, cooking and budgeting
- This area presents as a good site for early intervention work in response to domestic violence, drug and alcohol issues, child safety, unemployment, etc.
- High incidence of child safety issues is placing considerable pressure on staff across a range of agencies.
- A Meals on Wheels kitchen is needed in Coomera, with Coomera Town Centre identified as a suitable location.
- Need for local emergency housing/crisis accommodation.
- Need for aged care and accommodation.
- Limited options for self care housing and respite accommodation for older people in the region.
- Community hubs in schools have been used successfully to link families to services and the community.
- Need for mentoring programs such as aunt/uncle and grandparent programs to help families build social networks.
- Need for mobile support services that visit community venues.
- No local access to Centrelink Service Centres, which are an important referral point for many services and programs.

5.1.2 Recreation

- Need organised events for individual sports and activities such as BMX and Skate. Resources for facilitation and transport. Night access to the youth centre.
- Need access to a diverse range of recreation, sport and physical activity for families with young children.
- More activities required for 0-5 year olds, 6-12 year olds, and for families to do together.
- Need diverse activities for young people including activities for girls.
- Need local access to cinemas.
- Recreational choices are needed for children who are not into sport.
- Need for ongoing specialist physical activity and recreation programs for children with disabilities.

5.1.3 Cultural development

- Need for cultural activities as well as sport – not over shadowed by sport.
- Lack of cultural events in Gold Coast North – focal point to create identity for local communities.
- Need more festivals in parks.

5.1.4 Care and respite

There is strong local need for:

- holiday programs
- before and after school, day and night care
- respite
- affordable childcare, babysitting and occasional care including 24 hour occasional care
- childcare sector development – behaviour management and facilitating cognitive, social and emotional development
- inclusive childcare for children with disabilities

5.1.5 Health services and support

- Need for locally provided government health services.
- Currently very limited mental health services – high level of need anticipated for the northern growth corridor.
- Need increased access to community health services including community-based nurses and community child health nurses. Child health professionals in Gold Coast City have reported very high demand that is many times greater than current supply of child health services. Wait times are inappropriate and reduce the capacity of services to effect positive developmental outcomes. Increasing demand associated with population growth, particularly in the northern growth corridor, will further increase pressure on these services in the region.
- Increasing populations of disadvantaged families and complexity of cases is cited as exacerbating demand for child health services in Gold Coast City. Families are presenting with multiple problems where it is impossible to deal with one issue unless other variables are addressed as well.
- Young age profile indicates need for specialist health services for young people (adolescent health). There is currently limited access to these services, even externally to the study area.
- Little or no allied health services provided within the site.
- Need for local Home and Community Care (HACC) services.
- Need improved access to General Practitioners – particularly after hours and bulk billing GPs.
- School-based nurses are stretched with not enough hours in each school.
- Increasing need for community health support for all children aged 0-5 years.
- Local need for prenatal education and support – not enough support when leaving hospital with a new baby.
- Need for drug and alcohol related support in the study area already identified.
- Need to raise families' and the wider community's awareness of health issues and the resources and support available to them.

5.1.6 Disability

- People with disabilities in the northern growth corridor rely on services outside the study area.
- Available respite care at Ormeau is unable to meet demand.
- Need for flexible support and respite options as well as needs-based funding.
- Very limited accessible and affordable transport for people with disabilities.
- Need peer support groups for families with children with disabilities and local support for siblings of children with disabilities.
- Need specific support for one-parent families with children with disabilities.
- Need additional specialist and family support linked with special education.
- Limited post-school options for people with disabilities. Students graduating from Upper Coomera State College Special Education and Development Unit will increase demand for post-school options/disability programs.
- Need for education, training and employment support for people with disabilities.

5.1.7 Community safety

- Community concern about need for more resources for policing.

- High levels of domestic violence identified – local level stats not released.
- Need facilities where people don't have to leave their area to seek refuge.
- Empty houses during the day – can lead to break and enter issues.
- Local concern identified regarding vandalism.
- Identified safety concerns associated with increasing traffic in the study area.

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5.2 Facilities and spaces

- Capacity to provide services to the area is limited by a severe lack of physical facilities in which to house them, even for outreach services. Lack of venues for short and long term – limited/nil space for new services.
- Disability services funded for the area but no venues available for program delivery.
- Access to existing venues is limited. Cost of accessing space is a barrier for many small community organisations. Increasing need for administrative/office space at affordable rent.
- Immediate need identified for a child safety service centre in Coomera.
- Lack of venues reduces opportunity for community members to come together to meet and develop social networks, which reduces opportunities to prevent social problems.
- Need appropriate venues for small group activities.
- Concern identified about access to facilities – need facilities accessible for occasional workshops/events that aren't tied up constantly by regular users.
- Need good town centre, regional design and green spaces:
 - to promote social interaction and community safety
 - open spaces where communities can congregate, celebrate and participate – important in shaping social identity
 - to encourage spontaneous play
- Need safe public places including safe meeting spaces for young people and child-safe fences in parks. With a young population that will continue to grow in the coming years provision of facilities/centres for young people in suitable locations is critical for the northern growth corridor.
- Lack of informal places to meet – particularly with no cost.
- Absence of toilet blocks near parks – current lack is a barrier to some programs, eg pram pushing groups.
- Cedar Creek – park needs undercover area for families to meet
- Need sport and recreation facilities, including gym facilities.
- Lack of good, appropriately developed recreation space – particularly for young people. Eg BMX and skate facilities.
- Need local art and cultural facilities:
 - accessible exhibition space for local visual artists
 - arts facilities for young people – opportunities for expression
 - potential for a cultural hub in the northern growth corridor identified in the GCCC cultural infrastructure review
 - smaller venues with good acoustics – suitable for smaller/intimate performance
 - studio/workshop type facilities for digital arts, visual arts, hose out
 - parks - consider how parks can support cultural activity - such as 3 phase power and purpose lit staging
- Currently do not have appropriate medical facilities - linked to delivery of the town centre.
- Need public computer and internet access including after hours – across the study area.
- Need telecommunications/IT infrastructure to support telecommunications/work from home.
- Residents have reported concerns about lack of access to broadband internet in parts of the study area, specifically in Upper Coomera.
- Lack of access to facilities is especially critical in Ormeau where there is currently no access to a community hall or meeting space, with the exception of the Ormeau Progress Association Hall, which requires maintenance. Even the existing Ormeau Primary School is located in the neighbouring suburb of Pimpama.

5.3 Making social connections

The need for stronger social connections between residents has been a recurring theme in local research undertaken across the northern growth corridor over the past two years. There are mixed reports about the sense of community across the area. While some residents and families have reported that they feel this area is a great place to live, many are isolated or lonely. What is clear is that absence of extended family living close by, and lack of networks of friends in local communities, leaves many residents and families feeling isolated. Many families have moved to the area from outside of South East Queensland, leaving behind extended family and social networks. This often means they have reduced access to support such as free child minding, meals, interaction, emotional support, financial and other support that might be available if extended family lived close by.

The small number of support services and groups that are available now have become an essential part of many families' networks. There is strong local interest in accessing more affordable family activities. Supporting residents and families to develop a stronger sense of belonging and stronger social networks in their community is critical for the northern growth corridor. Some specific identified needs and issues relating to building stronger social connections in this region are listed below.

- Critical to have workers on the ground to support residents to make connections in their community. The relationship between the worker and local people is important.
- New families to the region need ongoing opportunities to mix, particularly those with no school aged children.
- Limited opportunities for children's social interaction outside of school, etc to develop relationships.
- The highway identified as a barrier that divides communities.
- Early local needs analysis in 2004 identified fear of losing rural identity among some residents.
- Need for dads to be involved with children's programs.
- Opportunities for developing relationships between retired seniors and children.
- Continued family support through groups.
- Opportunities for single parents to meet each other.
- Improve relationships between families, schools and wider community – especially linkages between schools and family support services.
- Programs such as 'adopt a park' and 'community gardens' have been suggested to build and encourage community ownership of local communities and neighbourhoods.
- *A lot of people who would like to do something but don't know where to start.*

5.4 Young people's needs and aspirations

As mentioned in Section 2.4, research undertaken to inform the draft GCCC Youth Plan included specific events to gather input from young people (12 to 25 years) in the northern growth corridor (Fields 2007). Analysis of needs and aspirations of young people in the study area identified through this research is reported below.

Young people from the Northern Growth Corridor generally enjoyed being part of the broader coastal community. The community 'feel', the green open spaces and general access to the other attractions (beaches, shopping, theme parks and Surfers Paradise) on the Coast contributed to these perceptions.

The majority of young people consulted from this area were engaged in part-time work, predominantly in the fast food and retail industries. Additionally it was mentioned the ease of gaining work through promotional events, although the pay was perceived as being not very good. Some of the young people who worked felt stressed at times in trying to achieve an appropriate balance between managing school and being available for work.

Young people tended to rely heavily on their parents for transport to and from work, sporting activities and social gatherings. It was generally perceived that if public transport (namely the

bus service) was more reliable (regular and direct with more express buses) than they would be less dependant on their families.

Pedestrian safety was a concern for a number of young people. A lack of lights, and pedestrian crossings around the school and business zones were specifically mentioned. Some young people also spoke about the difficulty in crossing the highway from Coomera to Upper Coomera in order to access facilities. They perceived that the crossings are located away from main access points, thereby leaving those who use the walkway to walk an additional distance to access facilities.

When asked about what could be different in their community, young people spoke about wanting to see better use of water, less graffiti, better maintained sports facilities and fields, a TAFE in the local area and a cinema co-located in a major shopping centre.

Young people spoke about hoping to see more local activities for young people, such as music and public performances. One young woman mentioned that this could involve people teaching and supporting young people to put on their own events.

A recent review of facilities for young people in Gold Coast City (GCCC 2007b) identified need for one district centre in the Coomera Town Centre, two local centres in Coomera-Cedar Creek Statistical Local Area (Coomera-Upper Coomera) and one local centre in Ormeau.

5.5 Within the family

Local workers continue to report concerns about stresses and problems occurring within families. Some specific needs and issues are listed below.

- Increasing breakdown of family relationships. Need to strengthen and develop relationships between parents.
- Relationship support for fathers.
- Single parents have children 24-7 – no break and concern that this impacts on mental wellbeing. Need more specific support for one-parent families – single mums and single dads.
- Challenges associated with parenting from different beliefs/cultural upbringings leading to tension.
- Need for parents to have time out. Coping with multiple roles – self, parent, partner – breakdown of intimate relationships after the birth of children. Need for parent nights out, etc to reconnect as a couple.
- Depression.
- Loss of opportunities for play – parents learning skills for play with their kids.
- Parents struggling to cope – need help with everyday situations.
- Stressful family situations are reported to impact on student achievement in education.

5.6 Facilitating self development

In their work supporting families and residents local workers have had a particular focus on individuals' capacity. Some specific issues and observations relating to this work are listed below.

- Generational patterns including loss of life skills – need to develop self esteem and cooking, nutrition and budgeting skills.
- It takes time to develop relationships with individuals in order to talk about problems/concerns.
- Many people need reassurance from a trusted person that they are doing ok.
- Supporting individuals to identify their resources through participation in group settings.
- Helping to build confidence to look for external resources to build on existing information.
- Supporting parents to re-identify what they value.

5.7 Financial challenges

- Families not coping financially and have limited support and choices for employment, childcare, transport, housing, social interaction, extended family support.
- Limited rental supply and increasing rent.
- Vulnerable when renting – don't own assets.
- Lack of transport to travel to groups and services - accessing services has financial implications.
- One car families struggle with inadequate public transport.
- Lack of equity for new entrants to the housing market.
- Easy access to credit.
- Financial stress impacts on family relationships.

5.8 Employment

Lack of access to employment and limited employment diversity is a major issue. There is a need for job creation and skill development for young people and Indigenous people in particular, with only a limited capacity within the community sector to contract employment skills and training services with the Department of Employment and Industrial Relations (due to both lack of facilities and lack of community agencies). Other specific issues are listed below.

- Limited local employment opportunities – limits capacity to find or change jobs.
- Limited flexible part-time employment (for skilled and unskilled workers).
- Lack of support is a barrier to parents getting back to work – returning to work is sometimes not financially viable with the costs of transport and childcare, need for information technology training or other job searching support.

The *Gold Coast 2010 Economic Development Strategy* identifies Coomera as a major business hub in the Pacific Innovation Corridor. The nine key industries listed in the Economic Development Strategy are all identified as relevant industries for development within the northern growth corridor.

5.9 Conclusion

It is widely agreed that the northern growth corridor is poorly serviced by social infrastructure, along with limited access to public transport services and employment opportunities. The need to travel out of the corridor to access community services and facilities and employment opportunities is considered to disadvantage a number of groups in the area, in particular young families, children and young people. Isolation and poor levels of servicing are common themes identified by government agencies and community stakeholders.

Lack of facilities, services and activities for young people is particularly concerning given the young population in the northern growth corridor. This will become more critical as the estimated population aged 15 to 24 years grows from over 6,200 in 2006 to 13,400 in 2011 and over 18,500 by 2016. We can also expect to see similar increases in 10 to 14 year olds in the next four to five years (See Table 2). Interviews with government agencies identified concern that young people are at risk of social disengagement due to the very limited social, employment, training, and recreational opportunities available.

6 Current and future plans for social infrastructure provision

The following projects are identified in the Gold Coast City Priority Infrastructure Plan (GCCC 2007a) as part of the future recreation facilities network, in the Draft Coomera Town Centre Structure Plan (2006b), and through consultations with government and community agencies as part of the NGC SIP. Council has already committed significant funds (approximately \$23.8 million capital) to development of the future Coomera Library and Coomera Aquatic Centre plus approximately \$8.9 million in operational funds to 2006-17¹⁵.

¹⁵ Refers to 2006-07 financial year constant dollar values.

Note: PIP projects include future dedication and acquisition of land and/or augmentation or embellishments to land for recreation and community facilities¹⁶.

6.1 Coomera

- The PIP lists a community centre and branch library in the future Coomera Town Centre, and three additional future community facilities/centres outside the town centre including one in the Coomera Sports Park. The service delivery model for the Coomera Library is currently being developed.
- In addition to projects listed in the PIP the Draft Coomera Town Centre Structure Plan (GCCC 2006b) identifies an aquatic centre, a major TAFE campus, a Health and Government Sub-Precinct and a Community Hub-NGO Centre to support social and community service provision in the region.

The Gold Coast Institute of TAFE, Queensland Department of Employment and Industrial Relations (DEIR) and Griffith University are planning a Vocational Education Training Centre at the new TAFE campus. Stage 2 will involve progressive development with some possibility for a community hub to be located adjacent to the campus. The new campus will also include a performance theatre. The campus facilities will be made available to the community on a hire basis.

- The Queensland Government is planning to establish a number of community health precincts in Gold Coast City, including one in the Coomera Town Centre. This is intended to provide a single point of access to health care services from State and private providers, co-located with community service providers. A new small hospital may be constructed at Coomera by 2020 (depending on the future age profile).
- Uniting Church is in the early stages of planning for a proposed future facility/centre close to the Coomera Town Centre.
- Headquarters for the new Coomera Police District will be established in Coomera.

6.2 Upper Coomera

- The Queensland Government is planning a new state primary school in Coomera Springs.
- The PIP lists five future community facilities/centres in Upper Coomera.
- The Anglican Church, Spiritus and other partners are planning a community hub/social services centre adjacent to the Coomera Anglican College.

6.3 Oxenford

- The PIP lists two future community facilities/centres in Oxenford.
- A major extension is proposed for the existing Oxenford Coomera Community Youth Centre.

6.4 Pimpama

- The PIP lists four future community facilities/centres in Pimpama.

6.5 Ormeau

- The PIP lists two future community facilities/centres in Ormeau.

¹⁶ Refer to GCCC 2007 for further information.

7 Opportunities and constraints

There are numerous opportunities and constraints affecting the future supply of social infrastructure in the NGC SIP study area, as discussed below.

7.1 Planning

Planning for some key social infrastructure is underway.

- The Queensland Government Office of Urban Management (OUM) is currently working with a range of State Agencies on planning and locations for key facilities within Coomera Town Centre including a TAFE campus and schools, as well as police, fire and ambulance services.
- A *health and government sub-precinct* is identified in the draft Coomera Town Centre Structure Plan.
- Council is undertaking detailed planning in relation to the regional aquatic facility and the service delivery model for the Coomera Library.
- Some community support services are currently being developed and delivered, mostly by community sector organisations with limited funding.

However, further detailed and integrated planning is required to support development of social infrastructure across the northern growth corridor as the population grows. Many of the support services currently available do not have recurrent funding. Key requirements include:

- a strong and accessible network of community facilities for human service delivery, community programs and community events and activities
- recurrent resources for management of facilities and programming within centres to ensure they function as well as possible to meet local needs
- timely provision and recurrent funding of human services and community programs including:
 - community building
 - financial advice and counselling
 - individual and family counselling and support services
 - specialist counselling and related support (including housing)
 - child safety
 - health services
 - support services for young people
 - disability support and respite
 - employment support
 - transport
- early intervention and prevention initiatives that seek to strengthen individuals and communities before serious problems take hold
- community-based initiatives to support development of stronger social networks

Short term planning horizons for some government agencies in relation to the northern growth corridor has previously been identified as a concern, particularly where it limits opportunity to ensure that the right social supports are available to avoid social problems. Limited facilities and opportunities for young people is considered to be a particular risk factor by some government agencies interviewed for this plan.

Building capacity and providing opportunities for communities to participate in local decision-making is identified as a priority and an opportunity to encourage community strength, ownership and identity.

7.2 Transport

Capacity of the current transport network to service residential developments across the NGC SIP study area is constrained. Expansion of this network to service residential communities in the study area will become even more critical as the population grows and to facilitate access to the future Coomera Town Centre.

With the current and future population in these areas and a limited public (bus/rail) transport network, taxi service coverage in this region requires consideration.

7.3 Early years initiatives

The Early Years Initiative currently being developed by Queensland Health in Logan is planning to deliver services and support for families with young children within the NGC SIP study area. The Queensland Department of Communities newly funded Early Years Centre announced for Nerang will be providing outreach to nearby areas, which is likely to include parts of the northern growth corridor (Upper Coomera was identified as a possible satellite location).

Support programs for families with young children being delivered through the Northern Gold Coast C4C Initiative are reporting high levels of success in accessing and supporting families. The popularity of a new parenting program is being proven by a long and growing waiting list. There is opportunity to build on the new approaches and growing success of these programs if new and recurrent resources are established, and as evaluation informs development of additional programs.

7.4 Housing

The Department of Housing is purchasing additional properties in the Gold Coast Area. However, there will be no significant increase in new dwelling stock numbers. Existing public housing stock is mostly in coastal areas with only about 50 dwellings in the study area. Limited funding for new housing stock, high land prices and other considerations indicate that purchasing will continue slowly in the northern area of the City (estimated at 5-10 dwellings per year). The community housing sector in Gold Coast City is relatively small and its capacity is limited by available funding. However, the newly formed Gold Coast Housing Company may to some degree increase the capacity of this sector (AYPC 2007), especially if it can attract substantial government funding.

7.5 Venues

Many external agencies have recognised that providing services locally is important in the northern growth corridor. Lack of venues continues to hamper their efforts to provide outreach services and is a pressing constraint. For many service types provision from locations external to the study area is identified as inadequate to meet local needs.

However, there are some important opportunities to help address lack of venues, if planning occurs now. Primary among these is the development of a Government precinct in the Coomera Town Centre. The current commercial approach to government facility development may need to be modified to broaden the potential to meet facility needs in the Corridor, including the development of multi-purpose facilities and joint venture funding arrangements (e.g. with local businesses potentially through the Area Consultative Committee; Gold Coast City; and other sources). The planned development of a new TAFE campus in Coomera Town Centre also provides the opportunity for some community use space (if additional funding is provided). This opportunity would need to be secured quickly as plans for the campus are well advanced. The campus may also be able to provide some accommodation for community use on a hire fee basis (AYPC 2007).

While some community agencies may be prepared to rent premises for delivery of human services and community programs, availability of affordable commercial premises or residential premises that meet town planning requirements for human service delivery is considered to be a constraint. Assessment of town planning requirements is needed for suburbs and appropriate precincts across the study area in relation to delivery of human services and community programs.

The Gold Coast Area Consultative Committee can recommend regional partnership funding grants to the Australian Government for projects that contribute to jobs growth and community infrastructure within the current regional partnerships program funding guidelines. Regional partnerships funding may be pursued to contribute to development of venues for service delivery, for example, a Regional Human Services Hub in the Coomera Town Centre.

7.6 Co-location and Integration of Services

Co-location and integration is seen by most government agencies interviewed as a preferred option for delivering essential infrastructure in the Corridor. However, the lack of a coordinated approach to infrastructure planning and funding is seen as a constraint.

The capacity for agencies to work together across sectors provides an important opportunity for addressing the high level of need identified. The propensity to pursue collaborative and integrated responses opens the way for innovative models of social infrastructure delivery. Opportunities exist for agencies to undertake consolidated, integrated and staged planning to deliver infrastructure in the northern growth corridor. Some agencies are already forming alliances to plan for future infrastructure needs, for example, the Queensland Departments of Health; Education; and Communities (AYPC 2007).

Government agency interviews identified a number of interagency mechanisms that provide opportunities to share information and form collaborative partnerships. These include the Gold Coast Regional Managers Coordination Network and the Gold Coast Regional Area Consultative Committee, among others.

7.7 Location and Access

The expansive area covered by the northern growth corridor is creating difficulties for some agencies to deliver their services effectively. The Pacific Motorway is seen as both a barrier and a connector. For agencies locating their services along the rail line (such as the series of planned TAFE campuses) the Motorway promotes accessibility. For communities needing to access services across the Motorway, it acts as a barrier, and is considered to erode community cohesion. This will be a particular issue for accessibility to Coomera Town Centre. New residential communities have limited access to employment facilities and services (AYPC 2007). Development of pedestrian and cycle networks is important to connect communities and neighbourhoods across the study area, particularly with an increasingly young resident population.

8 Analysis of social infrastructure requirements

This section presents an analysis of requirements for social infrastructure across the northern growth corridor to 2021. Comparative rates of provision (or benchmarks) and proposed guiding standards of service are used as part of this analysis. They are particularly relevant for the proposed network of general community facilities, which includes community centres, human service hubs, community meeting rooms and halls, and community houses. It is important to note that rates of provision are only one part of this analysis. Recommendations about requirements for social infrastructure are informed by analysis of local needs and issues. This is critical to ensure that planning and development of facilities is based on locally appropriate standards that reflect local requirements – not a one size fits all approach to planning.

It is critical that facilities have the operational resources required to function successfully. Recurrent resources for management of facilities and programming within centres are essential to ensure they function as well as possible to meet changing local needs and are active spaces that encourage community interaction. Section 8 presents an analysis of requirements for facilities, services and programs. It does not specify funding requirements. For many social infrastructure types funding is provided by a number of agencies and levels of government.

The analysis of social infrastructure requirements is presented in three sections:

- a proposed framework for a network of general community facilities (Section 8.1)
- other social infrastructure types where comparative rates of provision have been applied (Section 8.2)
- other social infrastructure types where comparative rates of provision have not been considered in this study or are not available (Section 8.3)

8.1 Proposed framework for a network of general community facilities

This framework addresses requirements for general community facilities that are intended to function as a network to meet needs for general community activities and events and integrated

delivery of human services and community programs at regional, district and local level (Table 6). It also articulates the primary functions and required components of each of these facilities. Social Infrastructure Planning Guidelines prepared for the Queensland Government Office of Urban Management (OUM 2007), work undertaken to review the Gold Coast City Activity Centre Strategy and analysis of local social infrastructure provision and requirements for this study have informed the development of this framework.

Table 6: Proposed framework for a network of general community facilities

Level	Community activities and events	Delivery of human services and community programs
Regional	Regional community centre	Regional human services hub
District	District community centre	District community hub
Local	Community meeting room/hall	Community house

Regional human service hubs, district community hubs and community houses identified below in the proposed framework for a network of general community facilities will be important to accommodate and support integrated and collaborative delivery of human services and community programs, where appropriate. However, these facilities are not expected to accommodate all human service and community program delivery in the study area. They will be part of a wider network including specific facilities for government, community and private sector agencies providing a diverse range of human services and community programs.

The existing community house in Coomera is already demonstrating the benefits of collocation of services and programs – integration and information sharing, by virtue of sharing the space (and the kitchen). While co-location may not be appropriate for all types of services and programs opportunities for this approach to accommodate service and program delivery should be explored across the study area, on the condition that the primary functions and required components of each social infrastructure type are addressed.

Affordability is a key consideration for the development and management of general community facilities. Cost of accessing suitable premises for programs and services is already identified as a constraint for many groups and programs.

The regional and district community centres listed in Sections 8.1.2 and 8.1.3 include providing space for some cultural activities as part of the function of these facilities. While some cultural activities can be accommodated within a general community centre there are others with specific requirements that may not be accommodated within a general community centre. For example, a theatre for performance or a gallery space which may have specific operational requirements. At the regional level a specialist performance space (eg 250 seat theatre) is proposed to complement the regional community centre (see *regional cultural facility* in Section 8.2). There are opportunities across the study area to include specific provision for cultural activities within district facilities and for some cases within local facilities. For example, a meeting room within a district community centre could be designed to accommodate art workshops that require wet areas, which could also be suitable for play groups, etc. Adequate storage would be required to ensure that the space can be used securely for a range of functions. These considerations will need to be the subject of further detailed planning that will inform ongoing implementation and review of NGC SIP findings over the life of the plan.

8.1.1 Geographic structure

The Office of Urban Management (OUM 2007) outlines a geographic structure (hierarchy) that addresses the following levels:

- Shire-wide/regional
- District
- Local

In this study shire-wide/regional population thresholds are considered in relation to the whole study area and referred to as *regional*. This reflects the current and projected population of the study area, which is equivalent to many large local government areas in Queensland. Table 7 outlines the geographic structure and associated population thresholds.

Table 7: Proposed geographic structure and population thresholds

Level	Population thresholds
Regional	Regional facilities are considered in this study as appropriate for a major activity centre (catchment population 80,000 to 100,000 residents). Coomera is identified as a major activity centre and it's catchment population is expected to exceed this threshold in the outer years of the planning horizon for this study. Comparative rates of provision (OUM 2007) for specific regional facilities range from 1: 30,000 to 200,000 residents.
District	District facilities are considered appropriate for district activity centres (catchment population 15,000 to 20,000). Upper Coomera, Pimpama and Ormeau are expected to reach or exceed this threshold. Social Infrastructure Planning Guidelines (OUM 2007) identify 20,000 to 30,000 residents (in some cases up to 50,000) as the general guide for district facilities. Comparative rates of provision (OUM 2007) for specific district facilities range from 1: 20,000 to 50,000 residents.
Local	Social Infrastructure Planning Guidelines (OUM 2007) identify 5,000 to 10,000 residents (in some cases up to 20,000) as the general guide for local facilities. Comparative rates of provision (OUM 2007) for local facilities range from 1: 2,000 to 10,000 residents.

8.1.2 Regional level general community facilities

Regional community centre				
Primary functions	General community, recreation, events/conferences, evacuation centre, some cultural activities – to be complemented by a specialist regional performance space (eg, 250 seat theatre) see regional cultural facility in Section 8.2.			
Components	Multipurpose hall, breakaway rooms, commercial kitchen, utilities, administrative offices, storage, disability access, public transport access.			
Relevant comparative rates of provision	1: 30,000 - 120,000 Civic centre (OUM 2007).			
Existing facilities	Government owned land	Non-government owned		
	Nil	Nil		
Existing rate of provision – based on estimated 2007 population of 46,676 residents	Nil (includes government owned facilities only)			
Analysis	Absence of regional community facilities is placing considerable pressure on district and local facilities in the northern growth corridor. Development of regional facilities is urgent and critical.			
Proposed guiding standard	1: 75,000			
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.5	1.0	1.3	1.5

Regional human services hub				
Primary functions	Co-located non-government and government human service delivery.			
Components	Office space, administrative offices, service delivery space (including clinical and general purpose meeting rooms), storage, utilities, kitchen, co-location and opportunities for interagency collaboration, disability access, public transport access.			
Relevant comparative rates of provision	1: 30,000 - 100,000 Regional community care hub (OUM 2007).			
Existing facilities	Government owned land	Non-government owned		
	Nil	Nil		
Existing rate of provision – based on estimated 2007 population of 46,676 residents	Nil (includes government owned facilities only)			
Analysis	Lack of access to suitable venues for service provision is a major barrier to the delivery of human services in the northern growth corridor. This is placing considerable pressure on district and local level facilities. Development of regional level facilities for human service delivery is urgent and critical.			
Proposed guiding standard	1: 75,000			
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.5	1.0	1.3	1.5

8.1.3 District level general community facilities

District community centre				
Primary functions	Community building and meeting space (cultural, recreational and general community activities).			
Components	General purpose hall, meeting rooms, administrative offices, kitchen (catering), utilities, storage, disability access, public transport access, community service delivery (possible), wet areas for art workshops and other activities may be appropriate for some centres.			
Relevant comparative rates of provision	1: 20,000 - 50,000 District multi-purpose community centre; 1: 30,000-50,000 District level performing arts space (OUM 2007).			
Existing facilities	Government owned land	Non-government owned		
	Studio Village Community Centre; Upper Coomera State College Community Facility (part-time/after hours)	St Mary's Catholic Community Centre		
Existing rate of provision – based on estimated 2007 population of 46,676 residents	1.25 facilities 1: 37,341 (includes government owned facilities only)			
Analysis	Existing facilities are not able to meet the needs of the local population. Provision of district level community centres will be critical to support and accommodate activities in communities across the study area.			
Proposed guiding standard	1: 20,000			
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.7	2.4	3.6	4.4

District community hub				
Primary functions	Co-located service delivery for community services and universal programs.			
Components	Office space, administrative offices, service and program delivery space (including therapy and general purpose meeting rooms), storage, utilities, kitchen, co-location and opportunities for interagency collaboration, disability access, public transport access.			
Relevant comparative rates of provision	1: 20,000 - 30,000 District level neighbourhood centre (may act as community centre) (OUM 2007).			
Existing facilities	Government owned land	Non-government owned		
	Oxenford Coomera Community Youth Centre	Nil		
Existing rate of provision – based on estimated 2007 population of 46,676 residents	1: 46,676 (includes government owned facilities only)			
Analysis	Lack of access to suitable venues for service provision is a major barrier to the delivery of human services in the northern growth corridor. Provision of district level community hubs will be critical to support and accommodate delivery of community services and programs in communities across the study area.			
Proposed guiding standard	1: 30,000			
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.3	1.4	2.2	2.7

8.1.4 Local level general community facilities

At local level the proposed guiding standard and analysis of requirements for both community meeting rooms/halls and community houses has been combined. Allocation of requirements between meeting rooms/halls and community houses is based on analysis of local needs and opportunities to compliment district and regional level facilities across the study area. Note that at the local level government and non-government owned facilities are included in the analysis.

Community meeting room/hall				
Primary functions	Community meeting and activity space			
Components	Meeting room(s), access to utilities and kitchenette, storage, disability access, public transport access (desirable).			
Existing facilities	Government owned land	Non-government owned		
	Albert School of Arts (Cedar Creek) Hall; Ormeau Progress Assoc Hall (requires maintenance)*; Pimpama School of Arts	QCWA Hall Oxenford; Upper Coomera School of Arts; Coomera Uniting Church Hall; Holy Rood Anglican Church Hall; Pimpama Uniting Church Hall		
Community house				
Primary functions	Community building, community service delivery and universal programs			
Components	Office space, service and program delivery space (including therapy and general purpose group rooms), storage, utilities, kitchen, co-location and opportunities for interagency collaboration, disability access, public transport access (desirable).			
Existing facilities	Government owned land	Non-government owned		
	Nil	Uniting Church Coomera Community House (only confirmed until June 2008)*		
Combined locality level analysis for community meeting room/hall and community house				
Relevant comparative rates of provision	1: 2,500 -3,000 Community meeting room / neighbourhood house; 1: 6,000 - 10,000 Multi-purpose hall/ local community centre (OUM 2007).			
Existing rate of provision – based on estimated 2007 population of 46,676 residents	7 facilities 1: 6,668 (includes government and non-government facilities)			
Analysis	Needs analysis has identified ongoing concern about social isolation and limited social networks for residents in the northern growth corridor. Facilities are required to accommodate small-group or neighbourhood activities as well as universal programs. The existing Uniting Church Coomera Community House has been a successful venue for program delivery and promoting community interaction at a local level. Additional facilities are required for this purpose across the study area. Issues relating to access and maintenance for the community halls across the site require further consideration. The majority of existing facilities non-government owned. Development of new facilities on government owned land will be important to secure access for ongoing use by the general community.			
Proposed guiding standard	1: 5,000			
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	1.0	7.7	12.3	15.5

* Not included in analysis of current infrastructure supply.

8.1.5 Proposed distribution of additional general community facilities

This section outlines how the requirements for general community facilities are proposed to be distributed across the study area to 2021. The requirements identified in Sections 8.1.2 to 8.1.4 have been adjusted in the proposed distribution shown in Table 8. For example, applying the proposed guiding standards to the projected population produces a requirement for an additional 1.5 regional community centres and 4.4 district community centres. Because the study area has only one major activity centre (Coomera), only one regional community centre is proposed. Four district community centres are proposed. In this study no district community centre is proposed for Coomera due to:

- close proximity to the proposed facility adjacent to the Oxenford Coomera Community Youth Centre (proposed prior to this study)
- proposed regional community centre and several local facilities in Coomera

The proposed distribution presented below provides guidance for planning and development of facilities to 2021. It will need to be reviewed as population, demographics and local needs change, and as the network of social infrastructure in the study area develops. For example, future assessment of access to regional facilities in Coomera may affect the future requirements and demand for district level facilities in adjacent areas such as Pimpama. Detailed feasibility analysis, design and planning will be required for individual facilities.

Table 8: Summary of additional requirements for general community facilities and distribution across the NGC SIP study area to 2021

See Appendix One for detailed analysis and proposed schedule.

Facility type	Existing facilities	Number of additional facilities proposed					
		Total NGC SIP study area	Coomera	Upper Coomera	Pimpama	Ormeau	Oxenford
Regional community centre	Nil	1	1				
Regional human services hub*	Nil	1	1				
District community centre	1.25	4		1	1	1	**1
District community hub*	1	2		1	#0.5 ^	#0.5 ^	
Local level facilities	7	15.5					
⇒ Community meeting room/hall			3	#1.5	#0.5	#1.5	
⇒ Community house			4	2	1	2	

* Primarily State Government responsibility.

0.5 facility refers to those where the projected population only justifies a smaller scale facility.

** Proposed facility - adjacent to Oxenford Coomera Community Youth Centre (proposed prior to this study).

^ District community hubs for Pimpama (0.5) and Ormeau (0.5) proposed as combined community centre-hub facilities.

Note: There may be potential to integrate or co-locate facilities for community activities and events with human service and/or other facilities. This may be appropriate in some communities on condition that the primary functions and required components of all the relevant social infrastructure types being integrated or co-located are adequately provided for.

While there are some existing, proposed and planned non-government owned facilities in the study area, the analysis presented above for regional and district facilities only considers those on government land where there is long-term public ownership. However, at the local level non-government owned facilities are considered in the analysis.

Revision of population projections by the Queensland Government in 2008 may affect timing and distribution of population growth within the study area. Distribution of facilities listed in this table is indicative and will be reviewed over the life of the plan. Requirements for facilities in particular suburbs may be affected by delivery, capacity and accessibility of facilities in adjacent areas.

8.2 Other social infrastructure types where comparative rates of provision have been applied

Note that this broad analysis does not represent an exhaustive list. There may be some specific additional requirements. Health services and facilities are a key priority for local provision.

Facility, service or program	Existing provision		Analysis and requirements	
High School	1 (UCSC); part Pacific Pines SHS and Helensvale SHS (est 0.5)		Current population partly serviced by Pacific Pines State High School and Helensvale State High School. Currently no State High Schools Between UCSC and Windaroo Valley SHC. Access to state high schools from Ormeau is identified as a particular concern.	
Relevant comparative rates of provision: 1: 20,000 (OUM 2007)	Existing rate of provision: 1.5 Schools 1: 31,117.3		Proposed guiding standard: 1: 20,000 (as per OUM 2007)	
Additional requirements for projected resident population:	2006: 39,983 0.5	2011: 73,446 2.2	2016: 96,422 3.3	2021: 112,311 4.1
Primary school	7 (including UCSC - plus one planned in Coomera springs) - Gaven; Oxenford; Coomera; UCSC; Pimpama; Ormeau; Cedar Creek		Many of the State Primary Schools are relatively small and most are at or above capacity.	
Relevant comparative rates of provision: 1: 7,500 (OUM 2007)	Existing rate of provision: 1: 6,668		Proposed guiding standard: 1:7,500 (as per OUM 2007)	
Additional requirements for projected resident population:	2006: 39,983 -1.7	2011: 73,446 2.8	2016: 96,422 5.9	2021: 112,311 8.0
Community health precinct	Nil		Draft Coomera Town Centre Structure Plan includes provision for health services and facilities. Lack of facilities for delivery of health services is a current barrier to delivery. Commencing development of a health precinct to provide space for these services is urgent and should be addressed as early as possible in development of Coomera Town Centre (a population of over 70,000 residents is expected by 2011). The health precinct will need to provide for increasing health service requirements as the population grows.	
Relevant comparative rates of provision: 1: 100,000 – 300,000 (OUM 2007)	Existing rate of provision: Nil		Proposed guiding standard: 1: 100,000 Note that the catchment for the Coomera Town Centre health precinct is likely to extend beyond the NGC SIP study area.	
Additional requirements for projected resident population:	2006: 39,983 0.4	2011: 73,446 0.7	2016: 96,422 1.0	2021: 112,311 1.1

Facility, service or program	Existing provision		Analysis and requirements	
<u>Community health centre</u>	Nil		<p>Lack of facilities for delivery of health services is a current barrier to delivery. Provision of space for these services is urgent to meet the needs of the current population and this need will increase as the population grows. May include provision of space for specialist health services for young people and families with young children.</p> <p>Population projections support provision of over 2 district health centres by 2011. Provision in Ormeau will be particularly important due to its distance from existing and planned health services/precincts and limited transport options.</p> <p><i>There may be potential to integrate or co-locate community health facilities with general community facilities on condition that the primary functions of all the relevant social infrastructure types being integrated or co-located are adequately provided for.</i></p>	
Relevant comparative rates of provision: 1: 20,000 - 30,000 District level community health centre (OUM 2007)	Existing rate of provision: Nil		Proposed guiding standard: 1: 25,000	
Additional requirements for projected resident population:	2006: 39,983 1.3	2011: 73,446 2.4	2016: 96,422 3.2	2021: 112,311 3.7
<u>General practitioners</u>	21 General practitioners (GC Division of General Practice 2007, unpublished data)		<p>Workforce development constraints where the number of new GPs is not keeping pace with population growth in this area. Even if an additional 20 GPs could be established in the site by 2011 that would only provide a rate of 1: 1791, which is nearly 800 above the desired minimum. The current shortfall will continue to grow without specific action to address it.</p>	
Relevant comparative rates of provision: 1 GP: 1,000 (desired minimum based on national average from Gold Coast Division of General Practice).	Existing rate of provision: 1: 2,223 Note: This data does not account for hours worked. It reports the number of GPs, not the number of full-time equivalent GPs.		Proposed guiding standard: 1: 1,000	
Additional requirements for projected resident population:	2006: 39,983 19.0	2011: 73,446 52.4	2016: 96,422 75.4	2021: 112,311 91.3
<u>Regional cultural facility</u>	Nil		Regional level comparative rate of provision is a broad range. Performance facility will be required as the population grows (eg 250 seat theatre).	
Relevant comparative rates of provision:	Existing rate of provision: Nil		Proposed guiding standard: 1: 100,000	

1: 50,000 - 200,000 Performing arts/exhibition/convention centre (OUM 2007).				
Additional requirements for projected resident population:	2006: 39,983 0.4	2011: 73,446 0.7	2016: 96,422 1.0	2021: 112,311 1.1

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Facility, service or program	Existing provision		Analysis and requirements	
<u>Art gallery</u>	Nil		Regional level comparative rate of provision is a broad range. Exhibition/gallery space will be required as the population grows.	
Relevant comparative rates of provision: 1: 30,000 - 150,000 (OUM 2007)	Existing rate of provision: Nil		Proposed guiding standard: 1: 100,000 (exhibition space is likely to be required before the population in the study area reaches this threshold due to lack of facilities in adjoining areas).	
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.4	0.7	1.0	1.1
<u>Facilities for young people</u>	Nil		While the Oxenford Coomera Community Youth Centre is located within the site this centre is currently counted as a Local Community Hub, which reflects its current and important multi-purpose functions. Review of facilities for young people in GCCC in 2007 identified need for an additional four youth facilities in the study area: one district centre in the Coomera Town Centre, two local centres in Coomera-Cedar Creek SLA (Coomera-Upper Coomera) and one local centre in Ormeau. Proposed guiding standard: 1: 20,000 - 50,000	
Relevant comparative rates of provision: 1: 200,000 sub regional (GCCC 2007b); 1: 20,000 - 50,000 Local or District (GCCC 2007b)	Nil			
<u>Aged care service/respice centre</u>	Nil		Comparative rates of provision are very broad. District level facilities will be required as the population grows.	
Relevant comparative rates of provision: 1: 20,000 - 100,000 (OUM 2007)	Existing rate of provision: Nil		Proposed guiding standard: 1: 50,000	
Additional requirements for projected resident population:	2006: 39,983	2011: 73,446	2016: 96,422	2021: 112,311
	0.8	1.5	1.9	2.2

8.3 Other social infrastructure types where comparative rates of provision have not been considered in this study or are not available

Note that this broad analysis does not represent an exhaustive list. There may be some specific additional requirements. *Priorities include:

- community building
- financial advice and counselling
- individual and family counselling and support services
- specialist counselling and related support
- child safety
- health services
- support services for young people
- disability support and respice
- employment support
- transport

Facility, service or program	Existing provision	Analysis and requirements
*Community building – including community development programs and resourcing.	Limited provision through C4C Hubs - funded until June 2009 (playgroups, parent drop-in centre, social groups) Studio Village Community Centre, Active and Healthy GC (social interaction).	Very limited resources to address identified social isolation and limited social networks. Majority of current funding is short-term (C4C). Ongoing resources required for community development in suburbs across the study area.
Information and referral services	Some local provision of information and referral services through C4C (funded until June 2009) and Studio Village Community Centre. Some outreach legal/citizens advice through GC Citizens Advice Bureau.	Local services are under provided and will be inadequate to meet demand as the population grows. Additional resources are required to provide these district level services for the population in the study area.
*Financial advice and counselling		
Legal advice and citizens advice		
Volunteering		
Advocacy services		
Carers' services and support (including young carers)		
Cultural/arts activities/groups	Limited provision through schools, local halls, etc, eg: Lantern Festival/Festival of Light.	Building local capacity for cultural activities and groups is a priority for this area and this will continue as the population grows. Cultural activities are important to address identified social isolation in the study area. Current lack of access to community facilities in the study area is a barrier to development of cultural activities and programs.
Branch Library	Nil	1 Planned for Coomera Town Centre – service delivery model under development.
*Individual and family counselling and support services - including support and self-help groups, parenting education, life skills eg: budgeting, nutrition, personal health awareness	Currently limited access to general counselling and support services within the site (Studio Village Community Centre, Lifeline and Centacare). Limited provision of support groups and lifeskills programs through C4C Hubs - funded until June 2009.	Local access to individual and family counselling and support services is required in suburbs across the study area. Services are under provided for the current population and this situation will escalate as the population grows. Immediate priorities for additional counselling services include Upper Coomera, Coomera and Ormeau.
*Specialist counselling and related support (grief and loss, domestic violence and sexual abuse/assault support services, mediation)	Very limited local provision other than some outreach sexual abuse counselling (life line) and grief support groups (C4C funded until June 2009).	Local research identified concern about domestic violence within the study area and increasing local demand for specialist counselling and related support. Additional resources are required urgently for the study area, particularly for domestic violence related support.
Emergency relief/support services	Limited local access to emergency relief services and support from within the study area. Centrelink access is currently limited to Nerang, Southport and Beenleigh service centres.	Additional local provision of emergency relief and support is required to meet the needs of the current and future population. Local research has identified that residents have reported difficulty accessing Centrelink service centres. Centrelink is an important referral point for many social services. Provision of

Facility, service or program	Existing provision	Analysis and requirements
		Centrelink services will be required within the study area, either through a physical presence or other model of delivery.
*Child Safety Services (includes alternate care)	Currently no service providers located within the study area. Qld Department of Child Safety is located in Beenleigh.	Consultation undertaken for this study found that high incidence of child safety issues is placing considerable pressure on staff across a range of agencies. Additional resources for child safety services are required for the current and future population in the study area, along with prevention and early intervention service for families, children and young people.
Housing and homelessness (advice and referral, emergency housing, transitional housing and supported long-term housing).	Little to no local provision of housing support services. Services provided external to the study area with many unable to meet current demand.	Housing affordability in the study area is declining rapidly. Local research has identified need for emergency housing. A range of housing support services will be required within the study area as the population grows ¹⁷ .
*Health services (child health, community nursing, mental health, drug and alcohol, family planning, pregnancy and childbirth, sexual health, rehabilitation)	Some limited local provision of child health services as outreach and through local pharmacies (baby health nurses) and C4C (until June 2009). Services provided external to the study area are unable to meet demand. Other specialist health services accessible mainly externally to the study area.	Additional local service provision required urgently for the current population, particularly child health services. This need will increase further as the population grows. With a young age profile the northern growth corridor presents an opportunity to develop specific health services for young people. Refer also to community health precinct and community health centre.
Public Immunisation	GCCC Mobile Immunisation Service currently visits two locations in the study area (Ormeau and Oxenford). Provided through general practitioners as available.	Additional capacity for delivery of immunisation services will be required as the population grows.
*Support services for young people	Limited provision of specific support services for young people within the study area. YHES House young parents program funded by C4C to June 2009, church-based group(s) for young people, some programs through local schools [?].	Additional local provision of support services is required for the current population of young people in the study area. This need will increase dramatically as the population grows. See also requirements for facilities for young people above.
*Disability support services (including district level disability respite programs)	Currently very limited provision within the study area. Some outreach services.	Current programs are limited by lack of facilities for delivery. Need for space is critical and urgent. Students graduating from Upper Coomera State College Special Education and Development Unit will increase demand for post-school options/disability

¹⁷ Refer to the GCC Housing Needs Assessment – available from Council’s website www.goldcoast.qld.gov.au

Facility, service or program	Existing provision	Analysis and requirements
		<p>programs. More detailed planning will be required to meet increasing need for disability services as the population grows. There is an urgent requirement to establish local capacity to provide services and programs for people with disabilities.</p>
<p>*Respite care - local day / over-night respite centre</p>	<p>1 small facility in Ormeau.</p>	<p>There are currently two Special Education Units in the site that are at capacity. Currently students at these facilities need to access local respite services and these needs will continue post school. There is currently substantial unmet demand for respite services to meet demand from the site. Require local access to respite services throughout the site including in Ormeau, Pimpama, Coomera, Upper Coomera and Oxenford. More detailed planning will be required as the population grows.</p>
<p>Residential aged care facility/nursing home</p>	<p>2 nursing homes/centres.</p>	<p>Additional facilities will be required as the population grows.</p>
<p>Indigenous support services</p>	<p>Major services are located outside the study area.</p>	<p>Population growth in the City is placing increasing pressure on housing and support services for Indigenous families in a region where demand for these services already exceeds supply (GCCC 2005). Additional resources for local service provision within the study area will be required as the population grows. Need to monitor service needs and develop local services as required.</p>
<p>Multicultural / Culturally and Linguistically Diverse (CALD) support services - language support services, migrant/refugee support services.</p>	<p>Major services are located outside the study area.</p>	<p>Limited outreach programs proposed for the study area in 2007-08. Potential for resettlement of migrants/refugees within the study area over the coming years. Additional resources for local service provision within the study area will be required as the population grows. Need to monitor service needs and develop local services as required.</p>
<p>*Employment support and training services</p>	<p>Currently limited outreach of employment support to the study area.</p>	<p>Needs analysis identified lack of local employment opportunities and local training options. Locally provided employment support services are required for the current population. This need will increase as the population grows. Additional services are required for the current and future population.</p>
<p>TAFE Campus / University campus</p>	<p>Nil</p>	<p>Needs analysis identified lack of local education and training</p>

Facility, service or program	Existing provision	Analysis and requirements
		options. TAFE campus is planned for the Coomera Town Centre. This facility is urgently required along with a range of education and training options to meet the needs of the current and future population.
*Transport - community based/special needs	The Council Cab Service operates in some parts of the study area. Some other community-based transport services within Gold Coast City include the northern growth corridor in their service catchment area.	The limited public transport network in the study area is an identified barrier to accessing social and community services and impacts on the wellbeing of many residents. In addition to developing the public transport network in the study area, community-based and special needs transport services will be required to facilitate access to services for the current and future population.

9 Summary of findings

The severe lack of facilities and services required to meet the social, health, employment and recreational needs of residents is a dominant theme in government agency interviews and in discussions with other stakeholders. Rapid population growth and distance from existing service and employment centres, combined with limited public transport services, social disadvantage, add to the complexity of planning and delivering infrastructure in the city's northern growth corridor.

The resident population in the northern growth corridor is projected to increase from around 50,000 in 2006 to over 127,000 by 2021 (GCCC 2005a) and even more in subsequent years. Action to address development and provision of social infrastructure, which is under-provided for the current population, is urgent and critical. With a very young age profile the needs of children, young people and their families requires specific and detailed consideration in the development of the northern growth corridor. In particular, involving children, young people and their families in planning and design of local facilities and spaces will encourage use of and community commitment to facilities and spaces.

Planning for some key social infrastructure is underway.

- The Queensland Government Office of Urban Management (OUM) is currently working with a range of State Agencies on planning and locations for key facilities within Coomera Town Centre including a TAFE campus and schools, as well as police, fire and ambulance services.
- A *health and government sub-precinct* is identified in the draft Coomera Town Centre Structure Plan.
- Council is undertaking detailed planning in relation to the regional aquatic facility and the service delivery model for the Coomera Library.
- Some community support services are currently being developed and delivered, mostly by community sector organisations with limited funding.

However, further detailed and integrated planning is required to support development of social infrastructure across the northern growth corridor as the population grows. Many of the support services currently available do not have recurrent funding. For the northern growth corridor to grow into a strong, healthy community it needs ongoing resources for social services and community development.

Key requirements include:

- a strong and accessible network of community facilities for human service delivery, community programs and community events and activities
- recurrent resources for management of facilities and programming within centres to ensure they function as well as possible to meet local needs
- timely provision and recurrent funding of human services and community programs including:
 - community building
 - financial advice and counselling
 - individual and family counselling and support services
 - specialist counselling and related support (including housing)
 - child safety
 - health services
 - support services for young people
 - disability support and respite
 - employment support
 - transport
- early intervention and prevention initiatives that seek to strengthen individuals and communities before serious problems take hold
- community-based initiatives to support development of stronger social networks

The NGC SIP presents a clear opportunity to plan well to meet the social needs of residents and communities in the city's northern growth corridor, identify what is required to address these current problems and develop new approaches to planning and provision. The strong interest that is building around planning and providing social services, programs and facilities in this region is encouraging and there are opportunities to build on the work that is currently being undertaken to support communities in this emerging part of the city. There is a high level of capacity for integrated service delivery in the area between both government and non-government agencies and a high level of commitment from the non-government sector to participate in social infrastructure provision.

There is opportunity for government and non-government agencies to build on this capacity for partnership, by adopting a co-ordinated and collaborative approach to developing multi-use facilities and integrated service delivery. There is also the opportunity for the Commonwealth, State and Local Governments to adopt a place-based approach to public investment in the area, enabling them to co-ordinate their funding to address specific local needs, increasing the effectiveness of resources invested.

Consideration should be given to establishing cross-sectoral arrangements (between government and the community and private sectors) to support coordinated and collaborative planning and development of Gold Coast City's northern growth corridor. In June 2007 the first meeting of the NGC SIP Stakeholder/Service Providers Group was convened. Eighteen people from community and government agencies attended and agreed to reconvene to discuss and develop strategies for advocacy in relation to development of social infrastructure in the northern growth corridor. The group has now grown to over 30 members.

10 Proposed strategies and actions

Proposed Strategies	Actions	Timeframe	Responsible parties
<p>1. General Facilities</p> <p>Implement the network of general community facilities across the northern growth corridor for community activities and events and the delivery of human services and community programs, as proposed in Section 8.1 of this plan.</p> <p>Facilities for young people (as listed in Section 8.2) should be included in implementation of this network.</p>	Detailed review of existing facilities to identify opportunities to maximise use and access, and options to resource appropriate improvements.	2007-08 and ongoing	<p>All levels of government, private and community sectors.</p> <p>GCCC to lead/undertake review of existing facilities, and planning and development of Council related facilities.</p> <p>See also <i>Proposed Strategy 7 Advocacy</i>.</p>
	Develop partnerships and seek resources for development of facilities (including recurrent operational resources).		
	Secure land/sites for new community facilities in appropriate locations.		
	Detailed and participatory planning and design for individual facilities to ensure that they are of appropriate scale and meet local requirements.		
	Develop facilities.		
Establish management arrangements to ensure that access to facilities and the primary functions of facilities are provided for as proposed in Section 8.1.			
<p>2. Specialist Facilities</p> <p>Develop other specialist facilities (in addition to the proposed network of general facilities) for delivery of human services and community programs such as welfare, disability support, employment support and others.</p> <p><i>Refer to Section 8.2 and 8.3 and note that it is not an exhaustive list. There may be some specific additional requirements.</i></p>	As above for <i>Proposed Strategy 1</i> , as appropriate.	Immediate and ongoing	<p>Funding agencies and service providers in partnership with other stakeholders.</p> <p>Funding agencies to lead and resource planning and development of facilities in key portfolio areas.</p> <p>Service providers continue to develop facilities where capacity exists.</p>
<p>3. Human services and community programs</p> <p>Resource and deliver human services and community programs to meet the needs of the local population.</p> <p><i>Refer to Section 5.2 and 5.3 and note that it is not an exhaustive list. There may be some specific additional requirements.</i></p>	<p>Detailed planning for specific service and program areas such as health, education, disability, families with children, young people – including sequenced delivery of services across the study area.</p> <p><i>For example, Disability Services Queensland are providing funding to GCCC to undertake detailed planning for disability services and support in the northern growth corridor.</i></p>	Immediate and ongoing	<p>Funding agencies and service providers in partnership with other stakeholders.</p> <p>Funding agencies to lead and resource planning and development of services and programs in key portfolio areas.</p> <p>Service providers continue to develop services and programs where capacity exists.</p>
	Fund services and programs to meet requirements of the current and future population.		
	Develop the capacity of community organisations to deliver additional welfare services to vulnerable groups – link to dept communities strengthening NGOs		

Proposed Strategies	Actions	Timeframe	Responsible parties
	<p>initiatives.</p> <p>Support development of emerging local organisations in the northern growth corridor.</p> <p>Training in community services to build the workforce for human services and community programs.</p> <hr/> <p>Secure venues (as per <i>Proposed Strategy. 1 and 2</i>).</p> <hr/> <p>Resource and deliver individual and family support, including holistic services and programs that focus on the whole person or whole family.</p> <p><i>Recurrent funding for individual and family support, as funded by the Queensland Government in other parts of Gold Coast City, will be critical to build strong communities in the short and long term.</i></p> <hr/> <p>Deliver services and programs, including:</p> <ul style="list-style-type: none"> • prevention and early intervention programs • universal programs for the whole community • acute service delivery 		
<p>4. Social networks and relationships</p> <p>Continue existing and develop new initiatives to build social networks and relationships between residents in the northern growth corridor, and address social isolation.</p>	<p>Resource and deliver community building initiatives including community development workers and continuing C4C Child Focussed Hubs.</p> <p><i>Recurrent funding for community development programs and workers, as funded by the Queensland Government in other parts of Gold Coast City, will be critical to address identified social isolation and build strong local communities in the short and long term.</i></p> <hr/> <p>Build local identity and stronger social networks by supporting and developing cultural, recreational and environmental initiatives, activities and groups (eg, lantern festival).</p> <p>Support/train young people to run events/activities.</p> <hr/> <p>Design buildings and spaces to encourage social interaction (including participation in design).</p> <hr/> <p>Promote community participation in planning through curriculum/school-based and other programs to build community interest and engage local people in considering and contributing to the future of their community.</p> <hr/> <p>Develop and support crime prevention initiatives to build strong communities in the northern growth corridor.</p> <hr/> <p>Develop mentor programs and volunteer support initiatives.</p>	<p>2007-08 and ongoing.</p>	<p>Funding agencies and service providers in partnership with stakeholders.</p> <p>Social Planning and Development Branch, GCCC to convene a workshop with the NGC SIP Stakeholder/Service Providers Group and relevant Council departments (Cultural Development, Recreation Services, City Plan Unit, Community Safety Team, Catchment Management, Bushland Management, etc) to identify opportunities for ongoing initiatives and approaches to developing strong community identity and social networks and relationships.</p>
<p>5. Town planning</p> <p>Ensure that the NGC SIP informs town</p>	<p>Ensure structure plans and local area plans include provision for social service delivery in relevant/appropriate</p>	<p>2007-08 and ongoing</p>	<p>Social Planning and Development Branch, GCCC to</p>

Proposed Strategies	Actions	Timeframe	Responsible parties
planning activities such as the Coomera Town Centre Structure Plan, Coomera Local Area Plan and development assessment.	domains/precincts. Engage local residents in design of public spaces and buildings, particularly in the future Coomera Town Centre. Refer to <i>Proposed Strategy 4. Social networks and relationships</i> .		brief relevant officers in the Planning Environment and Transport Directorate on the findings of the NGC SIP, with support from Northern Gold Coast C4C as appropriate.
	Provide information to inform social planning and community infrastructure considerations in development assessment.		
	Provide information to inform Council's Transport Planning work.		
	Review NGC SIP findings and their relationship to the GCC Priority Infrastructure Plan.	2007-08	Social Planning and Development Branch, GCCC to lead in partnership with Parks and Recreational Services and Strategic and Environmental Planning and Policy.
6. Partnerships and coordination Planning, facilitation, negotiation and coordination for implementation of the NGC SIP.	Establishing cross-sectoral arrangements (between government and the community and private sectors) to support coordinated and collaborative planning and development of Gold Coast City's northern growth corridor.	2007-08	NGC SIP Stakeholder/Service Providers Group – develop terms of reference following finalisation of the NCG SIP.
	Workshop findings of the NGC SIP with the Gold Coast Regional Managers Coordination Network (RMCN) to identify relevant actions for RMCN.	2007-08	GCCC to lead workshop with RMCN, with support from Northern Gold Coast C4C.
	Initiate dialogue between GCCC, the development industry and social infrastructure providers to raise awareness of specific needs and findings and identify possible partnerships for development in the northern growth corridor.	2007-08	GCCC to lead.
	Undertake local economic development and industry development initiatives to promote diverse employment opportunities in key industry areas in accordance with the <i>Gold Coast 2010 Economic Development Strategy</i> . This will be supported by GCCC's Industry Development Officers in the following industry areas: Education; Health and Medical; Marine Industry; Creative Industries; Environment; Tourism; Sport; Food; and Information and Communication Technology. Linking this plan with industry development initiatives will support development of Coomera as a major business hub in the Pacific Innovation Corridor.	2007-08 and ongoing	Economic Development Branch, GCCC and Social Planning and Development Branch, GCCC.
	Examine models for social infrastructure	2007-08	NGC SIP

Proposed Strategies	Actions	Timeframe	Responsible parties
	development in other rapidly growing communities.	and ongoing	Stakeholder/Service Providers Group
7. Advocacy Develop an advocacy strategy/plan to access resources for social infrastructure in the northern growth corridor.	Develop an advocacy strategy/plan for the NGC SIP to continue to raise awareness of growth in the northern growth corridor and need for action on detailed planning and provision, and seek resources for social infrastructure provision. See Appendix Two.	2007-08	GCCC with the NGC SIP Stakeholder/Service Providers Group.
8. Housing and homelessness	Provide information to inform development of services and support relating to housing, homelessness and affordable housing.	2007-08	GCCC to brief housing agencies in the region, including Gold Coast Housing Co, on the findings of the NGC SIP, with support from Northern Gold Coast C4C.
9. Transport	Advocate for ongoing development of the public transport network, and for the appropriate location of facilities in relation to transport services. Include in advocacy strategy.	2007-08 and ongoing	NGC SIP Stakeholder/Service Providers Group to include transport in NGC SIP advocacy strategy/plan.
10. Community information	Raise community awareness of services, programs and facilities through community events, venues and programs. Encourage existing and new providers to register with the Citizen's Advice Bureau Community Directory and Commonwealth Carelink.	Ongoing	NGC SIP Stakeholder/Service Providers Group to promote.
11. Monitoring and review Evaluation of the NGC SIP process and monitoring of implementation, including monitoring social infrastructure development over time.	Draft NGC SIP to be distributed externally for review/comment subject to relevant GCCC approvals	2007-08	GCCC.
	Reflective evaluation of the process for developing the NGC SIP. Monitor success/effectiveness and relevance for other communities. Feed findings into the InSPIA Project – University of Queensland Boilerhouse Community Engagement Centre project exploring a diverse range of issues relating to social infrastructure planning and social development.	2007-08 and ongoing	GCCC, with input from project working group, InSPIA and other relevant stakeholders.
	Monitoring of population growth and Social Infrastructure Provision and subsequent review of the NGC SIP. Revise analysis to reflect new population information and other relevant data.	2008 and ongoing	GCCC to develop and implement monitoring methodology and schedule.
	Report on progress/implementation to Council annually until 2012 and every three years until 2021.	Ongoing as specified	Social Planning and Development Branch, GCCC report to Council, with input from relevant stakeholders.

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12 Appendix One – Proposed distribution and schedule for additional general community facilities

Proposed year to commence operation shown in (parentheses). Refer to Table 3 for further population details.

Facility type	Total existing facilities	Total No. of additional facilities proposed	Coomera		Upper Coomera		Pimpama		Ormeau		Oxenford		Cedar Creek-Willowvale	
			Projected population 2006: 7,138 2021: 42,017 Increase: 489%		Projected population 2006: 8,864 2021: 23,487 Increase: 165%		Projected population 2006: 3,960 2021: 16,731 Increase: 323%		Projected population 2006: 7,154 2021: 15,550 Increase: 117%		Projected population 2006: 10,150 2021: 11,202 Increase: 10%		Projected population 2006: 2,717 2021: 3,323 Increase: 22%	
			Existing facilities	No. of facilities proposed	Existing facilities	No. of facilities proposed	Existing facilities	No. of facilities proposed	Existing facilities	No. of facilities proposed	Existing facilities	No. of facilities proposed	Existing facilities	No. of facilities proposed
Regional community centre	<i>Nil</i>	1		1 (2011)										
Regional human services hub*	<i>Nil</i>	1		1 (2011)										
District community centre	1.25	4			<i>UC State College PAC⁻ - part-time (0.25)</i>	1 (2011)		1 (2021)		1 (2016)	<i>Studio Village Community Centre (1)</i>	**1		
District community hub*	1	2				1 (2011)		#0.5 (2021) ^		#0.5 (2016) ^	<i>Oxenford Coomera Community Youth Centre (1)</i>			
Local level facilities	7	15.5												
⇒ Community meeting room/hall			<i>Coomera Uniting Church Hall (1)</i>	3 (2010; 2011; 2016)	<i>Upper Coomera School of Arts (1)</i>	#1.5 (2015; 2021)	<i>Pimpama School of Arts; Pimpama Uniting Church Hall (2)</i>	#0.5 (2018)	<i>Ormeau Progress Assoc Hall - requires maintenance (nil)</i>	#1.5 (2008; 2020)	<i>QCWA Hall Oxenford; Holy Rood Anglican Church Hall (2)</i>		<i>Cedar Creek hall (1)</i>	
⇒ Community house			<i>Uniting Church Community House - temp (nil)</i>	4 (2009; 2010; 2014; 2021)		2 (2009; 2016)		1 (2015)		2 (2010; 2021)				

* Primarily State Government responsibility.

0.5 facility refers to those where the projected population only justifies a smaller scale facility.

~ Upper Coomera State College Performing Arts Centre - only part-time general community access.

** Proposed facility - adjacent to Oxenford Coomera Community Youth Centre (proposed prior to this study).

^ District community hubs for Pimpama (0.5) and Ormeau (0.5) proposed as combined community centre-hub facilities.

Note: There may be potential to integrate or co-locate facilities for community activities and events with human service and/or other facilities. This may be appropriate in some communities on condition that the primary functions and required components of all the relevant social infrastructure types being integrated or co-located are adequately provided for.

While there are some existing, proposed and planned non-government owned facilities in the study area, the analysis presented above for regional and district facilities only considers those on government land where there is long-term public ownership. However, at the local level non-government owned facilities are considered in the analysis.

Revision of population projections by the Queensland Government in 2008 may affect timing and distribution of population growth within the study area. **Timing and distribution of facilities listed in this table is indicative** and will be reviewed over the life of the plan. Requirements for facilities in particular suburbs may be affected by delivery, capacity and accessibility of facilities in adjacent areas.

13 Appendix Two – Potential funding options

Information on a broad range government grants and funding programs grants can be accessed on the internet:

- Queensland Government - <http://www.qld.gov.au/grants/discoverbywizard.action>
- Department of Communities - <http://www.communities.qld.gov.au/department/funding/calendar/>
- Federal Government - <http://www.grantslink.gov.au/>

Some particular funding opportunities include:

- Department of Communities [Building Links 2007-08](#), a program that provides flexible seeding grants (\$15,000 to 50,000) to enable activities that lead to an increased sharing of services; such as the development and implementation of inter-agency protocols to share corporate services and resources or integrated service delivery. Applications for funding closed 6 August 2007.
- Supporting Neighbourhood and Community Centres Initiative 2 - this funding is to allow neighbourhood and community centres to access one-off grants up to a total of \$50,000, to assist neighbourhood and community centres to undertake minor building upgrades and improvements. Funding will be prioritised to support services whose work contributes to providing prevention and early intervention activities to support families and/or strengthen communities. Applications for funding closed 17 September 2007. <http://www.communities.qld.gov.au/department/funding/communitysupport/current/supporting-neighbourhood-centres/>
- The Regional Centres Program provides support for projects with genuine regional benefits, such as infrastructure and community facilities including revitalisation of central business areas, tourism infrastructure, foreshore development (excluding beach replenishment); social and community centres; and streetscaping. <http://www.lgp.qld.gov.au/?id=101>
- Funding for up to 50% of a project is available through the Australian Government's ongoing Regional Partnerships program. The program focuses on several areas: strengthening growth and opportunities; improving access to services; supporting planning; and assisting structural adjustment. The Gold Coast and Region Area Consultative Committee (ACC) (5657 5162) can provide information and assist in developing applications and they are the key providers of independent advice to the Federal Government on applications under this programme. Detailed information and funding guidelines are available at www.regionalpartnerships.gov.au.
- Jupiters Casino Community Benefit Fund is an ongoing program through Queensland Treasury which provides grants of up to \$150,000 to maintain properties and premise and acquire essential equipment to help in their service delivery.
- Department of Employment and Industrial Relations through its Training in Communities program provides grants up to \$250,000 to organisation to provide training and related assistance to people who are least competitive in the labour market or marginalised from learning or training opportunities.
- Community Kindergarten Assistance Scheme (DECKAS) from the Department of Education Training and the Arts is an ongoing program that provides recurrent and capital assistance to community kindergartens (approved under Creche and Kindergarten Association of Queensland).
- Through the Gambling Community Benefit Fund, Queensland Treasury offers grants up to \$30,000 to invest in the community sector, supporting the capacity of community organisations and groups to provide services, leisure activities and opportunities for Queenslanders in their local communities. Rounds occur quarterly and the next round closes 30 September 2007.
- From time to time, the Federal Government provides additional funds for the provision of services under the Family Relationship Services Program, including pilot projects. An open, competitive process is normally used to allocate additional funds, with advertisements usually appearing in the national press and in the local or regional press

in areas of identified need. The Family Relationship Services and Child Support Branch web page lists any current funding opportunities.

Other sources of information regarding funding opportunities include:

- The Australian Directory of Philanthropy which lists more than 420 trusts, foundations and corporate giving programs and incorporates The Australian Directory of Corporate Community Investment, which lists over 40 Australian corporations which have community investment programs. To purchase a copy, visit www.philanthropy.org.au.
- EasyGrants Newsletter & Grants Education Service provides a consolidated Grants Information Service delivered every month. To subscribe www.ourcommunity.com.au

14 Appendix Three – Identified top priorities – NGC SIP Social and Community Service Providers Workshop, 20 April 2007

Groups were asked to identify their top 3 priorities when reporting back to the full group. The following themes emerged:

The most commonly identified priorities for action were:

- To secure land early.
- To establish venues from which to offer programs, including service hubs (as a basis for service delivery, community focus and sporting activity) and shared use of facilities.
- To develop better transport solutions, including short term innovative transport (particularly supporting east – west movement).
- To facilitate a whole of community strategy and action plan (the concept of a think tank, possibly meeting quarterly, was discussed).
- To engage a community liaison officer to facilitate service delivery co-ordination and networking between providers.
- To develop a sense of local identity and community ownership (e.g. through local events and other initiatives), to bring the community together and develop local pride.
- To provide programs for young people, and address youth crime and safety.
- To attract more funding for service delivery.

Other important priorities were:

- To focus on early intervention and prevention.
- To integrate social planning into development assessment processes.
- To reconcile misalignment between agencies administration areas.
- Conduct a stock take on land and develop partnerships for its use and development.
- To increase the supply of affordable and crisis housing.
- Provide affordable child care.
- Provide services for families and address social isolation.
- To improve safety and access over the motorway through increased provision of overpasses.
- Planned co-location of facilities, connected with transport and cycle networks.
- Establish referral resources for new residents and service providers.
- Provide adequate recreation space (indoor and outdoor).
- Engage community development workers in the area.
- Provide safe bikeways and pathways particularly for access to schools.

Contact Ian O'Reilly for a copy of the full report from the NGC SIP Social and Community Service Providers Workshop.

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15 Appendix Four – Consultant’s report on analysis of interviews with government agencies from the NGC SIP.

Contact Ian O’Reilly for a copy of this report.

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DRAFT

Memorandum of Understanding between Gold Coast City Council and Griffith University

**Parties: Gold Coast City Council (GCCC)
Griffith University (Griffith)**

1.0 Preamble

1.1 Respective Roles:

Gold Coast City Council: GCCC is Australia's second largest local authority, representing Gold Coast City's population of approximately 500,000 and employing approximately 3,000 people. GCCC has responsibility for the sustainable development of Gold Coast City through land use planning, environmental management, economic and cultural development and the provision of community infrastructure and services, as well as City leadership and advocacy. Through its Economic Development Strategy, GCCC seeks to strengthen and diversify the City's economy and increase employment in knowledge-based industries. GCCC recognises the importance of education, including higher education and associated research and development (R&D) in achieving its goals for the City's economy. GCCC will continue to play an advocacy role to attract investment in higher education and R&D in the City. Further GCCC is committed to working with the City's universities to achieve overall sustainable development for the City.

Griffith University: Griffith is an innovative research university operating five campuses in Brisbane and the Gold Coast and catering to a total of 35,000 students. Its Gold Coast campus is one of Australia's most modern and comprehensive campuses designed to address the higher education needs and aspirations of the Gold Coast community. Already the university's largest campus, catering to approximately 14,000 students, it is expected to grow by a further 10,000 students over the next two decades. With GCCC, Griffith is committed to the development of a knowledge precinct that includes its campus and surrounding land to create an integrated precinct for knowledge generation and high technology commercialisation activities.

1.2 Current relationship:

GCCC and Griffith have a history of effective collaboration to achieve mutual objectives. This relationship has included the following activities:

- Joint planning
- Collaboration on research projects
- Marketing and promotion of the Gold Coast education sector
- Cross-representation on advisory boards, committees and working parties
- Sponsorship of specific initiatives

- Consultancies, and;
- Professional development

Specifically the relationship includes the following key joint initiatives:

- Gold Coast Knowledge Precinct
- Gold Coast Innovation Centre
- Queensland Smart Water Research Facility

1.3 Current Situation:

GCCC has undertaken research which has identified a shortfall in higher education and research and development capacity in the Gold Coast City. The research highlights a shortfall of University places and research and development funding compared to national averages. GCCC has resolved to make representations on these issues to the Australian and Queensland governments as part of its advocacy efforts. GCCC made a submission to the Australian Higher Education Review.

GCCC has resolved to seek Memoranda of Understanding (MoU) with higher education providers including Griffith with a view to advancing higher education capacity in the City, the primary focus being to enhance the capacity of the City's existing higher education providers to meet future educational needs and maximize opportunities.

Under this MoU, it is proposed to investigate opportunities for collaboration and partnership focusing on the provision of an appropriate skills base for the city's future. This may include the development of business cases for attracting investment, potential partnership opportunities, new physical campus opportunities and the potential for joint venture R&D infrastructure development.

2.0 Purpose of Memorandum of Understanding

GCCC and Griffith, recognising the educational, business, economic and social benefits which would flow from a closer association, have entered into a Memorandum of Understanding.

This MoU aims to recognise and build on the existing relationship between the parties and to work together to achieve the sustainable development of Gold Coast City.

Specifically it aims to maximise opportunities to increase the City's higher education and R&D capacity.

3.0 Objectives

This MoU has specific objectives for the enhancement of higher education, research and development and employment in Gold Coast City, while also recognising the broader objectives of achieving economic, social and environmental benefits of mutual interest to the parties for the benefit of the City.

3.1 Specific Objectives

- Contribute to enhancing Age Participation Rates in Higher Education for Gold Coast City to reach national average levels by 2018
- Contribute to the enhanced provision of university places on the Gold Coast to reach national average levels by 2018
- Contribute to the development of course programs to support the skills needed for the development of the Gold Coast knowledge economy
- Contribute to the attraction of significant additional research and development investment in Gold Coast City to achieve national average levels of Higher Education Research and Development (HERD) income per capita by 2018
- Contribute to the development and facilitation of promotional and pathway programs in key discipline areas to meet employment requirements in the City in the long term eg Tech GC, Science on the Go
- Secure public funding for university places through joint advocacy, planning and strategic investment where appropriate
- Secure Australian and State government and private investment in R&D infrastructure through joint advocacy, planning and strategic investment
- Cooperative planning and strategy development for higher education and associated R&D in Gold Coast City, including for the enhancement of:
 - a. Education and R&D Infrastructure
 - b. Skills/course development
 - c. Industry engagement/business linkages
 - d. Schools/VET linkages
 - e. International relationships
 - f. Education export development, and:
 - g. Related strategies and projects e.g. transport, affordable housing, other support services
- Collaborative development of the Gold Coast Knowledge Precinct

3.2 Broad Objectives

A range of broad objectives could include:

- Collaborate for the beneficial sharing and building of knowledge, expertise and capacity
- Deliver environmental, infrastructure, economic development, community and planning projects for Gold Coast City.
- Identify and implement opportunities for research, consultancy and engagement between Griffith and GCCC in areas relevant to planning and development, environment, engineering, business, education, community, health and any issues of mutual interest relevant to Gold Coast City
- Foster creativity in approaches to resolving problems and identifying solutions within Gold Coast City
- Facilitate other opportunities to increase the capacity of both Griffith and GCCC
- Support of academic appointments where appropriate
- Mutual assistance in the preparation of seminars, conferences and workshops
- The creation of student internships to be offered by GCCC in academic and professional areas of mutual interest
- Provision of staff to provide lecture presentations relevant to Griffith or GCCC
- Staff exchanges of mutual benefit

4.0 Terms of Agreement

GCCC and Griffith University agree to work in cooperation to support and deliver agreed outcomes on identified projects. This will be achieved through the objectives of this MoU.

4.1 Administration

This agreement will be administered through a Partnership Committee, which will meet bi-annually, with the view to developing, maintaining and enhancing a program of collaboration.

It is envisaged that membership of the committee will comprise:

- Chief Executive Officer, GCCC or nominee
- Two senior GCCC staff with relevant expertise
- Provost, Gold Coast campus, Griffith University or nominee; and
- Two senior Griffith University staff with relevant expertise

It is agreed that the purpose of the Partnership Committee is to facilitate discussion of issues of mutual interest, exchange information, initiate and monitor agreed projects, and provide a forum to discuss areas of future collaboration. The format of bi-annual meetings will include, but not be limited to:

- Discussion of strategic issues of mutual interest
- Review of progress reports on each agreed project to ensure desired outcomes are achieved
- Initiate new projects and review new project plans
- Annual review of validity and currency of this MoU

4.2 Protocols

The parties agree to develop a relationship based on an equal partnership of mutual respect and understanding.

The parties agree to establish and support a joint process to achieve mutually agreed objectives as outlined in this MoU.

The relationship seeks to make the most effective use of resources available through the sharing or exchange of personnel, expertise and knowledge, while respecting confidentiality as required.

The parties agree to accept shared responsibility for the achievement of outcomes and for negotiating and developing communication processes that enhance the delivery of projects. These processes may involve communication with other universities, government and non-government agencies where appropriate.

The terms of specific areas of collaboration shall be further considered and agreed upon in writing by the parties prior to the initiation of any particular project. Upon agreement, these will be outlined in addendums to this MoU.

Any specific project will be subject to mutual consent, availability of funds and approval of both parties. Unless agreed otherwise, each party will bear the costs of their participation in the joint development projects according to agreed project plans.

The parties will co-operatively work together and consider, review and approve any public statements in relation to the MoU.

The parties agree that this MoU is not legally binding.

This MoU will be effective following its signing by both parties and will remain in effect until terminated by either party giving the other party three months notice in writing.

SIGNED FOR AND ON BEHALF OF
Gold Coast City Council

SIGNED FOR AND ON BEHALF OF
Griffith University

.....
(Signed) Mr Dale Dickson
Chief Executive Officer

.....
(Signed) Professor Ian O'Connor
Vice Chancellor

9 April, 2009

9 April, 2009

Business Gold Coast 2040

Gold Coast City Economic Development Strategy

Capitalising on Our Advantage to Build a Prosperous Future

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1. Executive Summary

Gold Coast City, with a resident population of over 500,000, is the sixth largest city in Australia and is located in one of the fastest growing regions in Australia - South East Queensland. A range of factors have underpinned Gold Coast City's growth, including the city's natural attributes, lifestyle opportunities and an open and welcoming business environment. In addition, population-based industries such as construction, retailing and service industries have driven regional economic prosperity, generating significant employment in unison with the city's tourism-led development.

Over the past decade, Gold Coast City has made substantial progress in developing its regional economy. Industry is growing, exports are up and unemployment is down. This has occurred in the face of constantly increasing competition for investment, industry and jobs from elsewhere in Australia and abroad. However recent economic shocks such as the Global Financial Crisis has reinforced the need for the city to continue its program of diversification and capacity strengthening to ensure that any future global impacts are minimised for the city.

Despite the city's previous economic success, challenges lie ahead. Economic development, which is typically measured in terms of jobs, also includes improvements in education, health, cultural development, social opportunity and choice and environmental sustainability. For the Gold Coast to grow its economy sustainably into the future, it needs to 'step up' into the next phase of its economic evolution. With this in mind, the Gold Coast City Economic Development Strategy, *Business Gold Coast 2040*, articulates and puts in place a strategy to realise our vision of being a location of choice for businesses and residents who can be proud of a world-class city, that is recognised internationally for its liveability, its innovation, its entrepreneurship and its talented people.

Business Gold Coast 2040 has been developed within the context of Bold Future, the Corporate Plan and other organisational strategies. It is Gold Coast City Council's plan of action to promote and facilitate the Gold Coast's sustainable economic development over the long-term, achieving high levels of growth without compromising the social, cultural and environmental attributes which are inextricably linked with the city's economic success.

Business Gold Coast 2040 builds on the work and achievements to date of Gold Coast City Council and its partners in industry, government and the non-government sector in growing the regional economy. Gold Coast City Council has, through the *Local Government Act*, a responsibility to serve its community and Council's Bold Future and Corporate Plan, developed in consultation with the community, clearly expresses its intent to grow the city's economic base beyond tourism, construction and the services sectors. This reflects Council's leadership role in articulating the city's commitment to the Gold Coast's long-term sustainable economic growth.

2 Strategy Background

2.1 Background

Despite Gold Coast City's relative economic success, now is not the time to rest. The economic development process is a long term investment in a city's future and as we progress into the 21st Century, Council and its partners need to act now to capitalise on past achievements and to prioritise the challenges that lie ahead. *Business Gold Coast 2040* recognises the critical challenges facing the city.

The Gold Coast has historically depended on the success of the tourism and construction industries to drive its local economy. This reliance has exposed the city to vulnerabilities of a narrow economic base, being open to the vagaries of boom and bust cycles and to global impacts.

Through Council's commitment to an Economic Development program, the Gold Coast has made significant strides over the past decade in diversifying its regional economy. However for the Gold Coast to compete effectively in a global marketplace, there is no option but to embrace diversity across knowledge-based and export-oriented industries. Only with this type of diversity and balance will the city be capable of realising a competitive and sustainable economic vision for the future.

Business Gold Coast 2040 is related to a number of key Council strategies, plans and visionary documents. These include:

Corporate Documents:

- Bold Future Vision
- Corporate Plan

Council Strategies:

- Activity Centre Strategy
- City Events Strategy
- Climate Change Strategy
- Draft Local Growth Management Strategy
- Gold Coast Planning Scheme
- Local Growth Management Strategy
- Nature Conservation Strategy
- Our Natural Playground
- Whole of City Parking Strategy
- Whole of Council Infrastructure Asset Management Strategy

Strategies Under Development

- Ocean Beaches and Foreshore Strategy
- Social Development Strategy

Programs

- Centre Improvement Program
- Pacific Innovation Corridor Program

2.2 Bold Future

In 2008 a Bold Future vision was identified by Council and the community that sets out the collective ambition for the city over the next three decades. The Bold Future process involves an ongoing engagement between Council and the community to achieve social, environmental and economic sustainability for the future by working together in partnership.

The Bold Future initiative identified a vision for the future of the Gold Coast as:

Defined by our spectacular beaches, hinterland ranges, forests and waterways, the Gold Coast is an outstanding city which celebrates nature and connects distinct communities with the common goal of sustainability, choice and well being for all.

The Bold Future vision has become a key initiative of Council; and is underpinned by six themes that identify explicit outcome statements as well as headline targets. The theme of economy has been identified in this Bold Future process as:

A city with a thriving economy.

The headline target for this theme is that:

By 2040, we are the employment destination of choice with the most diverse and rewarding local employment.

A number of *Business Gold Coast 2040* key actions outlined in Section 4 form part of the Bold Future signature projects. For more information on Bold Future see www.boldfuture.com.au. This strategy forms the basis and commitment of Council to achieve the outcomes set out in Bold Future.

2.3 Current Trends and Issues

In the past, natural attractions have underpinned Gold Coast City's position as Australia's premier tourist destination and one of Australia's 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.

The Gold Coast is no different to other international cities and communities in needing to address issues such as;

- The attraction of skilled and competent workers
- Balancing economic sustainability for 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.

The city's significant and continuing population growth will drive the need to find employment opportunities for residents over the next thirty years. Diversification of the economic base is necessary to ensure that the Gold Coast becomes a more balanced economy. This is part of the long – term approach to creating a powerful regional economy that meets the economic, social and environmental needs of the city's residents.

Nine key industries have previously been identified in the Gold Coast City Council's 2010 Economic Development Strategy as being crucial to the competitiveness and strength of our economy and to the future prosperity of the city. These are:

- Creative Industries
- Education
- Environment
- Food

- Health and Medical
- Information and communications technology (ICT)
- Marine
- Sport and
- Tourism.

This strategy endorses the importance of these industries and the contribution they make to the local economy.

Council's Pacific Innovation Corridor program identified the need to establish a number of geographical precincts for industry development within the city. These precincts aim to cluster related firms and industry sectors, bringing about supply chain opportunities, knowledge transfer, the adoption of new technologies and increased research and development activity. The development of globally competitive telecommunications infrastructure that meets best international standards of connectedness, speed and reliability is required to underpin the Pacific Innovation Corridor program. A flexible planning scheme that encourages and supports economic development activity is also critical.

In building upon this existing strategy, *Business Gold Coast 2040* will continue to shape the economic future of the Gold Coast by:

- Maintaining an average annual economic growth of between 3.5% to 4%
- Building the local economy in real terms to \$32 billion by 2040
- Increasing the number of export oriented and knowledge based jobs to one third of all jobs in the city by 2040
- Achieving a job creation target of 240,000 new jobs by 2040
- Improving business access to technology that meets worlds best practice
- Implementing sustainability programs as part of the core operations of all Gold Coast businesses
- Increasing the proportion of Gold Coast residents with post school qualifications in line with State averages
- Maintaining labour force participation rates at or above the Queensland average
- Maintaining unemployment rates at or below the Queensland average
- Ensuring the city is globally competitive in terms of housing affordability, liveability and economic prosperity
- Building strong commercial centres and industry clusters and
- Building efficient transport systems that connect the community.

3 The Strategy

3.1 Our Vision

The Gold Coast community of 2040 will be underpinned by a diverse and competitive economy. It will be a preferred location in which to work, invest and live while maintaining its appealing lifestyle and will be characterised by a balanced measure of economic wealth, environmental sustainability, cultural diversity and social equity, all contributing to a mature and vibrant metropolitan economy.

It is forecast that Gold Coast City's population will reach 840,000 by 2040. A population of this size is akin to that of a capital city. To accommodate population growth of this magnitude, and to provide for a sustainable community, the Gold Coast aspires to deliver employment across a range of industries to create a diverse and balanced economy. This represents what is perhaps the city's greatest challenge.

3.2 The Challenge: Providing Quality Employment across a Diversity of Industries

Research conducted by the Economic Development Branch has shown that the economic success that Gold Coast City has achieved in recent years is perhaps most vividly represented by the city's jobs growth. Over the past five years, approximately 7,600 new jobs have been created on the Gold Coast every year, representing an annual growth rate of 5.3 per cent. This compares very favourably with Queensland employment growth average of 4.4 per cent and the Australian average of 2.7 per cent per annum. The Gold Coast has experienced this growth during an exceptionally dynamic period of development in the city. The sustainability of such continued growth levels cannot be assured.

The challenge now facing the Gold Coast is to create, approximately 8,000 new jobs each and every year over the next 30 years. More importantly, it will be the type and the quality of those jobs that determine the Gold Coast's economic future. Approximately 30 per cent of these jobs will need to be in the export-oriented, knowledge-based driver sectors of the economy. This means that, where in the past those jobs have accounted for just under one quarter of the total employment on the Gold Coast, the target for the future is for approximately one third of total employment growth to comprise export-oriented and knowledge-based jobs. Achieving this employment target across a diverse mix and depth of industries requires focused, ongoing and collaborative efforts. Global competition amongst cities to create sustainable knowledge focused economies means that the Gold Coast cannot waver in its efforts to meet the targets set out in the *Business Gold Coast 2040* strategy.

To meet the 30-year economic development challenge, Gold Coast City, via its economic development strategy *Business Gold Coast 2040*, will continue to support and promote its high-performing production and service-based industries while at the same time engaging in a concerted effort to move towards more knowledge intensive, high value and internationally competitive economic activities.

As a promoter, coordinator and facilitator of economic development, Gold Coast City Council recognises that together with the city's community and business sectors, it needs to think and act smarter about how the pre-conditions for a competitive environment are delivered, that encourage the 'right mix' of investment and which will deliver quality employment for a sustainable community.

Gold Coast City Council in particular is committed to this level of city leadership by articulating the 2040 vision, working directly with businesses and influencing the 'fundamentals for long-term economic success'.

3.3. Strategic Outcomes

Business Gold Coast 2040 recognises that industry is the principal driver of economic development but that Council (and other government, non-government and institutional stakeholders) has an important role to play in providing or influencing economic success. Economic success, can be used to define the investment appeal and competitiveness of a region. In order for Council to meet the expectations of the Gold Coast community, the *Business Gold Coast 2040* strategy will deliver on the following strategic outcomes;

1. The city's liveability and desirability are seen as economic advantages
2. The city's infrastructure supports economic diversity and business growth
3. The city's economy is characterised by connected export and knowledge based industries
4. The city's workforce supports local business growth and attracts new investment
5. The city's business capabilities are recognised in national and international markets

6. Partnerships and regional collaboration support and deliver the economic vision
7. The city benefits through an extensive advocacy program

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4.1 STRATEGIC OUTCOMES, KEY ACTIONS AND PERFORMANCE MEASURES

Strategic Outcome

1. The city's liveability and desirability are seen as economic advantages

The Gold Coast's economy has been built in large part, on its natural advantages. The employment challenge, which is driven by the need to create value added jobs, seeks to diversify the economy and create a balance between local tourism and construction-based jobs with export-oriented knowledge-based jobs. In this regard, the Gold Coast's liveability and desirability is crucial to its future economic prosperity.

Importantly, a balance needs to be achieved in order to sustain the natural advantages of the Gold Coast and population growth. Failure to do this will reduce the liveability of the Coast and potentially lead to low economic prosperity and an inability to attract or retain skilled knowledge workers.

Key Actions

- 1.1. Maintain the Gold Coast's position as a destination with a globally recognised natural and built environment and one that promotes the city's liveability and desirability attributes.
- 1.2. Implement key strategic land use opportunities in the Pacific Innovation Corridor program to maximise lifestyle and economic opportunity within these precincts.
- 1.3. Globally promote the city's lifestyle and destination attributes to attract knowledge workers and businesses.
- 1.4. Ensure a range of housing options that cater for a diverse workforce.

Performance Measures

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- % increase in use of public transport across the city.
- Increased ranking on a liveability index.
- % increase in housing affordability.

Strategic Outcome

2. The city's infrastructure supports economic diversity and business growth

Efficient and effective infrastructure underpins economic activity and is fundamental to a prosperous economy. It includes 'physical' infrastructure (e.g. roads, rail, seaports and airports, information technology and telecommunications, power and water) and quality 'community' infrastructure (such as recreation, leisure, cultural and community services and facilities). Together, these elements can offer good physical and functional links that support social, cultural and economic interaction and exchange.

The attraction and development of a skilled workforce has reaffirmed 'place' as a driver of local and regional competitiveness. Authors such as Richard Florida have identified that skilled workers want to be in an environment that is appealing to them, and which nurtures their growth and development. Many of these people will make lifestyle choices first and income generating choices second and their chosen occupation may not tie them down to any one particular area. Meeting these locational expectations will assist in delivering the Gold Coast value proposition to this critical workforce group. This strategy will need to work with other documents such as the SEQ Regional Plan 2009-2031 and SEQ Infrastructure Plan and Program 2009-2031 to ensure a consistent approach to regionally significant infrastructure development. The SEQ Regional Plan expects regions to have a series of essential characteristics including reliable public transport, freight routes to service an expanding economic base, safe road networks, reliable water and energy supplies, community infrastructure and services, a high quality natural environment - including protected and natural areas, waterways and beaches - and environmental infrastructure.

Key Actions

- 2.1 Facilitate the development of quality city infrastructure that will lead to a significant increase in knowledge-based businesses and learning activity.
- 2.2 Implement the Gold Coast City Investment Fund project to enable long term funding options to be developed for infrastructure projects in the city.
- 2.3 Develop and implement an agenda for Gold Coast business that will embed sustainability principles into their operations.
- 2.4 Ensure that the Gold Coast City Planning Scheme is aligned to social, economic, cultural and environmental outcomes for the city.
- 2.5 Encourage other Council Directorates to take into account economic development considerations in the planning and implementation of their respective organisational strategies.

Performance Measures

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- All Gold Coast businesses and residents to have access to telecommunication connectivity that meets world best practice.
- All Gold Coast businesses to have a sustainability agenda as part of their core business operations.
- All Gold Coast City Council strategies and implementation plans incorporate economic development activities.

Strategic Outcome

3. The city's economy is characterised by connected export and knowledge based industries

The Economic Development Strategy is a flexible document that takes advantage of economic and investment opportunities as they arise. Factors influencing these industry development decisions will include advancements in;

*Technology *Sustainability *Innovation *Entrepreneurship *Research and Development *Globalisation
*Connectivity and *Export Capability.

According to the Organisation for Economic Cooperation and Development (OECD), a 'knowledge economy' is one "*which is directly based on the production, distribution and use of knowledge and information*" (OECD, 2002). Consistent with the OECD and other definitions of a 'knowledge economy' is that 'knowledge' is not a separate sector of the economy but instead, is a pervasive input to all industries.

Key Actions

- 3.1 Encourage the development of a diverse economy with significant knowledge and export characteristics which succeeds in taking the city's businesses to the world.
- 3.2 Develop a competitive industry base through increasing local business activity and attracting new investment capital, infrastructure development and business establishment from across the globe.
- 3.3 Develop and coordinated activities in the Pacific Innovation Corridor program that deliver increased business activity and investment, business clustering and supply chain activity.
- 3.4 Establish knowledge based industry and employment precincts at strategic locations consistent with the objectives and direction of Council's Pacific Innovation Corridor program, Activity Centres Strategy, Planning Scheme and the South East Queensland Regional Plan.
- 3.5 Implement an extensive International Business Development Program that will significantly increase exports as a proportion of total economic output through direct and indirect trade activities that assist local business.
- 3.6 Leverage the city's considerable international connections, alliances and commercial partnerships to develop trade and other activities that will result in increased business and research activity with these global partners.

Performance Measures

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- % of Gold Coast companies exporting.
- % of knowledge based jobs in the city.
- % of GRP which is derived from export oriented industries.
- % increase in the value of export sales generated as a result of the International Business Development Program.

Strategic Outcome

4. *The city's workforce supports local business growth and attracts new investment*

A Gold Coast knowledge-based economy requires continuing re-investment in the skills and knowledge of its labour force if it is to meet the business challenges of the future. The support of responsive education and training programs with access to the right employment opportunities will assist in meeting these challenges. Gold Coast City Council can play an important role in helping to match the region's skills flow with industry needs by providing an important facilitation and communication role and by working closely with its partners in industry and education.

Key Actions

- 4.1 Develop and promote the city's world class research and learning assets by working with educational institutions.
- 4.2 Attract and nurture the most talented people who will grow business, attract capital and provide employment opportunities.
- 4.3 Implement place-based strategies to foster a higher level of employment self-containment so that residents have every opportunity to work in the city.
- 4.4 Implement the TechGC program to initiate long term school to work and skills development programs that will encourage increased enrolment in science, technology and engineering disciplines.
- 4.5 Work with the city's schools, universities, vocational and technical education institutions and other levels of government to implement initiatives that will encourage greater post-secondary school qualifications amongst residents.

Performance Measures

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- Unemployment rate at or below state levels.
- Labour force participation rate at or above state levels.
- % increase in population with secondary school completion.
- % increase in population with tertiary qualifications.
- % increase in research and development funding to the city.
- % increase in patent applications per capita.
- % increase in employees in advanced producer services.

Strategic Outcome

5. The city's business capabilities are recognised in national and international markets.

A whole of city brand and image will accurately represent what the Gold Coast has to offer to a national and international audience. Positioning the city's business capabilities effectively, therefore requires a co-ordinated and integrated marketing approach by all sectors of the business community, industry organisations, council, and other promotional bodies in terms of whole of city marketing.

Communication strategies contained in *Business Gold Coast 2040* are intended to assist the city to clearly articulate its positioning on the world stage in order to increase economic development and investment activity to the city. The *BusinessGC – Where the World Comes to Work, Invest and Play* brand and positioning program is intended to position the Gold Coast effectively in national and international markets as a vibrant business destination meeting the needs of the workforce of tomorrow.

The *BusinessGC* brand is intended to work with other city marketing initiatives such as those undertaken by Gold Coast Tourism and industry groups in the city to bring about this whole of city approach to communicating the capabilities and strengths of the Gold Coast to a global audience.

Key Actions

- 5.1 Promote and market the city's key strategic advantages, business capabilities and points of difference.
- 5.2 Implement a whole-of-city image program that is benchmarked against a global city index measuring the city's success in reaching global markets.
- 5.3 Effectively communicate a BusinessGC message to the world.
- 5.4 Implement inbound and outbound roadshows and other activities targeting key business and investment markets.
- 5.5 Work with existing international connections, partnerships, and alliances to position the city's commercial, academic and research capabilities in these markets.

PERFORMANCE MEASURES:

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- % increase in investment attracted to the city through the investment attraction program.
- % increase in global coverage of BusinessGC

Strategic Outcome

6. Partnerships and regional collaboration support and deliver the economic vision.

Through *Business Gold Coast 2040*, Gold Coast City Council provides a strategic leadership role in identifying and implementing initiatives that will continue to place the city at the forefront of economic development related initiatives, and industry and government collaboration. Importantly, it aims to demonstrate the city's culture of openness and internationalisation via the establishment and promotion of a 'business ready' regulatory environment, low cost business structures, open lines of communication between business and government and ready access to business support, information and advisory services. Council recognises that activities designed to nurture and support a conducive business (and people) environment are critical to a sustainable economic future for the Gold Coast.

Key Actions

- 6.1 Undertake partnership opportunities with universities, other tiers of government and the private sector to create a world class signature knowledge precinct in the city.
- 6.2 Initiate and develop partnerships with the private sector and government partners to develop and enhance key employment activity nodes.
- 6.3 Enhance the Pacific Innovation Corridor program through a coordinated and strategic regional approach.

Performance Measures

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- % increase in the number of projects undertaken in partnership with other levels of government, the private sector and universities.
- % increase in business investment in the Pacific Innovation Corridor.

Strategic Outcome

7. The city benefits through an extensive advocacy program

Complementary to Council's efforts to enhance the city's economic capacity is Council's role in advocating the city's interests through proactive representation and effective working relationships, in particular with State and Federal governments. This involves the coordinated and constructive efforts of the Council, elected Councillors, Council officers and other members of the community to deliver to the city additional funding and services that will meet the needs of a fast growing city such as the Gold Coast.

Effective co-ordinated governmental relations with State and Australian Governments will therefore play a critical role in the city's ability to gain access to the appropriate levels of funding, infrastructure and services that it requires. In this regard a committed long term government relations (advocacy) program will be a priority, in order to achieve the significant funding and services requirements of our city.

Key Actions

- 7.1. Advocate the city's requirements for public and private sector investment in key infrastructure.
- 7.2. Assume a leadership role and actively participate in regional organisations and peak bodies, with a view to influencing policy outcomes beneficial to the city's economy and community.
- 7.3. Ensure the inclusion of all relevant Council activities and projects within related government strategies and plans.
- 7.4. Work cooperatively with State and Federal governments to advance the interests of the city.
- 7.5. Through the Business Gold Coast Advisory Board (BGCAB) mobilise key industry and community interests to complement Council's advocacy efforts.

PERFORMANCE MEASURES:

The success of the strategy will be measured, monitored and communicated by the achievement of the following targets:

- Level of State and Federal funding to the city.
- Level of Council's engagement in state, national and international organisations.

4.2 Corporate Governance and Economic Development

In responding comprehensively to ensure the city has a thriving economy, it is essential that Council integrate economic development considerations into its corporate governance arrangements. Council's Corporate Governance Framework will need to enable economic development considerations to permeate organisational planning, resource allocation, performance management and organisational foundations that govern Council's operation.

4.4 Economic Development Strategy Reporting

The Corporate Performance Management Framework requires quarterly and annual reporting of strategy implementation and progress. That process monitors the achievement of performance measures through the Annual Report and Corporate Performance Report. During the review of the Corporate Governance Framework consideration will also be given to reporting in a way that draws together all aspects of economic development.

4.5 Business Gold Coast 2040 Strategy Review Arrangements

This strategy will be reviewed regularly to ensure that it is consistent with the most recent and relevant national and international economic trends available.

An annual review of the strategy's Implementation Action Plan will be conducted to revise actions and outcomes and adjust budgetary considerations. This will be triggered at a corporate level by Council's operational and planning processes.

The first review of the strategy will be completed by 2014 and undertaken in line with a review of other corporate documents including the Corporate Plan and Community Plans. This review will identify and respond to any emerging issues, review and refine the overarching targets (Section 3.2), performance measures (Section 4.1), and Implementation Action Plan.

The next full review of the strategy will commence in 2017 to be completed in 2019, in time to inform the following Corporate Plan.

5. Strategy Implementation

5.1 Implementation Plan

The Key Actions identified in Section 4 are expanded with further details in Attachment 1 Implementation Plan. The implementation, monitoring and communication activities of this strategy will be coordinated through the Economic Development and Major Projects Directorate – Economic Development Branch within Council. A high level of coordination and cooperation across other Council directorates will be required. This will be addressed during the review of the Corporate Governance Framework.

5.2 Financial and Resource requirements

The annual cost of implementing this strategy is articulated in Attachment 1.

The Economic Development Program is resourced by a complement of professional staff with a broad range of skills, disciplines and experience. These staffing resources will need to be maintained in line with the delivery requirements of a world class economic development strategy and its associated programs.

Human resources will be required for the centralised coordination of the *Business Gold Coast Strategy 2040*. It will need

Opportunities for additional funding from State and Federal governments will be sought to reduce the overall costs of action for Council where possible.

5.3 Responsibility and Accountability

Economic development actions within Council will require input across all Directorates. Service owners are assigned the lead responsibility for those actions that directly relate to their business. A coordinated approach to managing the on-going implementation of *Business Gold Coast 2040* is necessary to achieving its full implementation. Council will integrate its economic development activities into governance arrangements to provide the transparent responsibility and accountability for enacting the strategy.

6. 1 Attachment 1 Implementation Plan Key Actions of the Economic Development Strategy

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
1. <u>The city's liveability and desirability are seen as economic advantages.</u>					
1.1 Maintain the Gold Coast's position as a destination with a globally recognised natural and built environment and one that promotes the city's liveability and desirability attributes.	Tourism	Regional Tourism Investment and Infrastructure Program	\$1,346,273	2018	EDMP Planning , Environment and Transport Community Services - Parks and Recreational Services; Social Planning and Development Engineering Services – Engineering Assets and Planning

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
1.2 Implement key strategic land use opportunities in the Pacific Innovation Corridor to maximise lifestyle and economic opportunity within these precincts.	PIC	Emerging Enterprise Precincts	\$339,364	End 2015	<p>EDMP</p> <p>Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch; Transport Planning Branch</p> <p>Community Services – Social Planning and Development</p>
1.3 Globally promote the city's lifestyle and destination attributes to attract knowledge workers and business.	Export	TradeStart	\$151,900	End of 2010 (contract expires)	EDMP
		Export Development Program	\$307,317	June 2011	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		International Business Development Program (IBDP)	\$2,546,981	2020	Community Services – Library Services and Cultural Development Branch
		International Connections	\$848,994	2020	
	PIC	Gold Coast Knowledge Precinct (GCKP)	\$200,000 \$1,922,485	2011 2020	
	Tourism	Regional Tourism Investment and Infrastructure Program		2018	
1.4 Ensure a range of housing options that cater for a diverse workforce.				Ongoing	Community Services
<i>2. <u>The city's soft and hard infrastructure supports economic diversity and business growth.</u></i>					
2.1 Facilitate the development of quality city infrastructure that will lead to a significant increase in knowledge-based businesses and learning	PIC	Broadband GC	\$250,000	June 2011 initial project then ongoing	EDMP

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
activity on the Gold Coast.	Tourism	Regional Tourism Investment and Infrastructure Program	\$7,000,000	2020	Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch; Transport Planning Branch Organisational Services – OCIO Engineering Services – Infrastructure Delivery Group; Gold Coast Water-Infrastructure Delivery Group
	Tech GC	ICT Cluster	\$25,828	2013	
2.2 Implement the Gold Coast City Investment Fund project to enable long term funding options to be developed for infrastructure projects in the city.	Capacity Development	GC Investment Fund	\$707,495	To be finalised by June 2010 and then ongoing	City Governance – Corporate Finance EDMP
2.3 Develop and implement an agenda for Gold Coast business that will embed sustainability principles into their operations.	Capacity Development	Eco-efficiency Program	\$1,230,000	2020	EDMP Planning, Environment and Transport – Strategic and Environmental Planning and Policy

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
2.4 Ensure that the Gold Coast City Planning Scheme is aligned to social, economic, cultural and environmental outcomes for the city.	PIC	Emerging Enterprise Precincts		Ongoing to 2040	Planning, Environment and Transport – Strategic and Environmental Planning and Policy EDMP Community Services - Cultural Development; Social Planning and Development
		Yatala Service Centre	\$100,000	2011	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
2.5 Engage with other Council Directorates to encourage them to take into account economic development considerations in the planning and implementation of their respective organisational strategies.				2020	All Directorates
3. <u>The city's economy is characterised by connected export and knowledge based industries.</u>					
3.1 Encourage the development of a diverse economy on the Gold Coast with significant knowledge and export characteristics which succeeds in taking the city's high value, knowledge-driven businesses to the world.	TechGC	Virtual Trade Mission	\$141,499	2020	EDMP Organisational Services – Chief Information Office
	Capacity Development	Surf Industry Development	\$203,619	2015	
	Export	Tradestart		End of 2010 (contract expires)	Community Services – City Venues
	Investment Attraction	IBDP		2020	
		Sport High Performance	\$750,000	2020	
		Film GC	\$750,000	2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
3.2 Develop a competitive industry base through increasing local business activity and attracting new investment capital, infrastructure development and business establishment to the Gold Coast from across the globe.	Investment Attraction	Sport High Performance		2020	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch; Transport Planning Branch
		Film GC		2020	
	Advocacy	Investment Attraction	\$2,600,000	2011	
		BusinessGC	\$1,000,000	2020	
	Tourism	Regional Tourism Investment and Infrastructure Program		2020	
3.3 Continue coordinated activities within the Pacific Innovation Corridor program that deliver business clustering and supply chain activity throughout the city.	PIC	Emerging Enterprise Precincts	\$848,994	2015	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning
		Broadband GC		Initial project June 2011 then ongoing	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Heart of the City	\$94,480	2012	and Policy Branch; Transport Planning Branch
3.4 Implement strategies that increase business activity, investment and employment in Pacific Innovation Corridor precincts across the city that focus on knowledge/ export based industry activity.	PIC	Emerging Enterprise Precincts		2015	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch; Transport Planning Branch
		Heart of the City		2012	
3.5 Establish knowledge based industry and employment precincts at strategic locations throughout the city consistent with the objectives and direction of Council's Pacific Innovation Corridor program, Activity Centres Strategy, Planning Scheme and the South East Queensland Regional Plan.	PIC	Emerging Enterprise Precincts		2015	Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch; Transport Planning Branch
		Broadband GC		Initial project June 2011 then ongoing	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Heart of the City		2012	EDMP
3.6 Implement an extensive International Business Development Program that will significantly increase exports as a proportion of the Gold Coast's total economic output through direct and indirect trade activities that will assist local business.	TechGC	Virtual Trade Mission		2020	EDMP
	Export	IBDP		2020	Organisational Services – Chief Information Office
		Global Digital Cities Network	\$125,973	2012	
		International Connections		2020	
		Principal Exchange	\$ 23,620	2012	
		Tradestart		End of 2010 (contract expires)	
3.7 Continue to leverage the city's considerable international connections, alliances and commercial partnerships to develop trade and other activities that will result in increased business and research activity with these global partners.	TechGC	Virtual Trade Mission		2020	EDMP
	Export	IBDP		2020	Organisational Services – Chief Information Office
		Global Digital Cities Network		End 2012	
		International Connections		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Principal Exchange		End 2012	
		Tradestart		End of 2010 (contract expires)	
3.8 Create and promote an environment and culture which encourages Gold Coast businesses to be globally competitive, pro-actively seeking national and international markets for their goods and services.	TechGC Capacity Development Export	Virtual Trade Mission		2020	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch
		Yatala Service Centre		2020	
		Surf Industry Development		2015	
		Clean Tech		2015	
		IBDP		2020	
		Global Digital Cities Network		End 2012	
		International Connections		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Tradestart		End of 2010 (contract expires)	
4. The city's workforce supports local business growth and attracts new investment					
4.1 Develop world class research and learning assets in the city by working with educational institutions to provide and promote to national and international markets, the quality of the Gold Coast's research and learning environment.	TechGC	Industry Development	\$500,000	2020	EDMP
4.2 Attract and nurture the most talented people who will grow business, attract capital and provide employment opportunities on the Gold Coast.	TechGC	Higher Education	\$500,000	2020	
4.3 Implement place-based strategies to foster a higher level of employment self-containment so that Gold Coast's residents have every opportunity to work in the city rather than travelling outside the city to find this employment.	TechGC	Schools Development	\$2,000,000	2020	
		Industry Development		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Higher Education		2020	
4.4 Implement the TechGC program to initiate long term school to work and skills development programs that will encourage increased enrolment in science, technology and engineering disciplines.	TechGC	Schools Development		2020	EDMP
		Industry Development		2020	
4.5 Work with the city's schools, universities, vocational and technical education institutions and other levels of government to implement initiatives that will encourage greater post-secondary school qualifications amongst Gold Coast City residents.	TechGC	Schools Development		2020	EDMP
		Industry Development		2025	
		Higher Education		2020	
5. The city's business capabilities are recognised in national and international markets.					
5.1 Promote and market the Gold Coast's key strategic advantages, its business capabilities and points of difference.	Investment Attraction	Sport High Performance		2020	EDMP
		Film GC		2020	
		Investment Attraction		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
	Tourism	Regional Tourism Investment and Infrastructure Program		2018	
5.2 Implement a whole-of-city image program that is benchmarked against a global city index measuring the Gold Coast's success in reaching global markets.	Advocacy	BusinessGC		2020	EDMP
5.3 Establish and communicate a coordinated BusinessGC city message to the world.	Investment Attraction	Sport High Performance		2020	EDMP Organisational Services – Corporate Communications
		Film GC		2020	
	Advocacy	Investment Attraction		2020	
		BusinessGC		2020	
5.4 Implement inbound and outbound roadshows and other activities targeting key business and investment markets.	Export	IBDP		2020	EDMP
		Global Digital Cities Network		End 2012	
		International Connections		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
	Advocacy	Tradestart		End of 2010 (contract expires)	
		Advocacy Program	\$707,495	2020	
		BusinessGC		2020	
5.5 Work with existing international connections, partnerships, and alliances to position the city's commercial, academic and research capabilities in these markets.	Export	IBDP		2020	EDMP Community Services - Cultural Development
		Global Digital Cities Network		2012	
		International Connections		2020	
		Principal Exchange		2012	
6. Partnerships and regional collaboration support and deliver the economic vision.					
6.1 Undertake partnership opportunities with universities, other tiers of government and the private sector to create a world class signature knowledge precinct in the city.	TechGC	GCKP		2020	EDMP Planning, Environment and Transport – Strategic Planning and Transport

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
					Planning and Policy Branch
6.2 Initiate and develop partnerships with the private sector and government partners to develop and enhance key employment activity nodes.	Capacity Building	Yatala Service Centre		2015	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch.
		Jobs Expo	\$10,000	2010	
6.3 Enhance the Pacific Innovation Corridor program through a coordinated and strategic regional approach.	TechGC	Gold Coast Knowledge Precinct		2020	EDMP Planning, Environment and Transport – Implementation and Assessment Branch; Strategic Planning and Environmental Planning and Policy Branch
	PIC	Emerging Enterprise Precincts		2020	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
		Heart of the City		End 2012	
7. The city benefits through an extensive advocacy program.					
7.1 Advocate Gold Coast City requirements for public and private sector investment in key infrastructure.	PIC	BroadbandGC		Initial project June 2011 then ongoing	All Directorates
	Capacity Development	GC Investment Fund		2020	
	Investment Attraction	GC Investment Attraction		2020	
	Tourism	Regional Tourism Investment and Infrastructure		2018	

Key Actions	Key Economic Development Programs	EDB Projects (Projects appear more than once)	Total Cost until 2020 (Allocations indicated once with CPI inc)	When	Responsibility (Lead agent indicated first)
7.2 Assume a leadership role and actively participate in regional organisations and peak bodies, with a view to influencing policy outcomes beneficial to the Gold Coast economy and community.	Core Business				All Directorates
7.3 Ensure the inclusion of all relevant Council activities and projects within related government strategies and plans.	Advocacy	Government Relations		2020	All Directorates
7.4 Work cooperatively with State and Federal governments to advance the interests of the city through an annual visitation program.	Advocacy	Advocacy Program		2020	All Directorates
7.5 Through Business GC Advisory Board mobilise key industry and community interests to complement Council's advocacy efforts.	Advocacy	BusinessGC		2020	EDMP
TOTAL 10 YEAR BUDGET			\$27,232,317		

Financial Costings based on CG model using baseline 2009 budget figures

Organisational Acronyms:

EDMP - Economic Development and Major Projects

CS - Community Services

OS - Organisational Services

CC - Corporate Communications

PET - Planning Environment and Transport

CG - City Governance

ES - Engineering Services

GCW - Gold Coast Water

6.2 Attachment 2 Performance Measures

Performance Measure	Measurement Tool	Frequency
All Gold Coast businesses and residents to have access to telecommunication connectivity that meets world best practice.	PIC and Key Industry Survey for businesses and ABS Census for residents	Businesses – yearly Residents – every five years
All Gold Coast businesses to have a sustainability agenda as part of their core business operations.	PIC and Key Industry Survey	Yearly
All Gold Coast City Council strategies and implementation plans incorporate economic development activities.	PIC and Key Industry Survey	Yearly
% of Gold Coast companies exporting.	PIC and Key Industry Survey	Yearly
% of knowledge based jobs in the city.	ABS Journey to Work data	Every five years
% of GRP which is derived from export oriented industries.	Input/Output table	Every five years
% increase in the value of export sales generated as a result of the International Business Development Program.	Survey Monkey	Yearly
Unemployment rate at or below state levels.	ABS Labour Force Survey	Quarterly
Labour force participation rate at or above state levels.	ABS Labour Force Survey	Quarterly
% increase in population with secondary school completion.	ABS Census	Every five years
% increase in population with tertiary qualifications.	ABS Census	Every five years
% increase in research and development funding to the city.	PIC and Key Industry Survey	Yearly
% increase in patent applications per capita.	IP Australia	Yearly
% increase in employees in advanced producer services.	ABS Census	Every five years
% increase in investment attracted to the city through the investment attraction program.	Survey Monkey	Yearly
% increase in global coverage of BusinessGC.	Alinga website metrics	Quarterly
% increase in the number of projects undertaken in partnership with other levels of government, the private sector and universities.	Gold Coast City Council	Yearly

Performance Measure	Measurement Tool	Frequency
% increase in business investment in the Pacific Innovation Corridor.	PIC and Key Industry Survey	Yearly
Level of State and Federal funding to the city.	Gold Coast City Council – Corporate Finance records	Yearly

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6.3 Attachment 3 Glossary of Terms

Balanced economy – an economy not reliant on one or two industry sectors.

Best Practice – a management idea which asserts that there is a technique, method, process, activity, incentive or reward that is more effective at delivering a particular outcome than any other technique, method, process, and can be delivered with fewer problems and unforeseen complications.

Cluster – co-locating of like-minded business/companies.

Economic Development – is the process of expanding the size of an economy and distributing wealth among the community.

Economic Sustainability – the ability of an activity to deliver economic benefits or returns over time.

Environmental Sustainability – is the ability to maintain the qualities that are valued in the physical environment so that the options of future generations are not limited. It is about having a better understanding of the systems that support what we do – and the need to take a broader view – to recognise that our day-to-day activities can simultaneously affect the quality of life for all residents, the liveability and beauty of the city's environment and its economy.

Knowledge economy – is one *“which is directly based on the production, distribution and use of knowledge and information”* (OECD 2002).

Knowledge-based and export-oriented industries – business that is not location dependent.

Knowledge worker – is an individual that is valued for their ability to interpret information, provide innovation, create new ideas and/or improve processes and systems within a specific subject area.

Mature economy – represents a capital city economy such Melbourne or Sydney, with a broad, competitive and diverse range of industries.

Population-based industries – industry driven to serve the needs and wants of residents.

Queensland Parliament

Economic Development Committee

**Inquiry into identifying world's best practice by
governments to effectively stimulate
employment opportunities in Queensland**

Gold Coast City Council

12 August 2009

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Executive Summary

The Gold Coast City Council (GCCC) welcomes the inquiry being undertaken by the Economic Development Committee of the Queensland Parliament. The inquiry comes at a critical time for regional Queensland as we face unprecedented financial and economic strains due to the impacts of the Global Financial Crisis (GFC) and its implications for economic development, employment and unemployment.

While every region is different and will face different challenges, the GCCC believes that its experience in initiating and responding to economic and demographic change and its track record in the economic development area will be of value to the Committee.

Council believes that economic development initiatives must form part of a cohesive and integrated approach to city governance, corporate planning, economic, social and environmental needs assessment and efficient delivery.

The GCCC has provided sustained support for economic development over the past decade. This is evidenced through the Economic Development Branch's economic development strategy and the key programs that underpin its implementation. A key feature of the Council's approach to economic development has been the central role played by business and the community through the Business Gold Coast Advisory Board.

Other critical success factors for the Council's economic development functions include:

- The investment attraction program;
- The international business and export development programs;
- The development of the Gold Coast Health and Knowledge Precinct;
- Supporting the establishment of key industry associations for those sectors that are EDS targets;
- Undertaking a sustained business research program to ensure that economic development issues are identified, data assessed and actions taken;
- Maintaining close and direct relations with Commonwealth agencies, including hosting the Austrade functions in Gold Coast City; and
- Maintaining effective relations with state agencies, and in particular the new Commonwealth regional development initiatives that are being administered in Queensland by the Department of Employment, Economic Development and Innovation;

In response to the GFC, Council endorsed a stimulus package of approximately \$90million, in order to boost the city's economy and provide local jobs. The GCCC is the only local government to commit to a stimulus package in concert with similar initiatives by the Commonwealth and State government.

The challenge now facing Gold Coast City is to create approximately 240,000 new jobs each and every year over the next 30 years. More importantly, it will be the type and the quality of those jobs that determine Gold Coast City's economic future. Approximately 30 per cent of these jobs will need to be in the export-oriented, knowledge-based driver sectors of the economy.

In a number of specific areas, GCCC believes that a more equitable allocation of state resources would provide significant employment benefits to Gold Coast City.

In relation to direct State employment responsibilities, a significant feature of Gold Coast employment is the very low proportion of state government employment in Gold Coast City relative to all other major cities in Queensland.

The State government is undertaking a significant infrastructure investment program (SEQIPP), in part to overcome past deficiencies and in part to fill gaps in private investment due to the impacts of the GFC. Analysis undertaken by GCCC shows a marked inequality of per capita investment in this program, by every relevant measure, at a significant cost to jobs in Gold Coast City.

The Gold Coast Northern Growth Corridor is the fastest growing area in one of the fastest growing areas in Australia. The area includes the suburbs of Helensvale, Gaven, Pacific Pines, Coomera, Ormeau, Pimpama, Jacobs Well, Alberton, Yatala and Kingsholme. There is serious lag in the provision of community infrastructure, which both the State and GCCC are addressing

Gold Coast City is very reliant on the traditional industry sectors of construction, tourism and retail. The city's economic potential will be threatened if the economy does not diversify towards those industries and occupations that will be the drivers of the investment and jobs of the future.

The Economic Development Strategy sets the stage for ongoing growth with particular attention in areas such as knowledge based and export oriented jobs to provide a range of employment opportunities for its residents.

These initiatives are indicative of a Council that is instituting world's best practice into its activities to provide employment and economic growth for its current and future residents.

1. Inquiry

The Gold Coast City Council (GCCC) welcomes the inquiry being undertaken by the Economic Development Committee of the Queensland Parliament. The inquiry comes at a critical time for regional Queensland as we face unprecedented financial and economic conditions in addressing the impacts of the Global Financial Crisis (GFC) and its implications for economic development, employment and unemployment.

The Committee's terms of reference are broad.

"The House requires that the Economic Development Committee identify world's best practice by governments to effectively stimulate employment opportunities to ensure that Queensland is well positioned to create employment opportunities in readiness for an economic upturn."

The Committee has sought specific comment on 23 major issues and a number of subsidiary issues including economic development, skills development, investment attraction, government programs and regulation.¹

The challenge and economic shocks created by the GFC encourage all levels of government to rethink, refocus and re-energise their commitment to economic development and the benefits improved economic performance bring to our communities. Times of great challenge provide great opportunities.

While every region is different and will face different challenges, the GCCC believes that its experience in initiating and responding to economic and demographic change and its track record in the economic development area will be of value to the Inquiry.

The GCCC's ability to add value to the Committee's Inquiry is based on its commitment to, and priority given to local and regional economic development evidenced by the resources and support that Council has given to this function over the past decade.

2. Submission Structure

The GCCC's submission follows the following structure:

- The Gold Coast City size, structure and socio economic composition are described to indicate the socio economic environment and frame of reference for the consideration of issues addressed later in the submission (Section 3);
- Sections 4 and 5 provide an outline of GCCC's approach to economic development, which in the Council's view provides an excellent model for a large local government to promote employment opportunities. GCCC's corporate planning framework is described in Section 4 to place the Council's economic;
- development initiatives in a coherent and integrated context and Section 5

¹ The list of Issues for Comment is provided at Attachment 1.

summarises the Council's Economic Development Strategy; and

- Section 6 considers several of the key employment issues that the State government should directly address to improve employment opportunities in Gold Coast City. Consideration of specific issues comprises -
 - Issue identification,
 - Gold Coast situation, and
 - Recommendations to address the issue and improve employment outcomes in Gold Coast City.

3. City Size and Composition

Gold Coast City has the second largest local government population in Australia. During the past 40 years Gold Coast City has been at the centre of one of the fastest and most sustained population growth and urban development processes experienced in the developed world. The resulting size and composition of the Gold Coast City population, social structure, labourforce and economy provide a unique set of opportunities and challenges to which the GCCC has responded. The key characteristics are:²

- Australia's second largest local government authority and Australia's sixth largest city;
- Covers an area of 1,358 sq km;
- An estimated resident population of 497,000, as at June 30 2008;
- About 12% of Queensland's population;
- An average of an additional 80,000 people visiting the city every day;
- 5 year annual average population growth rate of 3.4%, compared with 1.5% for Australia (2003–2008);
- Regional economy of A\$18 billion (2008);
- Leading Australian tourist destination, with approximately 10 million visitors per year;
- An industry base with high proportions of the workforce in construction, tourism and retail jobs, all of which tend to be more susceptible to the impacts of the GFC;
- Very low proportion of state government employment;
- Median resident age of 38 years (2006);
- Unemployment rate of 5.5% (June 2009); and
- 54,000 registered businesses (June 2007).

² Source: Australian Bureau of Statistics 3218.0 June 2008; ABS Labour Force Survey June 2009; ABS Counts of Business Entries and Exits June 2003 to June 2007; 3101.0 - Australian Demographic Statistics, Jun 2008; Gold Coast City Council Input Output Model 2008; Tourism Research Australia Domestic and International Visitor Surveys; Planning Information and Forecasting Unit *Queensland's Population Projections 2008*; Local Government Reform Commission *Report of the Local Government Reform Commission Volume 2 (2007)*.

The population base continues to grow exponentially with the Gold Coast City population forecast to reach 616,000 by 2016, (an increase of 149,000 (+32%) over that in 2006), and 738,000 by 2026. In the same period Australia's population is forecast to increase by 16% and Queensland by 23%.

While Gold Coast City can give an apparently wealthy image the truth is far from this. The socio-demographic index profile is barely at the national average, wages are relatively low and there are very high proportions of part-time and casual work. Unemployment has, over the long-term, tended to be above state and national levels.

There is increasing evidence that Gold Coast City faces a social sustainability challenge because of high levels of socio-economic disadvantage and apparent low levels of social capital. The reasons for this can be partially explained by sustained rapid population growth and the nature of the economy. High population growth is also responsible for the "lag" in provision of social services, soft social infrastructure and facilities by State and Commonwealth Governments, which tend to respond to need after it is evident rather than planning ahead based on population growth projections. These services are important to the building of strong and socially cohesive communities.

Relative to state standards, Gold Coast City experiences a lack of community and youth facilities throughout the city, but particularly in the most rapidly growing areas such as the northern corridor. Council is addressing these issues, with for example the draft Northern Growth Corridor Social Infrastructure Plan, which is seeking to ensure that infrastructure is provided in new communities in a timely manner. In fact, for a city and region of its size, Gold Coast City lacks higher-level community and cultural infrastructure.

The high rate of growth and change in the city also may contribute to a less well-established community services sector to deliver State and Commonwealth funded services.

The economic structure of the city with its high dependence on tourism means lower than average wages, and relatively high levels of part-time and casual work.

The city has become culturally diverse. See Table 1.

Table 1 Country of birth – top ten overseas birthplaces (2006)

Top ten birthplaces (2006)	Number (persons)	Percentage (persons)
New Zealand	32,353	7.1%
United Kingdom	29,689	6.5%
South Africa	3,746	0.8%
Japan	3,113	0.7%
Germany	3,011	0.7%
Philippines	2,291	0.5%
Netherlands	2,105	0.5%
China	1,942	0.4%
Italy	1,875	0.4%
Korea, Republic of (South)	1,809	0.4%

Source: Australian Bureau of Statistics, Census of Population and Housing, 2006

Consultation with the main multicultural and refugee service agencies in Gold Coast City has identified the following issues of concern to people from culturally diverse backgrounds:

- Social isolation;
- Language and communication;
- Obtaining employment;
- Physical and mental health, and
- Inter generational issues.

4. GCCC Integrated Planning and Development

The intention of Section 4 and 5 is to provide the framework for what the Council considers to be excellent practice in promoting economic development and creating employment opportunities for a large local government in Queensland. The Council's experience may be of assistance to the Committee. Directly and indirectly these Chapters address a number of the issues raised in the Committee's Discussion paper concerning best practice approaches.

The GCCC's commitment to economic development and employment creation is positive, sustained and well supported. Council believes that the economic development initiatives are critical core functions and must form part of a cohesive and integrated approach to city governance, corporate planning, economic, social and environmental needs assessment and efficient delivery.

The key elements of the Council's planning framework include:

- Bold Future

- GCCC Corporate Plan;
- GCCC Operational Plan;
- Long Term Financial Plan and Financial Model;
- Gold Coast Planning Scheme;
- GCCC Local Growth Management Strategy;
- Priority Infrastructure Plan;
- Economic Development Strategy.
- The Gold Coast Waterfuture Strategy and
- Gold Coast City Transport Plan.

In addition, Council has adopted Bold Future as a blueprint for Gold Coast City to 2040 to ensure that the city is sustainable economically, socially and environmentally. Economic strategies are being developed for the next 30 years.

The Economic Development Branch was formed as a result of the amalgamation of Gold Coast and Albert Shire. As such, the branch has focussed on diversification of the economic base of the city to make it less dependent on tourism and construction industries that are subject to boom and bust cycles.

The GCCC has provided sustained support for city economic development over the past decade. The Council budget for the Economic Development Branch in 2009/10 is \$17.6m which includes \$10m contribution to Gold Coast Tourism. The Branch has 25 staff.

Recommendation

It is recommended that the Committee note that the GCCC's success with economic development functions is based on the function being fully integrated into Council corporate planning and is well resourced on a sustained basis.

5. Economic Development Strategy

While the Gold Coast is well known as Australia's premier tourist destination and one of Australia's 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.

The Branch's Economic Development Strategy (EDS) has been progressively fine-tuned and adjusted to changing needs, and implemented with strong support from Council. The strategy continues to focus on diversifying and strengthening the economic base and building key industry sectors that will be the prime drivers of future economic activity and job creation. At the same time the tourism and building and construction sectors continue as major drivers of regional economic activity. The EDS has clear objectives, targets and strategies to achieve economic and community benefits.

The Council's Draft Economic Development Strategy objectives are:

- The city's liveability and desirability are seen as economic advantages;
- The city's infrastructure supports economic diversity and business growth;
- The city's economy is characterised by connected export and knowledge based industries;
- The city's workforce supports local business growth and attracts new investment;
- The city's business capabilities are recognised in national and international markets;
- Partnerships and regional collaboration support and deliver the economic vision; and
- The city benefits through an extensive advocacy program.

The Draft Economic Development Strategy that incorporates Bold Future initiatives and has a horizon date of 2040 is at Attachment 2.

A key feature of the Council's approach to economic development has been the central role played by the business community through the Business Gold Coast Advisory Board who provide advice to Council on key economic issues, strategy development and implementation.

Other critical success factors for the Council's economic development functions include:

- The investment attraction program;
- The international business and export development programs;
- The development of the Gold Coast Health and Knowledge Precinct;
- Supporting the establishment of key industry associations for those sectors that are EDS targets;
- Undertaking a sustained business research program to ensure that economic development issues are identified, data assessed and actions taken;
- Maintaining close and direct relations with Commonwealth agencies, including hosting the Austrade functions in Gold Coast City; and
- Maintaining effective relations with state agencies, and in particular the new Commonwealth regional development initiatives that are being administered in Queensland by the Department of Employment, Economic Development and Innovation.

The city's significant and continuing population growth will drive the need to find some 240,000 new employment opportunities for the city's residents by 2040. Of this total 30% will be required in export focussed and knowledge based industries. Diversification of the economic base is essential to ensure that Gold Coast City becomes a more balanced economy. This is part of the long – term approach to

creating a powerful regional economy that meets the economic, social and environmental needs of the city's residents.

Emphasis continues to be placed on nine key industries contained in the Gold Coast City Council's Draft Economic Development Strategy 2040. These industries are seen as being crucial to the competitiveness and strength of the economy and to the future prosperity of the city. The industries are:

- Creative Industries;
- Education;
- Environment;
- Food;
- Health and Medical;
- Information and communications technology (ICT);
- Marine;
- Sport; and
- Tourism.

The Council's Pacific Innovation Corridor program identified the need to establish a number of geographical precincts for industry development within the city. These precincts aim to cluster related firms and industry sectors, bringing about supply chain opportunities, knowledge transfer, the adoption of new technologies and increased research and development activity. The development of globally competitive telecommunications infrastructure that meets best international standards of connectedness, speed and reliability is required to underpin the Pacific Innovation Corridor program and globally competitive knowledge based growth in the city. A flexible planning scheme that encourages and supports economic development activity is also critical.

Council believes that, while circumstances of local governments in Queensland vary considerably, there are key elements of best practice in GCCC's approach that, with adaptation, may be useful guides to other councils in the state.

Recommendation

It is recommended that the Committee note the success factors for the GCCC's economic development functions include:

- ***Undertaking a sustained action based business research program;***
- ***Having a broadly based and expert Business Advisory Board;***
- ***Maintaining very effective relations with Commonwealth and State agencies;***
- ***Encouraging a strong partnership approach with all levels of government and the private sector;***
- ***Facilitating and supporting industry associations in those sectors that are the targets of the EDS; and***
- ***Having an EDS with clear objectives and performance measures.***

6. Specific Issues

6.1 Committee's Issues

The Committee has raised a large number of issues in several broad groups but overall the issues concern the short-term response to the GFC downturn, and preparation for the recovery and the following longer-term issues:

- How to ensure there are enough jobs of the right sort to meet the needs of a diverse population, and
- How to ensure that the labour force has the skills needed.

The responses by the GCCC below are guided by the issues raised in the Committee's Discussion Paper, but also extend to other issues that directly impact on the short and longer-term creation of jobs needed to build and sustain our community.

In each case the general or specific issue or issues are identified, the situation in Gold Coast City is outlined and recommendations made for the State Government to act to improve employment prospects in Gold Coast City.

6.2 Adjusting to the Impacts of the GFC

6.2.1 The GFC Impacts on Gold Coast City

This issue addresses a general matter raised in the Committee's Discussion Paper concerning responses to, and recovering from, the GFC.

Due to its size, composition, international exposure and economic characteristics, Gold Coast City was hit early and hit hard by the impacts of the GFC because:

- The industrial and employment structure of Gold Coast City has a heavy dependence on tourism, construction and retail causing an over reliance on those industries that are most sensitive to adverse economic conditions and severe constraints in the financial system;
- The secondary financial market developed in Gold Coast City in the past decade was one of the first sectors to fall in the country;
- There were immediate impacts on the corporate financial sector and the building and construction sector, and
- The lack of working capital resulted in a large number of business failures and increased unemployment, even with sound businesses. The table below provides a snapshot of the impacts of the GFC on a number of key industry sectors in the city, and where comparable Australian data is available, that is also shown.

Table 2 Summary of GFC Impacts on Gold Coast City

	Pre financial crisis	GFC Impact	Percentage change Gold Coast	Percentage change Australia
Financial Sector ³ <i>(Market value of Gold Coast listed companies)</i>	\$ 6.4 billion <i>(June 2006)</i>	\$ 3.2 billion <i>(June 2009)</i>	- 50.0%	-9.0%
Residential Construction ⁴	6,297 dwellings approved <i>(12 months to June 2006)</i>	4,172 dwellings approved <i>(12 months to June 2009)</i>	- 33.7%	-14.9%
Marine Sector ⁵	4,300 workers <i>(2006)</i>	2,800 workers <i>(2008)</i>	- 34.9%	No data available
Tourism Industry ⁶	10.5 million visitors <i>(March 2006)</i>	9.7 million visitors <i>(March 2009)</i>	- 7.6%	-2.4%
Employment Full Time ⁷	202.1 (January 2008)	194.2 (June 2009)	-3.9%	-1.43%
Employment Part Time	80.7 (January 2008)	94.9 (June 2009)	17.6%	7.1%
Total Employment	282.7 (January 2008)	289.1 (June 2009)	2.3%	0.9%
Unemployment Number (total)	7.6 (January 2008)	16.8 (June 2009)	121.1%	36.6%
Unemployment Rate	2.6% (January 2008)	5.5% June 2009)	+ 2.9 percentage points	+1.4 percentage points

³ Australian Stock Exchange historical market statistics June 2009; Deloitte Queensland Stock Exchange Index June 2009

⁴ Australian Bureau of Statistics Cat 8731.0 Building Approvals Australia, June 2006 and June 2009

⁵ Marine Queensland Queensland Marine Membership Survey 2008

⁶ Tourism Research Australia. International and National Visitor Surveys March 2009

⁷ ABS Labour Force, Australia, Detailed 6291.0.55.001 June 2009

6.2.2 GCCC Response

In response to the GFC, Council endorsed a stimulus package of up to \$90 million, in order to boost the city's economy and provide local jobs by moving forward major infrastructure projects. The GCCC is the only local government to commit to a stimulus package in concert with similar initiatives by the Commonwealth and State government.

The stimulus package includes funding for:

- Carrara Stadium
- Surfers Paradise Foreshore redevelopment;
- Southport Broadwater Parklands;
- Major bikeways projects;
- Stormwater drainage projects;
- Gold Coast investment attraction project;
- Major roads projects;
- Robina Space project: and
- Export support for local business.

The following examples of these projects indicate the objectives anticipated economic benefits and outcomes. Clearly, each project has been developed and approved in order to address the significant impacts of the GFC on the city and to create an environment of continued economic activity in the city to generate employment opportunities and provide assistance to business and industry.

- **Gold Coast Industry Investment Attraction Project** - the objective of this project is to develop, coordinate and implement a comprehensive and effective Industry Investment Attraction program for the city which will attract high value industry. The expected economic impact of this project will be seen in the growth of existing business and attraction of new high value industry to generate a range of employment opportunities for the city. The Investment Attraction Strategy has the potential to increase the value and demand for industrial property (lease and sales) and result in the development of new premises to accommodate growing and new business.
- **Export Support for Local Firms** – the objective of this project is to provide direct and time limited financial support to new Gold Coast City exporters who are both export ready and who have identified international markets for their products and services, to promote export and international business opportunities. The outcomes to be achieved from this project will be based on new exporter growth and sales in the city it is expected that the economic impact of this funding will result in new export dollars of \$30 million being generated for the city along with the creation of 300 new full time jobs.

Council has a limited capacity to raise revenue for infrastructure and to afford this cost, Council relies predominately on its general rating system and other smaller revenue raising activities. To enable the successful implementation of the Stimulus Package, Council will need to borrow significant amounts of money. Council has recognised the opportunity to do something at a local level for its own regional economy.

6.3 Jobs Growth to Match Population Growth

6.3.1 Gold Coast Jobs Challenge

This section of the submission addresses a number of specific issues raised in the Committee's Discussion Paper, (1, 6, 10 and 12) but also the fundamental issue of ensuring that there are sufficient jobs to meet the needs of the community, business and individuals.

Research conducted by the Council's Economic Development Branch has shown that the economic success that Gold Coast City has achieved in recent years is perhaps most vividly represented by the city's jobs growth. Over the past five years, approximately 7,600 new jobs have been created in Gold Coast City every year, representing an annual growth rate of 5.3 per cent. This compares very favourably with Queensland employment growth average of 4.4 per cent and the Australian average of 2.7 per cent per annum. Gold Coast City has experienced this growth during an exceptionally dynamic period of development in the city. The sustainability of such continued growth levels cannot be assured, and the GFC has had a significant adverse impact on the rate of employment increase. Recent data shows that Gold Coast City employment growth has slowed dramatically.

The challenge now facing Gold Coast City is to create approximately 7,000 new jobs each and every year over the next 30 years. More importantly, it will be the type and the quality of those jobs that determine the Gold Coast's economic future. Approximately 30 per cent of these jobs will need to be in the export-oriented, knowledge-based driver sectors of the economy. This means that, where in the past those jobs have accounted for just under one quarter of the total employment in Gold Coast City, the target for the future is for approximately one third of total employment growth to comprise export-oriented and knowledge-based jobs. Achieving this employment target across a diverse mix and depth of industries requires focused, ongoing and collaborative efforts.

State Employment

In relation to direct State employment responsibilities, a significant feature of Gold Coast employment is the very low proportion of state government employment in Gold Coast City relative to all other major cities in Queensland. The table below shows that the proportion of state employment in Gold Coast City at the 2006 Census was just over half that in Cairns, Townsville and Toowoomba cities and of the average for the state. Gold Coast City state employment is also significantly less than that in locations that are equally close to Brisbane, including Ipswich, Logan and the Sunshine Coast local governments.

Table 2 State Employment at 2006 Census

Area	Percent State Government Employment
Gold Coast City	5.7%
Townsville City	11.0%
Cairns City	10.3%
Toowoomba City	11.1%
Ipswich City Statistical Subdivision	11.1%
Brisbane City	11.8%
Queensland	9.9%

Source: ABS Census 2006. Cat. 2068.0

If Gold Coast City had the same proportion of state employment as the state average, there would be about another 10,000 jobs in the city. The character of these jobs would differ in character from much Gold Coast City employment (currently higher levels of part time and casual work, and in industries more susceptible to economic shocks) as the state government employment in general has more full time and permanent positions.

Given that state employment in regional areas is concerned primarily with delivery of Government programs, the very low level of state employment in Gold Coast City.

It is noted that the State Government, through its investment arm of Queensland Investment Corporation, has significant landholdings at Robina, which would benefit greatly from the uplift created by State Government anchor tenancies.

Recommendation

State government employment is increased in Gold Coast City to match that of the state average, and levels of service be correspondingly increased.

Infrastructure Investment

The State government is undertaking a significant infrastructure investment program, in part to overcome past deficiencies and in part to fill gaps in private investment due to the impacts of the GFC. On 16 July, 2009 the Minister for Infrastructure and Planning announced that the \$124 billion SEQ Infrastructure Plan and Program (SEQIPP) is on track to create up to 900,000 jobs, and that from this point forward until 2026 there will be about \$30,000 spent on new infrastructure for every person who lives, or is predicted to live, in this fast-growing region.⁸

Analysis undertaken by GCCC shows a marked inequality of per capita investment in this program, by every relevant measure including:

- The start population in 2008;
- The program completion population in 2026; and
- The population increase from 2008 to 2026.

⁸ Minister for Infrastructure and Planning Statement 16 July 2009. *Infrastructure plan to create 900,000 jobs.*

In 2008, the Gold Coast region (comprising Gold Coast City), had 16.6% of the SEQ region population, in 2026 it is forecast to increase to 18.5%, and will account for 24.1% of the population increase from 2008 to 2026. Against these existing and future population generated needs, Gold Coast City will receive \$12.4Bn, or 11.2% of the SEQIPP program.

The result is that SEQIPP per capita funding for Gold Coast is:

- 67.6% of the SEQ average per capita funding based on the 2008 population;
- 60.8% of the SEQ average per capita funding based on the 2026 population; and
- 46.8% of the SEQ average per capita funding based on the population increase from 2008 to 2026.

Depending on the measure, per capita expenditure on the SEQIPP in Gold Coast City is closer to \$20,000 rather than the \$30,000 that is the average for all SEQ.

Given the relationship between investment and jobs referred to in the Minister's Statement, this under investment has significant negative implication for Gold Coast City at a time when the private sector investment is significantly affected by the impacts of the GFC.

The table below shows the total and per capita regional investment for the SEQ Infrastructure Plan and Program.

Table 4 SEQIPP 2009-2026

	2008 Population	2026 Population	Population Increase 2008-2026	SEQIPP 2009-2026 (\$Bn)
Gold Coast City	497,848	737,986	240,139	\$12.4Bn
Total	3,002,153	3,999,612	997,459	\$110.6Bn
Gold Coast %	16.6%	18.5%	24.1%	11.2%

Source SEQIPP 2009-2026 and DIP Queensland Future Population 2008 Edition. Medium Series.

At the relationship of investment to jobs referred to in the Minister's Media Release (\$124Bn for 900,000 jobs), the ratio is one job per \$137,778 of infrastructure investment over the period.

If the Gold Coast received the average per capita investment, then it would receive \$20.5Bn SEQIPP investment rather than the proposed \$12.4Bn. At the cost per job identified by the Minister, the difference of \$13.1Bn equates to 95,000 person-years employment over the period 2009-2026, or an average of 5,500 per year for every one of the 17-year program period.

The population figures for the Gold Coast clearly indicate the opportunities afforded to the city and the State by population migration. The adequate provision of infrastructure will ensure this continuation which in turn will contribute to economic growth, global competitiveness and increased employment. Conversely a lack of

adequate infrastructure has the potential to inhibit the city's growth and economic contribution to Queensland.

Recommendation

State government investment in the SEQIPP for the Gold Coast City is increased to match that of the SEQ per capita average.

Infrastructure to meet community needs

The Gold Coast Northern Growth corridor is the fastest growing area in one of the fastest growing areas in Australia. The area includes the suburbs of Helensvale, Gaven, Pacific Pines, Coomera, Ormeau, Pimpama, Jacobs Well, Alberton, Yatala and Kingsholme.

The Queensland Government Population Forecasting Unit noted:⁹

In its analysis of regional population growth between 1996 and 2006, the ABS noted that: *“Generally, the most prominent growth outside capital city SDs was recorded along the coast of Australia. In particular, many Queensland coastal LGAs experienced large growth between June 2001 and June 2006. The LGA of Gold Coast City experienced strong growth from June 1996 to June 2001 and from then until June 2006, recording the second largest growth of all LGAs in Australia for both five year periods (after Brisbane City”* (Source: Regional Population Growth, Australia (Cat. No. 3218.0).

Between 2001 and 2007 the population of Gold Coast City increased from 387,100 to 483,200 people, an increase of 96,100 people. This represents an average annual increase of 16,000 people or 3.8 per cent. In the same period, the population of the Northern Growth Corridor increased from 52,000 to 89,900 people, an increase of 37,900 people or 6,300 annually. In comparison with the average annual growth rate (3.8%) of Gold Coast City between 2001 and 2007, average annual growth in the Northern Growth Corridor was much stronger at 9.6%. Also, the Northern Growth Corridor was responsible for almost 40 per cent (39.4%) of the population increase in Gold Coast City between 2001 and 2007. PIFU projects the population of the Northern Growth Corridor will reach almost 223,000 people by 2031.

Apart from its stronger population growth in recent years, Northern Growth Corridor (NGC) exhibited other demographic differences compared with the other area benchmarks used in the study, for example:

- In 2006 the NGC had a higher proportion (24.4%) of its population in the 0-14 years age group than Gold Coast City (18.0%) or Queensland (20.4%).
- The proportion of family households in NGC (79.9%) was higher than the corresponding proportion for Queensland (67.1%).
- The median individual income in NGC in 2006 (\$530) was lower than in Brisbane (\$552) but higher than the Queensland figure (\$474).

⁹ *Gold Coast Northern Growth Corridor Report*. Planning Information and Forecasting Unit
Department of Infrastructure and Planning.

- In 2007, some 47% of low income households renting in Gold Coast City were likely to be experiencing housing affordability problems, a higher proportion than for Queensland overall (35% of renters). A total of 1,941 of these households were renting privately in NGC.
- In 2007, only about 1% of house sales in NGC and Gold Coast City were within the price range of the average first home buyer. In contrast, 34% of house sales across Queensland were within the price range of first home buyers in the same year.

Recommendation

The State government continues to work closely with the GCCC to ensure that basic community infrastructure needs are met within the Gold Coast northern growth corridor.

6.4 Economic Diversification

6.4.1 Gold Coast Challenge

This section of the submission addresses Discussion Points 3,4, 6, 9, 12, 18 and 19.

Gold Coast City is very reliant on the traditional industry sectors of construction, tourism and retail. The city's economic potential will be threatened if the economy does not diversify towards those industries and occupations that will be the drivers of the investment and jobs of the future.

The GCCC economic development strategy is based on the key objective of achieving diversification of the economy by promoting exports and highly skilled occupations and industries. It is widely recognised by the State Government and by GCCC that the development of a skilled community is critical to being economically successful in an increasingly open and competitive world. While the imperative is clear, Gold Coast City suffers considerably with every key measure of achieving a knowledge economy.

The path to reaching its economic diversification and knowledge economy goal is dependent on building the skill base of the workforce. This in turn is dependent on an interdependent mix of Commonwealth funding for Universities and State funding for specific research and development. Notwithstanding mix of Commonwealth and State responsibilities, the result is that Gold Coast City is comparatively under funded. Key indicators are:

University Places

- The Gold Coast has only 15-funded university places per thousand people (approx), compared to a national average of 21.1 places per 1000, and 32.9 in Brisbane. The Gold Coast has a total of 20.3 domestic university places per thousand (funded and fee-paying approx) compared to a national average of 24.5 places per 1000.
- More than a quarter of university places in Gold Coast City are fee-paying,

compared to a national average of 15%, so students attending Gold Coast City Institutions shoulder a larger financial burden for their education;

- Approximately 35% of students are travelling outside in Gold Coast City to study at university, in part due to a lack of courses available in the city and a reliance on Brisbane, which has 32.9 university places per 1000, and
- Only 32% of Gold Coast school-leavers enrol in tertiary courses (through QTAC) compared to the Queensland average of 35%, and the Brisbane rate of 42%.

The GCCC has established its links with the tertiary education and training sector to develop a coordinated citywide approach to improving the skills base by:

- Establishing Memorandum of Understanding with Griffith, Bond and Southern Cross Universities and with the Gold Coast Institute of TAFE (a example of an MOU is at Attachment 4), and
- Promoting TechGC, which is a long term, strategic economic development program designed to increase Gold Coast City's capability in Science, Technology, Engineering and Mathematics (STEM) based industries.

Recommendation

The State government work closely with the GCCC to lobby the Federal Government to increase funding for tertiary education places and the necessary infrastructure in Gold Coast City to achieve national per capita standards.

Research and Development

- Gold Coast City receives less than a third of the national average in higher education research income - \$31 per person in total R&D income in 2006, compared to a national average of \$106 per person. The rate for Newcastle was \$111 per person and Wollongong \$81 per person. Gold Coast City achieved just \$12.50 per person in research income from business sources in 2006, compared to almost \$40 per person in Newcastle:
- Gold Coast City under performs on R&D compared with comparable cities. Griffith University placed 15th nationally for total higher education research income in 2006, Bond University placed 38th or last. In contrast the University of Newcastle placed 10th:
- Gold Coast City attracted just 5% of Queensland Government research and development funding in the first phase of the Smart State Facilities/Innovation Building Fund (2001-2008). Per capita funding was significantly higher for Toowoomba (6 times), Townsville (5 times), Brisbane (4 times), Cairns (3 times) and Mackay (about 50% higher).
- Gold Coast City does not have a CSIRO facility or State research and development facility.

Recommendation

The State government fund research and development in Gold Coast based institutions on the same basis as elsewhere.

The State government establish a major state research and development facility in Gold Coast City.

6.4.2 Gold Coast Health and Knowledge Precinct

To help address the gaps identified above, the GCCC has promoted the Gold Coast Health and Knowledge Precinct that comprises a 200 hectare area located on lands mainly controlled by the State located near the new Gold Coast University Hospital and Griffith University in Southport.

The vision is that the precinct will be an integrated centre of knowledge creation, learning and commercialisation that will be created through a cooperative partnership of all tiers of government, the education community, private sector operators and the general public of the city.

Considerable effort has been made in progressing a vision of achieving a world-class technology precinct for the City. The 200ha identified precinct includes the Griffith University Southport campus, Gold Coast University Hospital, Gold Coast Innovation Centre, Smart Water Facility and Queensland Health Academy. As land uses are planned within the overall 200ha precinct it is critical that future development has a knowledge-based focus. The potentially available Parklands Trust land provides a critical opportunity to incorporate knowledge-focused commercial development and R&D activities. If suitable land is not preserved, it is likely to compromise the success of the development of a knowledge precinct and Council's ability to meet its employment generation targets, as well as impacting on the ability to attract key industries.

Council has also indicated to the State Government the need to carefully consider the development of the balance lands, the most appropriate governance of this land, and the provision of funding.

GCCC is supportive of the current precinct Governance structure implemented by the Department of Infrastructure and Planning as this has provided the leadership and coordination to facilitate the progress of the GCKP project.

Recommendation

The State government to continue to vigorously support the establishment of the Gold Coast Health and Knowledge Precinct.

That the State Government maintain a leadership role in ensuring the long term vision for the Gold Coast Health and Knowledge Precinct is achieved including:

- ***The completion of an endorsed Gold Coast Health and Knowledge Precinct master plan;***

- *The development of a long term implementation model for the entire precinct; and*
- *The allocation of funds for the development of the commercial and research and development focus of the precinct*

7. Summary of Recommendations

- 1. *It is recommended that the Committee note that the GCCC's success with economic development functions is based on the function being fully integrated into Council corporate planning and is well resourced on a sustained basis.***
- 2. *It is recommended that the Committee note the success factors for the GCCC's economic development functions include:***
 - *Undertaking a sustained action based research program;***
 - *Having a broadly based and expert Business Advisory Board;***
 - *Maintaining very effective relations with Commonwealth and State agencies;***
 - *Facilitating and supporting industry associations in those sectors that are the targets of the EDS; and***
 - *Having an EDS with clear objectives and performance measures.***
- 3. *State government employment is increased in Gold Coast City to match that of the state average, and levels of service be correspondingly increased.***
- 5. *State government investment in the SEQIPP for the Gold Coast City is increased to match that of the SEQ per capita average.***
- 6. *The State government continues to work closely with the GCCC to ensure that basic community infrastructure needs are met within the Gold Coast northern growth corridor.***
- 7. *The State government work closely with the GCCC to lobby the Federal Government to increase funding for tertiary education places and the necessary infrastructure in Gold Coast City to achieve national per capita standards.***
- 8. *The State government fund research and development in Gold Coast based institutions on the same basis as elsewhere.***
- 9. *The State government establish a major state research and development facility in Gold Coast City.***
- 10. *The State government to continue to vigorously support the establishment of the Gold Coast Health and Knowledge Precinct.***
- 11. *That the State Government maintain a leadership role in ensuring the long term vision for the Gold Coast Health and Knowledge Precinct is achieved including:***
 - *The completion of an endorsed Gold Coast Health and Knowledge Precinct master plan;***
 - *The development of a long term implementation model for the entire precinct; and***
 - *The allocation of funds for the development of the commercial and research and development focus of the precinct.***

Attachments

1 Issues for Comment

Group 1

1. How does Queensland ensure that opportunities for employment creation are maximised in existing industries?
2. How can Queensland make best use of its natural resources in creating jobs for Queenslanders?
3. Is Queensland's science, research and technology infrastructure effectively utilised? Can it be used more effectively to enable greater employment in these fields?
4. How can Queensland promote innovation in Queensland industry to create employment opportunities? How do we create jobs from public and private investment in research and development?
5. How should Queensland identify new and emerging industries and support the creation of employment in new industries?

Group 2

6. How does Queensland ensure that Queensland industry is competitive in an increasingly global economy?
7. What are Queensland's comparative advantages and how should Queensland make best use of these advantages?
8. How can Queensland's industry promotion strategies best support Queensland industry to be competitive in the global marketplace?
9. Should industry promotion strategies be narrowly focused on a small number of particular industries or be more broadly based?

Group 3

10. What can the Queensland Government do to improve employment opportunities for groups such as youth, mature-age, Indigenous and disadvantaged workers?

Group 3

11. Should full-time employment be a priority in creating employment opportunity? How should Queensland respond to underemployment?

Group 4

12. Should the government target policies at certain regions in Queensland? What criteria should be used to select these regions?

Group 5

13. Do the current Queensland Government employment programs help

develop individuals with the skills that employers need?

14. What role do employers have in developing and enhancing the skills of their employees?
15. Are these government programs working? If not, how can the government improve these programs or better achieve these outcomes?

Group 6

16. What other strategies have been used successfully by other governments? Is it possible for an Australian state government to implement similar strategies to stimulate employment?
17. What other best practice approaches can an Australian state government use to stimulate employment?

Group 7

18. What skills do you believe are required currently in the Queensland economy?
19. How should Queensland ensure we have the skilled workers required by industry during a period of economic upturn?
20. Is there a role for the development of generic skills that can be used across a number of industries and occupations instead of training for a particular job or occupation? Is there a need for both types of training?

Group 8

21. What impact does regulation have on the creation of employment opportunities in Queensland? How will the proposed regulatory reforms help stimulate employment opportunities?
22. How could Queensland reduce the cost of regulation on Queensland employers?
23. How can Queensland be made an attractive destination for business investment?

- 2 Draft Economic Development Strategy 2010**
- 3 Gold Coast Northern Growth Corridor Report**
- 4 Memorandum of Understanding with Tertiary Institutes**