



# Final Report to Council: Our vision for a more sustainable Gold Coast



## Bold Future Advisory Committee

**Contact :** Jim McKnoulty  
Chair  
Bold Future Advisory Committee  
C/- Bold Future Project Team & Advisory  
Committee Secretariat  
Strategic & Environmental Planning &  
Policy Branch  
Gold Coast City Council

Phone: (07) 5582 9004  
Email: [boldfuture@goldcoast.qld.gov.au](mailto:boldfuture@goldcoast.qld.gov.au)

# Table of Contents

<b>MESSAGE FROM THE CHAIR .....</b>	<b>2</b>
<b>Purpose of Report</b>	<b>4</b>
<b>Initiation of Bold Future</b>	<b>4</b>
<b>Appointment of Bold Future Advisory Committee</b>	<b>5</b>
<b>Membership of Bold Future Advisory Committee</b>	<b>6</b>
<b>Development of the vision</b>	<b>6</b>
<b>THE BOLD FUTURE VISION FOR A MORE SUSTAINABLE CITY OF GOLD COAST.....</b>	<b>8</b>
<b>IMPLEMENTATION ROADMAP FOR THE VISION .....</b>	<b>8</b>
<b>Setting the ‘wheels in motion’:</b>	<b>9</b>
<b>CLOSING REMARKS.....</b>	<b>13</b>
<b>RECOMMENDATIONS TO THE GOLD COAST CITY COUNCIL .....</b>	<b>13</b>
<b>APPENDIX 1 .....</b>	<b>14</b>
<b>Overview of stakeholder consultation</b>	<b>14</b>
<b>APPENDIX 2.....</b>	<b>16</b>
<b>Bold Future principles</b>	<b>16</b>
<b>APPENDIX 3.....</b>	<b>17</b>
<b>Signature actions</b>	<b>17</b>
<b>APPENDIX 4.....</b>	<b>20</b>
<b>Headline targets</b>	<b>20</b>

# Message from the Chair

We are lucky enough to live in one of the best places on earth. Visitors have described it as *“Living in Paradise between the mountains and the sea”*. So it is no surprise that the Gold Coast is one of the fastest growing regions in Australia, with a population which has grown from a coastal village of 30,000 in 1956, to the world class city we enjoy today, with a population of 500,000. This trend is likely to continue with our population projected to grow to 720,000 by 2026.

It is critical that we proactively manage this growth to protect our relaxed lifestyle, vibrant economy and unique natural environment which make this such a wonderful place to live. We need to learn from many other cities around the world which have failed to act and squandered the attributes that attracted them to the city in the first place. How will we be judged by future generations? Will they be still *“Living in Paradise”* or wonder how we could be so short sighted to allow *“Paradise to be lost for ever”*.

The Bold Future project has been designed to engage the Gold Coast community in managing this growth over the next three decades to ensure we create a more sustainable future for the city. It has been my honour to chair the Bold Future Advisory Committee, which was established in October 2007 by Council to guide a process of broad community consultation to establish a vision of our preferred future for the Gold Coast. We also aim to create a framework for ongoing engagement between residents, community groups, industry and elected representatives working in partnerships to create that future.

As a community, we are certainly *“living in interesting times”* with the ground shifting rapidly beneath our feet on a number of fronts: economically, socially, and climatically. It is also highly likely that the cost of critical resources such as energy and water will increase significantly over time. We realise now that the tools we have used in managing growth and meeting these challenges in the past will simply not be sufficient to meet the challenges of the future.

We, the Bold Future Advisory Committee, believe that the opportunity now exists for the Gold Coast City Council to take the lead and begin an enduring program of work that will support the city in achieving your Bold Future vision for a more sustainable city into the future. The Bold Future vision and our recommendations set out in this report, suggest that we need to take the next step to more collaborative, connected and innovative in our thinking.

If the city is to achieve this vision for the future, Gold Coast City Council must grasp the opportunity to ensure that strategies, actions and investments are considered in an integrated manner with a focus on delivering sustainable outcomes for the city, as we have described in the outcomes statements of the document. The members of the Advisory Committee believe that this Bold Future vision presents both a contemporary and dynamic vision for the future of the city that can inform and direct the development and implementation of key strategic planning activities and the ongoing budget process for investment by Council and businesses in the future of the city.

Council must take a leadership role in this process, but needs help from the boarder community to ensure we take the necessary action to help the city and our citizens adapt to changing circumstances that we will continue to face in the future.

Clearly, some of the deliverables of the vision are the responsibility and within the control of the Gold Coast City Council, but others are not. In handing to the Mayor this Bold Future

vision and our roadmap for the implementation of the vision, the Bold Future Advisory Committee lays down a challenge to the Gold Coast City Council, the Queensland and Federal governments, as well as the broader community of the Gold Coast, to take up the vision and work together in delivering the future we want for our children and future generations.

In this report we lay out the journey that we have taken in partnership with the community to develop a vision for the future and an ongoing process which we hope will allow us to control the evolution our city towards that vision. Undoubtedly, the key to achieving this lies in the creation of an ongoing process for implementation, monitoring and review our desired outcomes, which will only become a reality through defining priorities, making difficult choices and taking action to achieve our shared vision for this special place.

We have begun to create a new story for the future of the Gold Coast through the Bold Future process. We know that this future will include both opportunities and challenges and that it will be increasingly important to find new ways of continuing to 'write' our story so that it stays current, compelling, contagious and catalytic over time. Our vision and recommendations are aimed at providing a means by which the Gold Coast community can develop new ways of 'telling' that story so everyone has a chance to be part of it and to continue in creating our desired future.

The Gold Coast has a great tradition of achieving truly transformative change – look at 50 year old photos of the coast and compare the same views of the modern, vibrant city we have created today. Look back at Gold Coast's WaterFuture Strategy and the WaterWise projects of recent years. Today, the Gold Coast is known internationally for its leadership in applying world's best practice to innovative water management and conservation. We need to apply the same level of thinking to the other challenges we will face over time.

Finally, I want to congratulate the Gold Coast City Council for having the foresight to initiate Bold Future project and recognise the significant contributions that Council staff and the Advisory Committee members have made over the past 12 months. We need to acknowledge the ongoing support and invaluable contributions that over 11,000 Gold Coast residents have personally made to the development of the Bold Future vision. I would also like to make special mention of the contributions made by two passionate and committed young members of the Advisory Committee – Stef Toft and Courtenay Cameron. They have helped open our eyes to a different perspective of young people living on the Gold Coast using a DVD they produced with assistance from many of their friends, and I sincerely thank them for their invaluable input to the project.

It our great pleasure to present this final report of the Bold Future Advisory Committee to you, Mayor, for consideration and implementation by the Gold Coast City Council.

Jim McKnoulty  
Chair – Bold Future Advisory Committee  
26 November 2008

# Introduction

## Purpose of Report

The purpose of this report is to submit to the Gold Coast City Council the final report of the Bold Future Advisory Committee outlining the community's vision for a sustainable Gold Coast. The vision incorporates the following elements:

- a vision statement
- an introductory statement of purpose
- six vision themes (key focus areas) with outcome statements for each
- some key headline targets, with initial measures for each to enable regular reporting on progress towards the vision achievement
- some initial key 'signature' actions that the Bold Future Advisory Committee considers important to set the vision in train

This report also reiterates the Bold Future Advisory Committee's terms of reference, and outlines the process that the Committee has followed in developing the vision. In addition, and in accordance with the Committee's terms of reference and deliverables, this report provides a number of recommendations that the Committee considers to be key to the successful implementation of the vision and for Council's ongoing engagement with the community in order to realise the vision. As per the specific requirements of the terms of reference, the report also includes recommendations regarding the future of the Advisory Committee during the implementation of the Bold Future Program.

In writing the report, the Advisory Committee also wishes to impart to the Council, some of the important lessons that we have learnt over the past year and throughout the process of developing the Bold Future vision for a sustainable Gold Coast. Key to these learnings is the belief that it will be critical to catalyse and engage with the community in a genuine way over the longer term if we are to realise this bold vision for the city.

The first layers of the community's Bold Future vision, principles and themes have now been developed and we, the Bold Future Advisory Committee, feel that it is important to share the story about the vision for the future of the city with the community and other stakeholders in an engaging and compelling way. As such, the implementation section of this report provides some important principles and requirements that we believe are key to the Council's ability to set the right wheels in motion to take the vision forward to fruition.

## Initiation of Bold Future

Having originally established a need for the Council to consider the sustainability of the Gold Coast into the future in November 2006 (Council decision G06.1113.033<sup>1</sup>), Councillors undertook a workshop in February 2007 to fully consider the need and drivers for a new vision for a sustainable city and thus Bold Future was conceived. In June 2007, the Gold Coast City Council decided (Council decision CD07.0604.004/G07.0608.015<sup>2</sup>) to commence the Bold Future Program and to establish an integrated process for the development of a sustainable future for the city that would direct the development of all key strategic planning activities for the city, in particular

1 - <http://www.goldcoast.qld.gov.au/minutes/gccminutes/2005%20october%20to%202008%20march/424%20adopted%20council%2013nov2006.pdf>

2 - <http://www.goldcoast.qld.gov.au/minutes/gccminutes/2005 october to 2008 march/447 adopted council 8jun2007.pdf>

- the review of the Planning Scheme
- the review of the Corporate Plan
- the review or development of a number of key corporate strategies.

As the initiating stream of work in the program, the Bold Future visioning project was established to provide the overarching strategic vision and action statements for a sustainable and successful city and to inform the direction of the other components of the Bold Future Program (as described above) and future operational plans.

## Appointment of Bold Future Advisory Committee

When initiating the Bold Future visioning project in June 2007, Council also created the Bold Future Advisory Committee to develop on behalf of the Gold Coast community a plan for the next three decades that seeks to ensure the city's sustainable future – Council decision CD07.0604.004/G07.0608.015<sup>3</sup> (in part) –

- 2 *That the Bold Future Advisory Committee Structure and draft Terms of Reference be endorsed on the understanding that all reports to Council be directed through Council's Coordination Committee.*

The Chair and other external members of the Advisory Committee were appointed by Council in August 2007 (Council decision CD07.0827.0014)

The Advisory Committee held its first meeting in October 2007. In formulating the vision, the Committee's objectives were:

- to steward the development of a refreshed vision and theme based strategic action statements and performance measures for the city.
- to rationalise the input from within Gold Coast City Council, the community and advisory groups to inform the development of the refreshed vision and strategic action statements and performance measures.
- to test ideas and strategic action statements utilising the specified criteria.
- to provide advice where required in relation to the development of related corporate strategies under development during the life of the Advisory Committee.

This Final Report of the Bold Future Advisory Committee constitutes the major deliverable of the Committee to Council and comprises:

- the community's vision for a more sustainable Gold Coast City, including theme based strategic action statements and performance measures to support the achievement of the vision, as well as
- as an accompaniment to the above, a Final Report of the Advisory Committee to Council including recommendations regarding the future of the Advisory Committee during the implementation of the Bold Future Program.

3 - <http://www.goldcoast.qld.gov.au/minutes/gcccminutes/2005%20october%20to%202008%20march/424%20adopted%20council%2013nov2006.pdf>

4 <http://www.goldcoast.qld.gov.au/minutes/gcccminutes/2005%20october%20to%202008%20march/457%20coordination%2027aug2007-adopted%20minutes.pdf>

# Membership of Bold Future Advisory Committee

The Bold Future Advisory Committee comprises the following members:

- Mr Jim McKnoulty (Chair)
- Professor Paul Burton
- Ms Courtenay Cameron
- Ms Deb Daly
- Mr John Howe
- Mr Michael Kerry
- Mr Barry Lee
- Dr Sally MacKinnon
- Ms Margaret Spriggs
- Ms Stephanie Toft
- Ms Kerrie Young
- Cr Peter Young
- Cr Greg Betts
- Cr Chris Robbins
- Cr John Wayne (from April 2008)

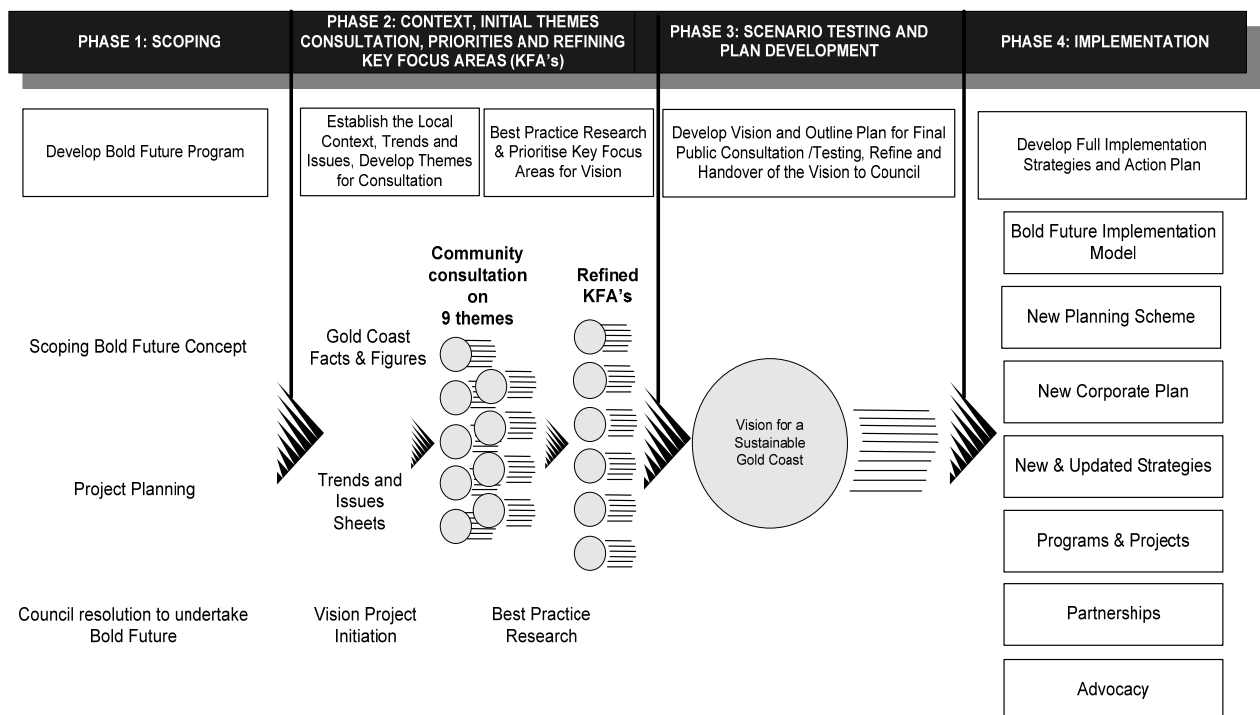
Cr Eddy Sarroff was a member of the Committee prior to the 2008 Council election.

It should be noted that Councillors are non-voting members, albeit the Committee has made all of its decisions on a consensus basis.

Council's Bold Future Patron is Mayor Ron Clarke.

## Development of the vision

The diagram below outlines the four key phases of the Bold Future visioning project. Phase one, scoping of the project was undertaken from December 2006 through to April 2007.



Project management planning and background research was undertaken from April through to September 2007, with the Bold Future Advisory Committee being appointed and the project's community consultation phase being launched publicly in October 2007. The community consultation was concluded after seven months of city forums, surveying and web input at the end of May 2008 as a resounding success, having achieved over 11,000 formal responses from members of the community. This comprised some 50,000 individual inputs, and over 100 stakeholder meetings and workshops (refer to Appendix 1 for a more detailed breakdown of the consultation results).

During this time, the Advisory Committee also received and considered a number of best practice research reports on each of the themes being consulted upon for the vision. In the development of these research reports, many technical experts from within Council as well as external technical experts were engaged in the process to provide the most comprehensive and up to date knowledge about each of the topics being considered. International experts in the field of future planning and community visioning were also engaged to support the Committee with their expertise during the process of the vision's development<sup>5</sup>.

An independent market research and analysis firm was engaged to provide direct advice on the development and collation of the community consultation results. A series of nine individual consultation theme reports was produced along with a summary report which analysed the overall results of the community consultation (this information can be found on the Bold Future website). As a result of the recommendations of the community visioning and future planning experts and in the process of reviewing the consultation findings, the Advisory Committee undertook a process to rationalise and refine six themes as the key areas of focus for the final vision. The draft vision and six themes were then further tested with the community through a series of community reference groups and further refined to produce the final vision outlined in the following section of the report.

During the course of its deliberations, the Advisory Committee produced a set of guiding principles that was used to direct the development of the vision and to complement it by providing an ongoing checklist for Council to assist with ensuring that future plans and decisions are made with the primary intent of the vision foremost in mind.

The final and fourth phase of the vision development, being the implementation planning and delivery phase, is beyond the scope of this Advisory Committee's terms of reference, however, the committee has identified a number of key 'signature' actions and recommendations to set the vision in train. These are contained in a later section of this report.

---

<sup>5</sup> Refer to the Bold Future website, [www.boldfuture.com.au](http://www.boldfuture.com.au) to access a series of expert video clips on the consultation themes.

# The Bold Future vision for a more sustainable City of Gold Coast

The final ***Bold Future – our vision for a sustainable Gold Coast*** accompanies this report. It provides a précis vision, six themes, as well as a number of key ‘headline’ Bold Future targets. Principles to guide the implementation of the vision, and ‘signature’ actions that the Bold Future Advisory Committee considers important to set the vision in train are included with this report at Appendices 2 and 3.

The vision comprises six themes (key areas of focus) that frame the overarching vision statement. The vision statement and six themes are presented below:

## *The vision statement -*

*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 wellbeing for all.*

## **The six themes -**

- i. A city leading by example
- ii. A city loved for its green, gold and blue
- iii. A safe city where everyone belongs
- iv. A city connecting people and places
- v. A city with a thriving economy
- vi. A city shaped by clever design

The full list of strategic outcomes listed under each of the six themes is provided in the vision document which accompanies this report.

Recognising that the vision and outcomes need to be supported by implementation action, the Committee has also developed a small number of key ‘headline’ Bold Future targets (Appendix 4) and ‘signature’ actions (Appendix 3) that the Committee considers important to set the vision in train. These actions and targets are based on a number of learnings from the visioning project that have led to the Bold Future Advisory Committee’s recommendations to Council as outlined below. The actions and targets listed do not seek to be a comprehensive list of implementation actions and targets. Rather, they serve as the initial impetus and catalyst to demonstrate to the community outcomes and actions arising from the vision, as well as to maintain momentum, particularly with respect to community engagement. The Advisory Committee acknowledges that Council agreed in May 2008 (Council decision number SC08.0506.001<sup>6</sup>) that the period for producing the remaining deliverables of the Bold Future vision project, that is, the full implementation strategy and action plan incorporating actions and measures of success, would be staged from December 2008.

## Implementation roadmap for the vision

The Bold Future Advisory Committee has set out the following roadmap for ‘setting the wheels in motion’ to implement the vision and to demonstrate to the Gold Coast community that the Council is stepping up to the challenge of delivering on this bold vision for the future of the city.

<sup>6</sup> [http://www.goldcoast.qld.gov.au/minutes/gcccminutes/2008 april to present/481 sustainable 06may2008-adopted report.pdf](http://www.goldcoast.qld.gov.au/minutes/gcccminutes/2008%20april%20to%20present/481%20sustainable%2006may2008-adopted%20report.pdf)

The following are some important assumptions and actions that we feel will be fundamental for laying the foundations to achieve the vision:

- Start small
- Work with existing or emerging on-ground projects
- The new always emerges within the old
- Facilitate learning
- Approach this as a learning exercise, develop an integrated and strategic Bold Future community engagement plan for 2009-2010
- Go for a long-term sustainable program
- Create partnerships and collaboration to generate external partner resourcing to assist Bold Future over the long term
- Create real life champions and pilot projects that inspire so that we can share real stories about innovation and visioning that become contagious for all who live, visit and work in our city
- Let's be proud of the Gold Coast and all that we aspire to be in the future.

## Setting the 'wheels in motion':

The following section outlines the implementation roadmap of the Bold Future Advisory Committee as an accompaniment to the final Bold Future vision. The initial 'headline' bold future targets and 'signature' actions that the Advisory Committee considers important to set the vision in train are further detailed at Appendices 3 and 4 to this report.

### 1. Establish the role of Gold Coast City Council in leading the development and implementation of a long term vision for the future of the city

The Committee acknowledges that Council has initiated the vision and has primary responsibility for much but not all that is in the vision. The community consultation has also highlighted that the community sees Council as having primary responsibility for achievement of the vision. Whilst it is clear that Council does not have responsibility, or sole responsibility, for much of the activity that will contribute to the achievement of the vision, Council nonetheless is the primary champion for Gold Coast City. Council has the ability to define objectives and encourage action by other parties who have direct or shared responsibility (e.g. Federal and State Governments, business, business organisations, professional organisations, the development industry, community organisations and citizens etc.).

In addition, Section 104 of the Local Government Bill 2009 that is currently before the Queensland Parliament proposes that local governments will have a new statutory responsibility for developing a long term community plan for the future of the city as follows:

#### 104 Financial management, planning and accountability Documents

- (1) *The following documents of a local government must comply with the requirements prescribed under a regulation —*
  - (b) *the planning and accountability documents.*
- (3) *The planning and accountability documents include the following documents —*
  - (d) *a long-term community plan;*

- (4) *A long-term community plan is a document that—*
- (a) *outlines the local government’s goals, strategies and policies for implementing the local government’s vision for the future of the local government area, during the period covered by the plan; and*
  - (b) *covers a period of at least 10 years after the commencement of the plan.*

Given all of the above, we strongly recommend that Council assumes the following roles in order to achieve the vision:

- The **lead role** for all matters for which Council has primary responsibility. This should include taking the lead role in monitoring and reporting on all activity that contributes to the achievement of the vision, as well as in refreshing the vision to ensure its continued relevance over time. It is also recommended that this lead role be undertaken in a consultative, collaborative and partnering manner, getting others on board to assist in delivering the Bold Future vision.
- **Advocacy and partnering roles** for all matters for which the Federal or State Governments have primary responsibility.
- A **facilitation role** for all matters for which the broader community has a collective responsibility for delivering on the vision.

## 2. A fundamental principle of the Bold Future vision is community engagement

It has become evident throughout the vision development and consultation phase of Bold Future that there is a need for the **community to be more engaged** with a shared vision for the Gold Coast and its role in achieving that vision. Developing a long-term, inclusive, effective, adaptable and sustainable process for engaging with the Gold Coast’s socially and geographically diverse community is fundamental to achieving the vision. Two key drivers for a new level of community engagement have become abundantly clear to the Advisory Committee and during the Councillor City Future Planning workshop programs. These are:

- the need for the broader community to understand, engage, own and be part of the change to deliver a more sustainable future for the city
- the special role that Council staff have, as skilled, informed and committed Council officers delivering on the vision, and as active community members, able to promote, share knowledge and demonstrate Bold Future principles

This calls for consultation to be done in new ways, more often and in a more open and transparent manner, adopting more of a partnering model/approach with the community with respect to the way we collectively plan for, resource and respond to challenges that the city faces into the future. Another key consideration will be to ensure that all community consultation is carried out in a manner that is responsive to the needs of people from the Gold Coast’s culturally and linguistically diverse community and people with disabilities. As Bold Future will be a process that will take us 30 years into the future, the active and continuous engagement of our young people and children is essential. Meaningful engagement with a diverse range of young people now will ensure our city’s young people have the commitment, skills and knowledge to lead us to tomorrow.

The key element of this recommendation is therefore the establishment of a **‘household panel’/community reference group** to provide ongoing and regular public engagement

that is both broad and targeted with regard to key issues and challenges facing the city (eg. through scenario planning, testing, surveying etc).

### 3. Establish a Vision Implementation Advisory Committee

It is crucial that the momentum and engagement that has been developed with the Bold Future Advisory Committee during the development of the vision be maintained during the implementation and action planning phase for the vision. The Advisory Committee also feels that '*vision keepers*' should be created to ensure that the original intent of the vision is fully understood and used to guide the implementation and action planning of the vision into the future. As such, it is the recommendation of the Advisory Committee that an independently chaired oversight and steering committee be established. This committee would become the Vision Implementation Advisory Committee.

The following elements should be considered in developing the terms of reference for this committee:

- Independent Chair to be appointed by Council
- An open nomination process seeking broad membership to provide an appropriate representation of the demography of the community, with specific emphasis on supporting youth members. In appointing members to the Committee, Council should also consider the experience and passion of the existing Bold Future Advisory Committee membership, but not be limited by this.
- The Committee should be supported through a secretariat function provided by Council
- The Committee should meet not more than once a month
- Deliverables should include:
  - The establishment of a broader, ongoing implementation planning and engagement structure to support more targeted consideration of each of the 6 vision themes (key focus areas). This structure would include external partner representation to again widen the engagement with government agencies as well as the business and wider community
  - The establishment of a partnership model with the community for the action planning, ongoing oversight and performance monitoring and reporting of vision implementation
  - The development of a recognition and encouragement program highlighting the work of citizens and partners in delivering the vision for the city.

These three key deliverables would be supported more broadly by further development of the Bold Future website to incorporate gateways for community involvement and expression, case studies, vision related stories and examples of partner/community activities that support the implementation of the vision, a vision blog and up to date information on vision implementation planning and performance monitoring etc.

It is proposed that a key focal area for the continued community engagement, education and performance monitoring for the vision be the development of a Bold Future vision partnerships initiative to support the wider implementation of the vision beyond Council's internal operationalisation of the vision through the new Corporate Plan, review of the Planning Scheme and updates to the corporate strategies.

## 4. Lead by example

The community consultation clearly demonstrated an expectation that the Council should be **'walking the talk'** at leadership, policy development and operational levels. Therefore, reviewing the existing Corporate Plan, Planning Scheme, Corporate Governance Frameworks, strategies, programs, plans, functions and responsibilities etc. to ensure alignment with the Bold Future vision, will be key to the successful implementation of the vision.

## 5. Develop the organisational capacity and capability within the Council to deliver on the vision

The **capacity and capability of the Gold Coast City Council organisation** needs to be built in the following areas at both Councillor and Council officer levels

- Demonstrating leadership at all levels
- Integrated, whole of city strategic (long term community and financial) planning
- Environmental scanning/ scenario planning and
- Dedicated unit to coordinate on a cross organisational basis, the implementation planning and operationalisation of the vision

To achieve this, the Advisory Committee suggests that Bold Future be supported by a coordinated, dedicated team to ensure the implementation of the vision across the organisation and to maximise the outcomes from the significant investment that the Council has already made towards Bold Future. This will help to deliver the vision by engaging with emerging challenges and issues earlier and more proactively, embracing the change by responding in a timely way with adaptation and mitigation.

It is also our suggestion that the development of a fully detailed plan for the implementation phase of the Bold Future vision should incorporate the continuation of key Bold Future vision activities. These activities include, scenario planning, environmental scanning, integrated whole of city strategic planning, a sustainability capacity development program for both Council staff and community members, as well as the development of a partnerships initiative that would, for example enable case study development. All of the above would strengthen Bold Future and further support sharing and learning in order to deliver the vision for the city.

In particular, the development of scenario planning and annual environmental scanning with key stakeholders and the community around key vision issues such as growth management, greenhouse gas emissions, public transport and 'greening' the city targets will be critical to realising the vision into the future.

## 6. Engage and advocate the vision with strong key partners to other levels of government now

There are a number of strong key partners who will need to be engaged in the implementation of the vision for the future of the city if it is to be realised. It is proposed that a key focal area for the continued work of implementation planning for the vision be the immediate establishment of strong, long term, productive relationships within the community, business and academic sectors to other levels and sectors of government. This will ensure focused planning and investment in the city to deliver the vision.

## Closing remarks

The overall aim of the Bold Future vision is to achieve a sustainable Gold Coast for future generations and as such the intent is to benefit the community at large.

We assume that the vision will significantly impact Council, as it should form the strategic, long term vision and desired outcomes for the city's continued development and retention of valued features. Within Council the Advisory Committee anticipates that it would form the basis for all new and revised corporate planning, strategy and policy development such as the new Corporate Plan and the new Planning Scheme, as well as having implications for Council's budgeting and financial planning functions. As such we expect that it will impact the entire range of Council operations into the future. The Committee would also recommend that the vision and subsequent implementation plan would form the basis for the Local Government Bill 2009 Long Term Community Plan requirement.

The Advisory Committee believes that the successful implementation and realisation of the vision will also be dependent upon continued stakeholder engagement, both inside and outside Council. The community, business and industry, academia and other tiers of government and agencies will all need to play a part in developing and delivering the implementation plan, if the vision for the city is to be realised.

The road map for implementing the vision outlined in this report is the culmination of over a year of research, consultation, passionate debate and deliberations about what a successful future for the Gold Coast would look like. To realise the vision, it is important to approach the implementation phase in the spirit of commitment to the principles that have guided the creation of the vision.

## Recommendations to the Gold Coast City Council

- 1** The Bold Future Advisory Committee recommends that Council adopts this initial Bold Future vision for a sustainable Gold Coast as the community's aspirational vision for the city's future.
- 2** That Council facilitate a process of ensuring that the vision is a living vision, by reviewing and amending it over time, as the community's vision for the future continues to evolve.
- 3** The Bold Future Advisory Committee strongly urges Council to adopt the implementation roadmap outlined in this report.

# APPENDIX 1

## Overview of stakeholder consultation

### Broad community consultation phase

The following activities and approaches were used to solicit input from the Gold Coast community:

- City & Staff Forums – 19 facilitated 2 hour meetings on a single theme;
- General Forums – 6 facilitated 2 hour meetings on all themes undertaken by schools, tertiary institutions, peak body organisations and interest groups;
- Self-enumeration questionnaire (surveys) – distributed using meetings, mail outs and the [www.boldfuture.com.au](http://www.boldfuture.com.au) website; and
- Community reference groups – 28 facilitated 2-hour meetings on all themes - approximately 300 participants

A total of 11,019 survey responses were received. This level of participation was outstanding, particularly as Gold Coast City Council has never attempted to involve the community in a whole of city future planning effort of this kind before Bold Future. It is useful to compare participation rates of similar cities and national projects to ours to show the level of success:

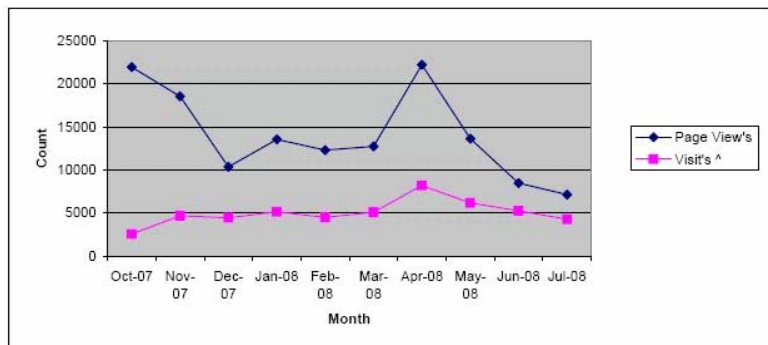
	<b>Bold Future</b>	<b>2020 Summit</b>	<b>Maroochy 2025</b>	<b>City Shape</b>	<b>2026</b>	<b>Toward Q2</b>
<b>Area</b>	Gold Coast	All Australia	Maroochy shire (former)	Brisbane	Logan City (former)	Qld State
<b>Responses</b>	11,000	9,000	2,500	15,000	3,000	4,149

Final visitation statistics for the Bold Future website from the initial community consultation phase reveal that there were 50,206 individual visits to the Bold Future website, with 140,867 page views. This demonstrates an enormous level of interest in Bold Future that goes well beyond the 2,761 responses that were collected from this web survey medium.

[www.boldfuture.com.au](http://www.boldfuture.com.au) - Site Stats at 30 June 2008

Site

	Page View's	Visit's ^
Oct-07	21955	2539
Nov-07	18544	4681
Dec-07	10360	4426
Jan-08	13533	5135
Feb-08	12294	4492
Mar-08	12742	5082
Apr-08	22223	8183
May-08	13619	6161
Jun-08	8456	5233
Jul-08	7141	4274
	140867	50206



## APPENDIX 1

### OVERVIEW OF STAKEHOLDER CONSULTATION

The vision consultation feedback forms and consultation forums were made available in the nine most common languages other than English to meet the needs of our linguistically diverse Gold Coast community and in a number of formats to ensure people of all abilities were provided the opportunity to participate.

#### **Vision concept testing with community reference groups (CRGs)**

The aim of this consultation was to seek community feedback regarding the BOLD FUTURE vision elements and to provide community members with an opportunity to gain a greater understanding of the BOLD FUTURE project.

Ten (10) community meetings were held from 29 September 2008 to 2 October 2008, as well as a separate consultation for younger persons to provide a representative view. Overall some 180 individuals attended these sessions. These consultations were representative of areas across the Gold Coast with participants sourced from the previous list of Community Reference Group (CRG) acceptances and those who had previously responded to BOLD FUTURE City Forums / survey questionnaires.

In general, the majority of people at the CRGs were positive and accepting of the BOLD FUTURE vision elements. Many participants felt that the elements have the potential to set a framework for future planning, but need to be translated into action plans.

There was a high level of ongoing interest in the community consultation at all CRGs, with most participants wanting to be included in further consultation.

# APPENDIX 2

## Bold Future principles

The following is a set of guiding principles that have been developed to complement the vision.

As a community we will demonstrate our commitment to *Bold Future: Our vision for a sustainable city*, by seeking to adhere to the following set of principles to guide us in our planning and decision making for the city –

<ul style="list-style-type: none"> <li>▪ Ensure <b>balanced and transparent decisions</b>, shaped by an informed and engaged community</li> <li>▪ <b>Openly monitor</b>, evaluate and improve through adaptive management of our vision</li> <li>▪ Consider whole of life costs to <b>ensure value for money</b></li> </ul>	<p><i>Responsible Decisions</i></p>
<ul style="list-style-type: none"> <li>▪ <b>Commit to and support bold, responsible and visionary leadership</b> that governs the city with equity, clarity and determination</li> <li>▪ <b>Sustain and enhance</b> the quality of life we enjoy for future generations</li> </ul>	<p><i>Responsible Leadership</i></p>
<ul style="list-style-type: none"> <li>▪ <b>Empower citizens</b> with a shared sense of responsibility to embrace the challenges and opportunities of change</li> </ul>	<p><i>Collaborative Approach</i></p>
<ul style="list-style-type: none"> <li>▪ <b>Actively protect</b> our unique natural environment and its intrinsic value</li> </ul>	<p><i>Environment</i></p>
<ul style="list-style-type: none"> <li>▪ Achieve <b>long term economic security</b> and <b>social wellbeing</b></li> </ul>	<p><i>People and Economy</i></p>
<ul style="list-style-type: none"> <li>▪ Recognise and <b>celebrate the value of good design</b> and innovation</li> </ul>	<p><i>Design</i></p>

# APPENDIX 3

## Signature actions

Theme area	Signature actions	Further actions to be referred to Vision Implementation Committee
A city leading by example	<ul style="list-style-type: none"> <li>In 2009, Council in collaboration with the National Climate Change Leaders host a Bold Future - Climate Change Summit that brings together the city's leaders, youth, State and Federal politicians and national climate change leaders to consider how best the city can respond to the challenges and opportunities posed by climate change</li> <li>Establish a forum where city leaders and young people can participate equally and share their ideas as well as coming together in times of crisis to assess the implications and direction for the city</li> </ul>	<ul style="list-style-type: none"> <li>Council to explore opportunities for climate change related initiatives to develop new industry and technology around alternative fuel production, local food production and renewable energy generation in the city</li> <li>Council to establish strong, long term, productive relationships with the other levels of government and industry to ensure focused intergovernmental planning and investment in the city</li> <li>Develop a best practice, participatory community engagement plan and build the capacity of leaders through education, training and research in best practice participatory and engagement processes</li> <li>Establish a community scorecard process to benchmark and track the implementation of Bold Future</li> </ul>
A city loved for its green, gold and blue	<ul style="list-style-type: none"> <li>Enhance biodiversity by doubling the investment in nature conservation and recreation initiatives through substantial acquisition of land</li> <li>Council to initiate a Koala Coast partnership between the Gold Coast City Council, Redland City Council and State government authorities to create a sustainable koala population in the region</li> </ul>	<ul style="list-style-type: none"> <li>Establish an authority to oversee the management of the health of the waterways and climate change impacts</li> <li>Implement a sustainable sand management strategy and invest in coastal management infrastructure (beach nourishment, dune protection and revegetation etc) to ensure the long term viability of coastal beaches and help protect coastal development from the effects of climate change.</li> </ul>

## APPENDIX 3

### SIGNATURE ACTIONS

Theme area	Signature actions	Further actions to be referred to Vision Implementation Committee
A city connecting people and places	<ul style="list-style-type: none"> <li>• Create a taskforce to prepare and implement a connections network master plan for the city (to include bikeways, walkways, rapid transport and wider transport network) to deliver accelerated planning and delivery of the light rail extensions as a priority</li> </ul>	<ul style="list-style-type: none"> <li>• As a priority, produce a master plan for the rapid transit corridor with the objective of creating transit oriented communities and quality open spaces (focused on integrated pedestrian transport planning, quality urban design and place-making)</li> <li>• Council to pay \$10 (\$5 for kids) every year to the GoCard accounts held by Gold Coast residents to encourage more public transport use, and to reward users of public transport,</li> </ul>
	<ul style="list-style-type: none"> <li>• Council to promote and underwrite 1 free public transport day a month and 1 car free central business zone per month on a rotational basis around the city.</li> </ul>	
A safe city where everyone belongs	<ul style="list-style-type: none"> <li>• Develop a 'City Connectedness' model and action plan for the Gold Coast building on the Community Development Officer pilot initiative that will connect people in the local community with social groups, networks, services and facilities to deliver a sense of community safety and strength</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a comprehensive audit of existing facilities, services and projects and produce a web based interactive community directory for the city as the basis for the development of a neighbourhood hubs program for the city</li> </ul>
	<ul style="list-style-type: none"> <li>• Establish a network of community gardens across the city (to include exploring opportunities for partnering with Education Queensland about community gardens in schools)</li> </ul>	

## APPENDIX 3

### SIGNATURE ACTIONS

Theme area	Signature actions	Further actions to be referred to Vision Implementation Committee
A city with a thriving economy	<ul style="list-style-type: none"> <li>• Implement a classification process for projects of city significance that identifies, fast tracks and delivers these projects. As part of that process, establish intergovernmental taskforces (when required) to advance economically significant city projects (such as the GC Knowledge Precinct)</li> <li>• Development of hard and soft cultural infrastructure to support the cultural life of the city, including cultural hubs (providing flexible community space) across the city</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement a citywide branding structure to promote the capability and capacity of the city</li> <li>• Accelerate the delivery of \$17 billion of public and private investment in the city's infrastructure over the next 10 years to underpin future economic growth</li> <li>• Strengthen the economic development work in the city in order to bring about a diversified and strong regional economy that is able to withstand future global shocks</li> <li>• Ensure the provision of high speed, high quality broadband across the entire city</li> <li>• Host a LAN party across the city for young people</li> </ul>
A city shaped by clever design	<ul style="list-style-type: none"> <li>• Advance a proposed partnership between GCCC , State Government and Landowners to explore design of a model sustainable Town Centre at Robina.</li> <li>• Gold Coast to host the next International Urban Design Conference</li> <li>• Develop a world class Bold Future Planning Scheme for the city by 2012 that delivers on the vision by directing growth and creating a sustainable city into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a web based sustainability challenge program as part of a comprehensive community education and engagement program to assist citizens with understanding how they can live more sustainably and affordably</li> <li>• Create 'green' (preferential fuel efficient/low emission vehicle) parking spaces in all Council car parks</li> <li>• Establish a centre for education and promotion of sustainable development and living</li> <li>• Council to partner with industry to support and provide incentives to facilitate the delivery of affordable housing in appropriate areas of the city</li> </ul>

# APPENDIX 4

## Headline targets

Theme Area	Headline Target	Measures
A city leading by example	We are recognised as a city of inspired leaders and engaged communities	<ul style="list-style-type: none"> <li>• By 2040, double the proportion of Gold Coast residents involved in their communities as volunteers</li> <li>• The number of organisations that are Bold Future partners increases over time</li> <li>• Proportion of population engaged to talk about the future of the city</li> <li>• We have a household panel comprising a representative sample of residents</li> <li>• Physical beach health is improved to a level that will withstand (i.e. no exposure of the sea wall) 1 in 50 year storm events. This level of protection will be maintained as the impacts of climate change become more pronounced.</li> </ul>
A city loved for its green, gold and blue	By 2040, native vegetation covers a higher proportion of our city than any other major city in Australia	<ul style="list-style-type: none"> <li>• By 2040, 55% of the city is covered by native vegetation</li> <li>• By 2040, 30% of the city's land area is protected open space</li> <li>• All natural and constructed waterways consistently achieve the highest level (i.e. "A" grading on EHMP) on city waterway report cards</li> </ul>

## APPENDIX 4

### HEADLINE TARGETS

Theme Area	Headline Target	Measures
		<ul style="list-style-type: none"> <li>Physical beach health is improved to a level that will withstand (i.e. no exposure of the sea wall) 1 in 50 year storm events. This level of protection will be maintained as the impacts of climate change become more pronounced.</li> </ul>
A city connecting people and places	By 2040, our efficient transport system and advanced communications network, enable the shortest average travel to work time of any major city in Australia	<ul style="list-style-type: none"> <li>By 2040, journey time to work is 20 mins or less for 80% of people (includes telecommuting)</li> <li>By 2040, all businesses and residents have access to affordable high-speed communications technology which meets or exceeds international best practice standards</li> </ul>
A safe city where everyone belongs	Our city has the highest proportion of residents who feel a sense of belonging to their community	<ul style="list-style-type: none"> <li>Children and young people comprise at least 30% of the city's population</li> <li>From 2012, 20% of all new housing will be affordable housing</li> <li>80% of residents (including children and young people) in each suburb have a strong sense of community in their local area</li> </ul>
A city with a thriving economy	We are the employment destination of choice with the most diverse and rewarding local employment opportunities	<ul style="list-style-type: none"> <li>By 2040, we have employment self sufficiency</li> <li>1/3 of all new jobs created are in the knowledge based and export oriented industries</li> <li>By 2040, the proportion of high value jobs on the Gold Coast exceeds OECD countries</li> </ul>
A city shaped by clever design	By 2040, we have the most liveable and resource efficient major city in Australia	<ul style="list-style-type: none"> <li>By 2050, a 60% reduction in the city's carbon emissions below 2000 levels</li> </ul>

## APPENDIX 4

### HEADLINE TARGETS

Theme Area	Headline Target	Measures
		<ul style="list-style-type: none"><li data-bbox="1352 357 2045 424">• By 2040, 75% of all trips are made by walking, cycling, public transport or car pooling.</li><li data-bbox="1352 424 2045 533">• By 2040, our annual energy consumption is lower than the corresponding national and state averages</li><li data-bbox="1352 533 2045 619">• Water efficiency on the Gold Coast is better than regional water consumption targets</li><li data-bbox="1352 619 2045 705">• International and national recognition for high quality/best practice urban design or built form</li><li data-bbox="1352 705 2045 786">• International and national recognition for best practice community design and development</li></ul>