

GREAT IDEAS

FOR THE
GOLD COAST

YP
GOLD COAST

URBIS

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Urbis drew on the diverse talent within its Gold Coast office, together with insights from its other national and international offices.

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YP GOLD COAST ACKNOWLEDGMENTS

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CITY LEADERS FORUM: A CALL TO ACTION

The Gold Coast is quickly maturing into a place of broad opportunity and rich experiences. The Commonwealth Games are just around the corner and we're seeing more than \$12.5 billion invested in transformational infrastructure projects.

YP Gold Coast aims to have a bold voice on the most important issues and opportunities for our city. We represent no one sector or interest but we share one passion: The Gold Coast.

We want to stimulate high-quality public debate and promote action on the issues which really matter for the Gold Coast.

FIVE PILLARS UNDERPIN OUR ADVOCACY PLATFORM:

1

TALENT

A bright future for young people

2

COMPETITIVE

Taking Gold Coast business to the world stage

3

TRANSPORT

A city that moves with ease

4

QUALITY

Growth that embodies the Gold Coast appeal

5

TECHNOLOGY

A city that thrives from technology and digital disruption

Great Ideas for the Gold Coast is a call to action for all those with an interest in the smart growth of our city — the State government, local government, agencies, businesses and the community.

It builds upon the collective ideas that have been discussed and debated at past City Leaders Forums, hosted by YP Gold Coast. The core aim of our City Leaders Forum is to unite the Gold Coast's established business community with up and coming city leaders to create a multi-generational voice for positive change.

This report, prepared by Urbis, sets out initiatives that seek to position the city to retain its competitive advantage. YP Gold Coast are proud to be launching Great Ideas for the Gold Coast as part of the 2017 City Leaders Forum. It aims to drive discussion and effect future policy debates.



FLYNN MCFARLANE

President

YP Gold Coast

November 2017

YP
GOLD COAST

|| Connecting
Driven Professionals.

THE GOLD COAST STORY

The Gold Coast is a young city. The City of Gold Coast local authority was only gazetted by the Queensland Government in 1959.

Its transformation into Australia's leading tourist destination began in the post-World War II era. The city's first high-rise and now heritage listed place, the Kinkabool Apartment Building, was constructed in 1959-1960. Since then, there has been a long-term trend for high density living. The iconic high-rise strip of the Gold Coast is one of the most memorable images of the city.

The delivery of major infrastructure continues to influence the shape of our city. From the upgrading

of the Pacific Highway to a motorway standard in the 1990s to the current construction of the light rail, the Gold Coast is constantly moving and growing.

With a population of 562,000 and being one of Australia's fastest growing regions, the city is under pressure. It is facing the growing pains that come with being a youthful city.

Now is the time to spark the next wave of maturity and evolution in our city's growth story.

PAST POPULATION GROWTH 2006-2016

Gold Coast LGA
**2.3%
PER ANNUM**

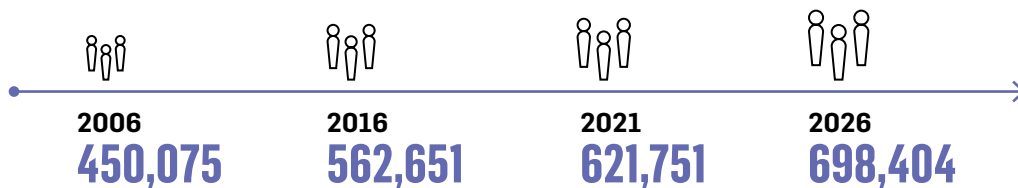
Prepared by Urbis; Source: ABS and QGSO

FUTURE POPULATION GROWTH 2016-2026

Gold Coast LGA
2.2% PER ANNUM
One of Australia's
fastest growing regions

Prepared by Urbis; Source: ABS and QGSO

POPULATION GOLD COAST LGA



Prepared by Urbis; Source: ABS and QGSO

GOLD COAST TOURISM

	Yr ending Jun 07	Yr ending Jun 17	Increase
Domestic visitors	3.75 million	3.95 million	5%
International visitors	.83 million	1.06 million	27%
Domestic Day Trippers	6.02 million	7.89 million	31%

Passengers through Gold Coast Airport Yr ending Jun 17 **6.48 million**

Prepared by Urbis; Source: Tourism Queensland, Gold Coast Airport;

GOLD COAST TOURISM

	Jun 06	Jun 16
Number of Short-Term Accommodation Establishments	205	156
Number of Rooms	13,680	13,945
Occupancy Rate	61%	65%

Prepared by Urbis; Source: ABS



GOLD COAST EMPLOYMENT



2006 Jobs
208,348



2016 Jobs
254,912



2026 Jobs
319,462

Prepared by Urbis; Source: Urbis

GOLD COAST TOP 5 EMPLOYMENT SECTORS 2016

	Retail Trade	13%
	Health Care and Social Assistance	13%
	Accommodation and Food Services	12%
	Construction	10%
	Manufacturing	8%

Prepared by Urbis; Source: Urbis

GOLD COAST TOP 5 EMPLOYMENT SECTORS 2026

	Health Care and Social Assistance	14%
	Construction	12%
	Accommodation and Food Services	12%
	Retail Trade	11%
	Education and Training	8%

Prepared by Urbis; Source: Urbis

INFRASTRUCTURE SPENDING

\$12.5 BILLION

Includes projects under construction, planned and completed within 12 months

Prepared by Urbis; Source: Cordells, various websites

FOREIGN INVESTMENT

Investment in residential property by foreign buyers

Yr ending Jun 07

\$269.2M \$

Yr ending Jun 17

\$459.3M \$

70.6% 10-year growth

Prepared by Urbis; Source: Queensland Department Natural Resources

HIGH RISE BUILDINGS

ONLY 30 New high rise apartment buildings completed in 10 years

	2007	2017	New high-rise buildings
Surfers Paradise	116	123	7
Broadbeach	33	37	4
Main Beach	40	42	2
Southport	15	21	6
Burleigh Heads	29	33	4
Coolangatta	14	21	7

Prepared by Urbis; Source: Urbis

GOLD COAST MEDIAN PRICE — SIX MONTHS TO JUNE

	2007	2017	10-year growth
House	\$460,000	\$636,000	38.3%
Unit	\$358,000	\$415,000	15.9%

Prepared by Urbis; Source: APM Price Finder

WHAT'S NEXT FOR THE GOLD COAST?

Sentiment around our future is overwhelmingly positive. We need ideas that are aspirational, disruptive and thought-provoking.

The following factors will shape the future role of our city.



COMPETITIVE

Cities, not countries, now compete for investment, attractiveness and global positioning.

Our city must act in a nimble, coordinated way to maximise the attention it receives and prosper.

We must leverage our unique selling points and maintain a strong brand to attract people, investment and visitors.



ECONOMIC

New initiatives and policy tools are required to drive economic development and investment attraction.

The Gold Coast has many of the physical assets necessary to make it a global city — quality education, medical, tourism and entertainment facilities. Where it needs to grow is in the attraction and diversification of business and employment opportunities.

We need a long-term approach to the regeneration of our CBD. We need to accept the Gold Coast is not a capital city, so we can focus on small business and the entrepreneurs who thrive in our city.



PLANNING

Change in any city can be difficult and must be approached with good planning and a clear vision.

The recently released ShapingSEQ Regional Plan establishes a future growth pattern for the city that heavily relies on urban consolidation. With 80% of new dwellings required to be infill development, the urban fabric of our city will change.

Sub-tropicality is the key overlay to the development outcomes in our city.



CULTURAL AND SOCIAL

Urban environments and places need to be designed and delivered for locals.

This means locally relevant and accessible.

Tourists want to go where locals go. They want an authentic experience. It makes good sense then to design things with locals at the heart of the brief.

The Gold Coast can become a creative city famous for its subtropical coastal lifestyle, arts and culture.

These are the city shaping values that make a city enjoyable to be in and therefore more attractive to live, work and invest in.

A high-quality public realm — the streets, squares, parks, green spaces and other outdoor places that are available, without charge, for everyone to use — is essential for truly competitive cities.



POLITICAL

The prosperity of the city relies on collaboration between all levels of government.

Government and industry must share a substantive and common view on the strengths and priorities for the city.

We need a commitment to continued infrastructure delivery that aligns with the city's growth trajectory.

“THE GOLD COAST HAS MANY OF THE PHYSICAL ASSETS NECESSARY TO MAKE IT A GLOBAL CITY — QUALITY EDUCATION, MEDICAL, TOURISM AND ENTERTAINMENT”

.....
“To enhance our community we need a vibrant night-life and dining environment”
.....

“THE GOLD COAST IS ON THE VERGE OF GREATNESS IF THE PEOPLE EMBRACE CHANGE AND TRANSFORMATION”

.....
“The Gold Coast is a youthful city that embraces new industries, boasts a have-a-go attitude, and goes above and beyond its potential”
.....

“WE NEED TO RETAIN AND ATTRACT TALENT BY INVESTING HEAVILY IN THE HEALTH AND EDUCATION INDUSTRIES”

.....
“The Gold Coast should be known for its excellence in the design of streets, places and buildings”
.....



FIVE GREAT IDEAS FOR THE GOLD COAST

01 SOUTHPORT REGENERATION

PAGE 08

- Initiatives & incentives to make Southport an attractive proposition
- A truly Gold Coast retail experience
- City-wide policy to protect the integrity of the CBD
- City of Gold Coast relocation to the CBD
- Build to Rent Pilot Project

02 HIGHLY SKILLED GOLD COAST

PAGE 10

- Incentives to facilitate high-quality student accommodation
- A broader strategy for job growth and talent retention
- Office of the City Entrepreneur
- Forward planning for new international school campuses



03 NEXT WAVE OF INFRASTRUCTURE

PAGE 12

- Use existing infrastructure more efficiently
- A public ferry service for the Gold Coast
- A commitment to ongoing Light Rail delivery
- A city built for ride sharing



04 A CREATIVE GOLD COAST

PAGE 14

- Arts and culture in public spaces
- Map and measure the Gold Coast creative sectors
- Public Wi-Fi
- A sports training destination



05 THE MISSING PIECES

PAGE 16

- A single, evocative vision enshrined in our planning framework
- Reimagined beginnings: connected neighbourhoods
- A Gold Coast City Model

01 SOUTHPORT REGENERATION

The vision for the Southport Priority Development Area, a definitive centre of commerce on the Gold Coast, is bold and ambitious.

It seeks to provide a long-term framework to attract national and international investment, and deliver the development outcomes required for a vibrant city centre.

The success of Southport will support the evolution of integrated precincts within the city that have local relevance, a sense of speciality, and that form the heart of the Gold Coast.

But cities are intrinsically slow to evolve. It takes time to develop infrastructure, grow employment and make significant change. We need to consider short-term ideas that help government, business and the community position Southport for future success.



THE IDEAS



CONVERSION KICKSTART

INFRASTRUCTURE CHARGES RELIEF TO ENCOURAGE THE REPURPOSING AND/OR DEMOLITION OF EXISTING BUILDINGS FOR A RANGE OF CBD USES

To reinforce the CBD transformation, there needs to be development incentives to make Southport an attractive proposition.

Some of the biggest barriers to project feasibility in the CBD are land cost, the availability of capital and fragmented land ownership. These barriers make it difficult to deliver big, new projects.

Attracting new large-scale development remains a priority.

But we also need a targeted incentive strategy for repurposing existing residential and commercial buildings to support the organic growth of the CBD. We call it the Conversion Kickstart. It can be a powerful strategy in our medium-sized city and Australia's capital of small business.



INCENTIVISE POP-UP RETAIL AND INCUBATOR BUSINESS START-UPS

Towns and cities around the world are embracing temporary pop-up uses.

Southport has many development sites with untapped opportunities for new pop up retail, temporary public space and incubator business start-ups.

The economics of pop up retail is currently difficult to justify. So, a range of initiatives such as local government rate exemptions or temporary land tax exemptions should be explored. Creating vibrancy and activity day and night is critical to successful regeneration.



SAY YES OFTEN, BUT DON'T BE AFRAID TO SAY NO

The Gold Coast is known for being open for business.

It's one of our most important competitive advantages. We need to preserve that advantage by welcoming and facilitating good projects in the right locations. But we must be prepared to say no.

We need to do everything we can to support the regeneration of the CBD. Council's town planning and development levers are some of the most effective tools at the city's disposal. It's not just about approving development in the CBD. Saying no to a great project in the wrong location, or to a bad project, is okay. It just needs to be done early and consistently so that clear signals are sent to market and people can invest in the city with confidence.



A TRULY GOLD COAST RETAIL EXPERIENCE

It's time for a coordinated retail strategy for Southport.

One that transforms Nerang Street into a world class street with sophisticated marketing, targeted events and regeneration focused towards the customer experience. The "main street" of cities play many roles, but should leave an impression of the

whole city, serving as a grand gesture that brings community, business and investment together and enriches the quality of life.

We see a real opportunity to differentiate Nerang Street, through the introduction of fine grain elements and richness. Authenticity is what makes a place special.



CITY OF GOLD COAST RELOCATION TO THE CBD

The City of Gold Coast needs to support its own initiative and make plans for the relocation of Council's corporate offices to Southport.

This would demonstrate long term confidence in the growth and positioning of Southport as the city's hub for business activities.



BUILD TO RENT PILOT PROJECT

Build to Rent (sometimes referred to as multi-family housing) is an alternative model of development, where developers design and build residential property specifically for long term rental with institutional investment.

At a market level, Build to Rent brings new supply and greater choice into the mix.

Questions remain on Government regulations, planning regimes, taxation, and proof of concept in Australia and various sub-markets. These need to be worked through, often on a site-specific basis. Southport CBD provides the perfect opportunity to test this development model.



02 HIGHLY SKILLED GOLD COAST

The Gold Coast is establishing itself as an education, health and knowledge city. By 2020 health care will be the top employment sector in the city, and education and training will move into the top five.

The Gold Coast is already home to three world class universities and a range of specialist education and training providers, and the education sector is growing.

The work of Study Gold Coast is positioning the city as a destination of choice for students, both nationally and internationally. The long-term

success of the industry relies on retaining talent and establishing knowledge based sectors as a key part of the Gold Coast economy.

A highly skilled city is not just about the education experience, it's also built on our global connections, employability, striving for job self-containment and leading digital infrastructure.



THE IDEAS

→ EDUCATION KICKSTART

INFRASTRUCTURE CHARGES RELIEF TO ENCOURAGE HIGH QUALITY STUDENT ACCOMMODATION

Whilst we have a great track record in marketing our city as a destination of choice, the infrastructure required to support students is still developing.

To ensure our city remains competitive, we need to encourage developments that provide for tertiary or higher education students.

We recommend the infrastructure charges initiative be targeted at developments in strategic education precincts and have a requirement for developments to commence construction within 18 months. This will deliver short-term infrastructure for the sector while controlling new stock on the market.

→ A BROADER STRATEGY FOR JOB GROWTH AND TALENT RETENTION

The Gold Coast has historically sought to compete with capital cities, with the view to attracting big business and generating jobs as a direct correlation to population growth.

The strategy needs to broaden to better leverage two of the city's best assets to attract and retain talent: the quality of our education and training providers and the Gold Coast lifestyle.

Our investment needs to focus on long-term city building that cements the Gold Coast as a liveable city, coupled with investment in both physical and digital connections. These two elements will create organic, long-term job growth, by elevating the city to the place where people want to live, thereby making the pitch to big business an attractive proposition.

→ OFFICE OF THE CITY ENTREPRENEUR

The Gold Coast has a history of entrepreneurs and innovators across many fields. To truly benefit, there must be accessible pathways to commercialisation.

An Office of the City Entrepreneur established within the City of Gold Coast could proactively develop a framework that encourages collaboration and partnership between research institutions, industry and other

relevant stakeholders within the city. The establishment of a sole office dedicated to facilitating innovation and supporting pathways to commercialisation can break down the barriers of different institutes and drive growth in this part of the city's economy

This will ensure the benefits of Gold Coast ideas, products and knowledge are realised and retained as part of the local economy.

→ FORWARD PLAN FOR NEW INTERNATIONAL SCHOOL CAMPUSES

We know that education and training is now one of the pillars of the Gold Coast economy.

To build on the great advocacy work of the City of Gold Coast, Study Gold Coast and others, we need to forward plan for new international school campuses in the city.

The growth of the education sector means that demand is there. Collectively, government

and industry need to create a climate of investment confidence and attraction by de-risking the construction and delivery process for new school campuses.

Simple steps such as strategically identifying and appropriately zoning sites for possible schools, necessary to respond to the city's growth needs would be a major shift in the way we forward plan for our city's education needs.

03 NEXT WAVE OF INFRASTRUCTURE

The Gold Coast Light Rail has changed the way residents and tourists move around the city. Our investment in transport infrastructure needs to be an ongoing commitment, ensuring future infrastructure needs are well planned and delivered.

Far too often, road projects are the beneficiary of forward funding allocations, because they are planned and designed well in advance of their construction. The linear nature of the Gold Coast means that we can no longer continue building roads to address congestion issues.

Great cities are defined and experienced through effective mass transportation systems. Now is the time to plan the Gold Coast's future transport solutions.



THE IDEAS

➔ BUNDALL ROAD AND KEY EAST-WEST ARTERIAL TRAFFIC LIGHT SYNCHRONISATION

We need to use our existing infrastructure more efficiently.

The synchronisation of traffic lights along Bundall Road and key east-west arterial roads is a relatively low cost, high-benefit approach to reducing congestion. Improving traffic flow through optimal signal timing strategies can also reduce fuel consumption and air pollution emissions.

➔ GOLD COAST FERRY SERVICE

With approximately 260 kilometres of navigable waterways, the Gold Coast needs a public ferry service to activate the city's waterways network and provide a service for residents and visitors alike.

Through a private-public partnership, the service could link key destinations from Labrador, Southport and the Spit to Surfers Paradise and Broadbeach.

In addition to the tourism and transportation benefits, a well-designed and regular ferry service would support high-quality medium rise development outcomes in parts of the canal network previously only accessible by car.

➔ ONGOING LIGHT RAIL DELIVERY

The Gold Coast Light Rail has changed the urban fabric of the Gold Coast.

It's time to make bold plans for transit and for all levels of government to commit to a long-term light rail delivery program for the Gold Coast.

➔ A CITY BUILT FOR RIDE SHARING

Ride sharing now plays a role in creating a more efficient transport system.

To support the useability of rideshare, pick-up and drop-off spaces are required and specialised bays should be allocated at key local destinations to support ride sharing services.





04 A CREATIVE GOLD COAST

The emerging arts and culture sector has the potential to diversify the Gold Coast economy and create jobs.

Evidence demonstrates the intrinsic and tangible value of arts and creativity to the health and competitiveness of cities. Cultural precincts, creative clusters, festivals and events are part of what the global consumer and investor expects to find and enjoy in a global city.

Places like Singapore, Miami, Vancouver, Barcelona and Auckland all enjoy a beautiful coastal location,

but this is only part of their success story. They all have a richly diverse offering of locally relevant galleries, museums, sports, arts and culture.

These elements done well play a key part in elevating the status and attraction of a city. The Gold Coast has some of these elements but much more can be done to grow this aspect of the city.

THE IDEAS

→ ARTS AND CULTURE IN PUBLIC SPACES

To increase opportunities for artists to work in public spaces and with public agencies, we need programs that support artist-led and artist-initiated projects.

A mix of established creative players alongside small innovators and artists create a true living system, where the energy of a place can literally be felt on the street. To maintain engagement and interest, public art installations should only remain in place for a maximum of 12 months.

→ MAP, MEASURE AND UNDERSTAND THE GOLD COAST CREATIVE SECTORS

A creative Gold Coast begins with a true understanding about where our creative sectors are located spatially and the role they play.

Before we can invest in the infrastructure required to enable our cultural sectors to thrive, we need this critical evidence base.

→ A PUBLIC WI-FI NETWORK

A public Wi-Fi network would provide equitable internet access for the community, while enhancing the people's experience of the public realm.

In New York, the private sector has replaced 7,500 pay phones with new structures that provide free Wi-Fi, charging stations and an in-built tablet for city services, maps and directions. The New York model is generating revenue for the city through digital advertising. We simply need to remove the regulatory barriers to encourage these private sector led technology solutions.

→ A SPORTS TRAINING DESTINATION

Our recent investment in sports infrastructure has positioned the city to bid for and attract a range of major sporting events. To capitalise on our unique lifestyle offering, we ought to be actively marketing the city as a sports training destination.

Positioning the city as a training destination will support a range of economic sectors, from retail to accommodation services and provide a longer-term injection beyond one-off major events.



05 THE MISSING PIECES

Urban design is the art of creating and shaping cities and towns. There is clear evidence that the cities that value, execute and celebrate good design are successful and competitive. This is being realised in many cities across Australia, where a shared culture of design is being embedded into decision making processes.

Internationally celebrated cities like Singapore trade off the quality of their design outcomes. They have become desirable places to live and work because design is part of their city philosophy.

People buy into neighbourhoods with character. People visit great streets. Great places with identity create attachment, sense of place,

pride and greater involvement of people and business with their community.

Our approach to design needs to focus on good, clear policy (and supporting regulation) that is deeply rooted in the values of the city. It's time to ensure that the Gold Coast has all the essential ingredients of a great city and a plan to deliver them.



THE IDEAS

→ A SINGLE, EVOCATIVE VISION ENSHRINED IN OUR PLANNING FRAMEWORK

The current planning framework enshrines a vision for the Gold Coast to develop into a world class city.

This is a vision shared by countless cities around the world and doesn't capitalise on the intrinsic advantages of the city. The long-term planning of our city demands a vision that reflects an imagined future, a unifying purpose and a common thread.

We need a more evocative and distinctive vision for our city's future. Here's our suggestion:

THE UNIQUE • BOLD

WORLD'S WORLD-CLASS • GLOBALLY RECOGNISED
INTERNATIONAL • MULTICULTURAL

BEST LIVABLE • FIERCELY COMPETITIVE • CONFIDENT • PROUD • EXCELLENCE IN DESIGN • MEMORABLE • EXPERIENTIAL • AUSTRALIA'S FAVOURITE CLASSROOM

SUBTROPICAL LIFESTYLE • BEACHES • WATER • NATURAL HEADLANDS • GENEROUS GREEN SPACES • WALKABLE • SUBTROPICAL DESIGN • BRIGHT

CITY VIBRANT • URBAN • RICHLY COMPLEX • REIMAGINED BEGINNINGS • CONNECTED • CHANGING • JOBS • CULTURE • HOUSING • EDUCATION • HEALTH • TOURISM • SAFE • DIVERSE • MASS RAPID TRANSIT • CRITICAL MASS

→ REIMAGINED BEGINNINGS: CONNECTED NEIGHBOURHOODS

The idea of fine grain planning isn't new, but the idea of integrated places that have local relevance, a sense of speciality and that form a wider, integrated systems of activity is a new way for the Gold Coast to grow.

The city has evolved from a group of coastal villages. We need to reimagine these beginnings into a rich series of distinctive, complementary and connected neighbourhoods. You only have to look at the growing popularity of Nobby Beach, Burleigh and Palm Beach to understand the importance of ensuring our planning framework delivers authentic, local places. Diversity is powerful.

→ A GOLD COAST CITY MODEL

The technical details about planning and design are often complex. Advanced cities and projects are using Building Information Modelling (BIM) technology to make decisions and convey design solutions in a 3D reality.

A simple and accessible technology tool to educate, explain and inspire people about the built environment. It's proof that a better way of doing what we do is well within reach.

A SHARED CITY AGENDA

Here at Urbis, we have one simple goal — to shape the cities and communities of Australia for a better future.

Urbis is excited to be evolving with the Gold Coast, and helping shape this fantastic city into something even greater. Ours is a youthful city that embraces new industries, boasts a have-a-go attitude, and goes above and beyond its potential.

As a city, we are taking huge steps forward and at the same time overcoming the familiar growing pains that come with youth.

Urbis is committed to driving discussion on a range of issues to help the Gold Coast become the world's best subtropical city and a dynamic destination for local and visitors alike.

This piece of work unashamedly presents ideas, not solutions. We offer creative processes and ideas, in partnership with YP Gold Coast, to establish a common direction and sense of potential for the city. While there is no one solution, it is clear that a unified vision and approach is essential if we are to position the Gold Coast for its future.



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