



Strategic Plan 2017-21

(Reviewed 2018)



Our Vision		Our Purpose	
Sustain, Enhance, Promote and Manage the waterways of the Gold Coast to showcase this wonderful asset to our community and visitors		To provide the best possible navigational access, boating infrastructure and management of the Gold Coast waterways at a reasonable cost while keeping regulation to a minimum	
Our Objectives			
Promote the safe, sustainable, and efficient use and enjoyment of Gold Coast waterways	Improve access to Gold Coast waterways through investments that balance diversity of use with consideration to the protection of environmental values	Provide localised decision-making that is guided by genuine community engagement	Take an innovative approach to the long-term sustainable management of Gold Coast waterways to ensure resilience
Our Strategies to support Our Objectives	Our Opportunities and Risks		Our Contribution to the Government's Objectives for the community
<ul style="list-style-type: none"> Inform users of the rules, requirements, environmental values and boating infrastructure projects for Gold Coast waterways Develop a Gold Coast waterways management program¹ that aligns with community and stakeholder expectations Undertake appropriate community and stakeholder engagement Develop a greater understanding of the environmental, social and economic values of Gold Coast waterways through collaborative research and innovation 	<p>Opportunities</p> <ul style="list-style-type: none"> Promoting safe and sustainable use of Gold Coast waterways Keeping pace with community and stakeholder expectations now and into the future Retaining an agile and responsive workforce Becoming an organisation that: <ul style="list-style-type: none"> Fosters a strategic, innovative and resilient waterways management culture Develops adaptive and preventative management measures Strengthens the viability of the natural and built assets in Gold Coast waterways 	<p>Risks</p> <ul style="list-style-type: none"> Gold Coast waterways are not sustainably managed over the long-term Ineffective community and stakeholder engagement that does not adequately understand and address expectations A workforce that lacks agility and is unable to adapt to changing waterways management requirements Becoming an organisation that: <ul style="list-style-type: none"> is not fit for purpose has misaligned priorities lacks contemporary thinking, tools, systems and processes allows short term issues to take precedence over long-term strategies 	<p>Create jobs in a strong economy: Deliver new infrastructure and investment through the implementation of our Waterways Management Program¹</p> <p>Be a responsive Government: Provide quality services and be an initial point of contact on a range of matters affecting Gold Coast waterways users</p> <p>Keep Queenslanders healthy: Protect the waterways through planning and facilitating development, over the long term, in a way that is sustainable and considers the impact on the environment</p> <p>Keep communities safe: Provide an integrated and reliable transport network which improves and maintains navigational access, and delivers public marine facilities.</p>
Our Values	Measures of Success		
<ul style="list-style-type: none"> Strive for success Benefit the community Work collaboratively Respect diversity 	<ul style="list-style-type: none"> Improved promotion to build awareness and participation Improved sustainability and navigational access of the Gold Coast waterways Customer and stakeholder engagement and satisfaction in the delivery of the waterways management program Research, development and adaptive management 		

¹ Section 19 of the *Gold Coast Waterways Authority Act 2012*: Before the start of each financial year, the authority must develop for the Minister's approval a Gold Coast waterways management program for the year and the following 3 years.
 Note: In addition to core responsibilities for Gold Coast waterways, the Gold Coast Waterways Authority also has responsibilities under the *Land Act 1994* for several parcels of trust land, including Doug Jennings Park on the northern tip of the Gold Coast Spit.