



Our Waterways City

WATERWAYS MANAGEMENT PROGRAM

2021 - 2025

July 2021

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ACKNOWLEDGEMENT OF COUNTRY

The Gold Coast Waterways Authority (GCWA) acknowledges and pays respect to the traditional custodians, the Yugambah peoples of South East Queensland, including the Kombumerri, Mununjali, Wangerriburra, Bullongin and other clans, and their Elders past present and emerging. We recognise their unique and ongoing spiritual and cultural connection with the land and waters of the Gold Coast area.

We also acknowledge the many Aboriginal people from other regions, as well as Torres Strait and South Sea Islander people, who now live in the local area and who have made an important contribution to the community.

Aboriginal people have called this area home for thousands of years, travelling up and down the Gold Coast's rivers and creeks, the coastline and into Moreton Bay (Quandamooka) – island-hopping, food gathering, trading and visiting friends and family. The waterways environment has been, and continues to be, interwoven with all aspects of social, cultural, spiritual and economic life.

Coastal resources continue to be important to today's communities. Cultural responsibilities and rights to harvest remain an integral part of ongoing connection to country and culture as it always was, and always will be, Aboriginal land and water.

BACKGROUND

Gold Coast Waterways Authority Act (2012)

The Gold Coast Waterways Authority was created in December 2012 by the *Gold Coast Waterways Authority Act (2012)* (The Act). Section 3 of the Act requires the Authority to deliver the best possible management of the Gold Coast waterways at reasonable cost to the community and government, while keeping government regulation to a minimum. Other purposes of this Act are to do the following:

- Plan for and facilitate the development of the Gold Coast waterways over the long term in a way that is sustainable and considers the impact of development on the environment
- Improve and maintain navigational access to the Gold Coast waterways
- Develop and improve public marine facilities relating to the Gold Coast waterways
- Promote and manage the sustainable use of the Gold Coast waterways for marine industries, tourism and recreation
- Facilitate the implementation of the Spit master plan through the development and delivery of a program of community infrastructure and public realm works

To achieve these purposes, the Act establishes the Gold Coast Waterways Authority to:

- Strategically plan for, facilitate and manage the development and use of the Gold Coast waterways; and
- Develop and deliver a program of community infrastructure and public realm works for the Spit master plan area

GCWA Waterways Management Strategy 2021-30

To fulfill GCWA's strategic planning obligations, section 16 of the *Gold Coast Waterways Authority Act (2012)* requires GCWA to prepare a 10-year Waterways Management Strategy (Strategy) that specifically includes:

- A statement of the specific objectives sought to be achieved in relation to the Gold Coast waterways
- Any proposals for the provision of navigational access; to, and public marine facilities for, the Gold Coast waterways
- Any proposals for the use of the Gold Coast waterways for activities
- Investment criteria for deciding priorities for improving and maintaining navigational access, developing and improving public marine facilities and other waterways management initiatives and options for financing the priorities

- Appropriate performance indicators for deciding whether, and to what extent, the objectives of the strategy have been achieved.

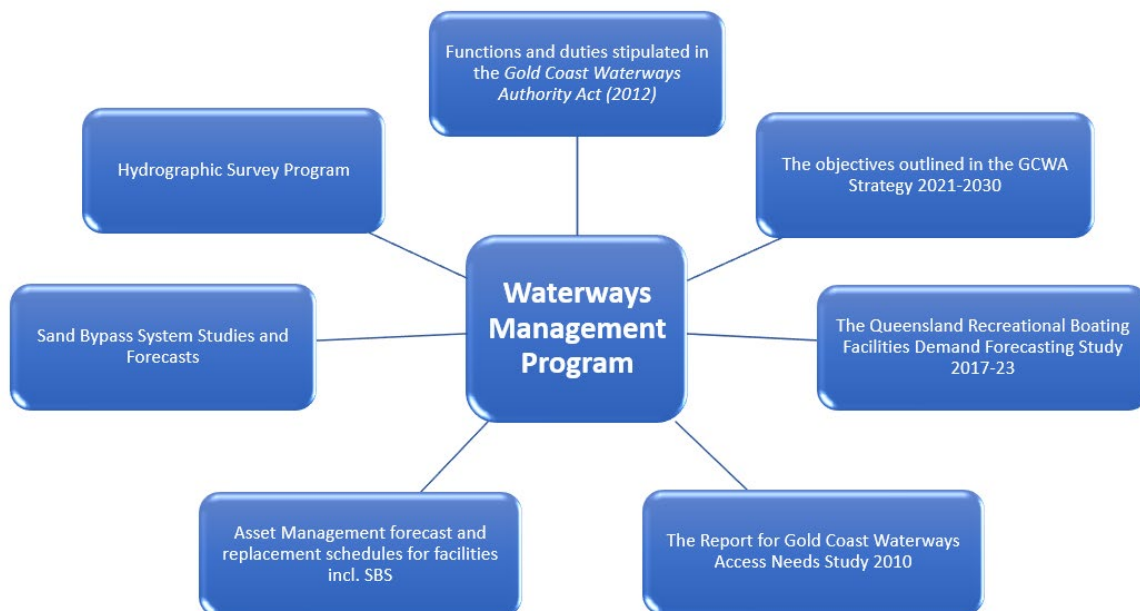
GCWA Waterways Management Program Development 2021-25

As per section 19 of the *Gold Coast Waterways Authority Act (2012)*, GCWA must develop an annual Waterways Management Program (Program) that provides a rolling 1+3-year investment plan. Investment under the Program must be consistent with the Act and the Strategy.

The Program must include:

- The policies and financial measures for implementing the waterways management strategy
- The performance targets to be achieved
- Details of the projects to improve and maintain navigational access to Gold Coast waters and to develop and improve public marine facilities
- Details of measures to be taken to implement and monitor compliance with a waterways management regulation made under the *Transport Infrastructure Act 1994* to the extent the regulation applies to Gold Coast waters.

The following factors have informed the development of this Program and the selection of the projects listed in Annexure A.



The Authority has established internal governance policies and financial measures to ensure appropriate oversight of both capital project and operational investments.

GCWA Spit Works Program 2021-25

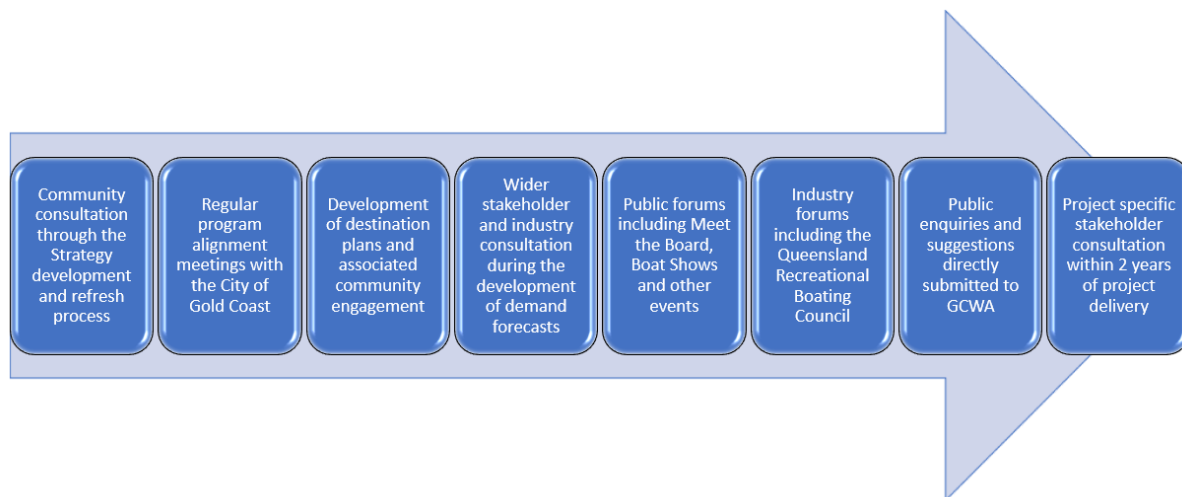
Section 20A of the *Gold Coast Waterways Authority Act (2012)* also requires the Authority to develop a 3+1-year Spit Works Program, informed and guided by the Spit Masterplan.

Both, the Waterways Management Program as well as the Spit Works Program are delivered in parallel by the Gold Coast Waterways Authority.

The Spit Works Program is developed and published as a separate document.

CONSULTATION

In developing a waterways management program, the Authority must take reasonable steps to consult with the City of Gold Coast, the community and sectors of the maritime industry that, in the Authority's opinion, would be affected by the program. GCWA's consultation in respect to the program development and project delivery includes:



GCWA STRATEGY FOCUS AREAS

The activities and investments detailed in this Program fall under the following three Strategic Focus Areas:

- **ACCESS** (network of boat ramps and pontoons)
- **CONNECTIONS** (established and maintained navigation channel network)
- **DESTINATIONS** (anchorage, jetties and land infrastructure)

GCWA STRATEGY OUTCOMES

The activities and investments detailed in this Program are achieving the following Strategy Outcomes:

Integrated, place-based management

Waterways network planning and management are integrated and centred around local needs and local solutions.

Sustainable and resilient waterways

Waterways are sustainably managed and are resilient to the impacts of population growth, economic and environmental challenges, and climate change.

Engaged users and communities

Residents of the Gold Coast and surrounding areas value, use, understand, protect, respect, enhance and enjoy the waterways.

GCWA INVESTMENT CRITERIA

The overarching investment criteria for deciding on priorities is provided below.

Criteria	Score
Alignment with Strategic Outcomes	/10
Delivering on Strategic Objectives	/10
Delivering on Performance indicators	/10
Community and stakeholder support	/10
Value for money	/10
Total	/50

Priority Score	0-20	21-40	40-50
Priority	Low priority	Medium priority	High priority

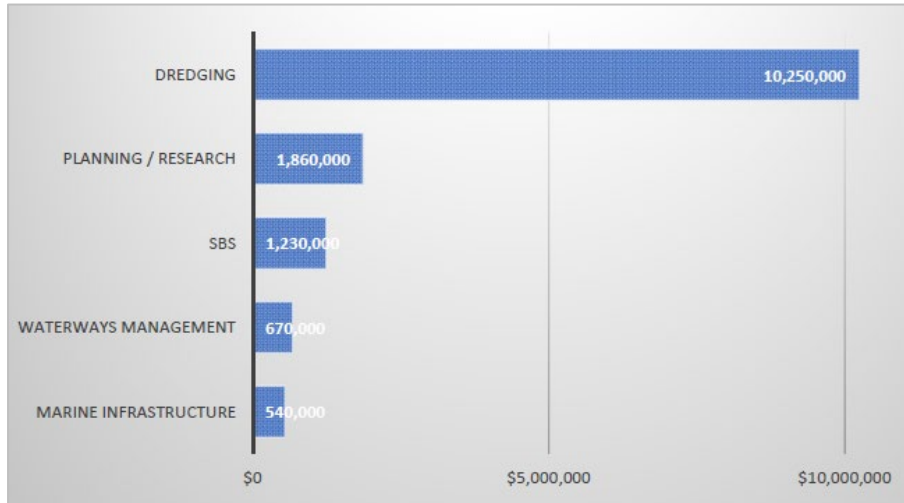
GCWA PROGRAM FUNDING & INVESTMENT

In order to meet the objectives of the Act and the Strategy, the Gold Coast Waterways Authority requires an annual commitment of funding from the State Government to achieve the delivery of capital investments and operational projects. This annual funding includes allocations for operational project expenses, including salaries, supplies and services as well as an allocation for capital investment. Investments proposed for the next four years are shown in Annexure A.

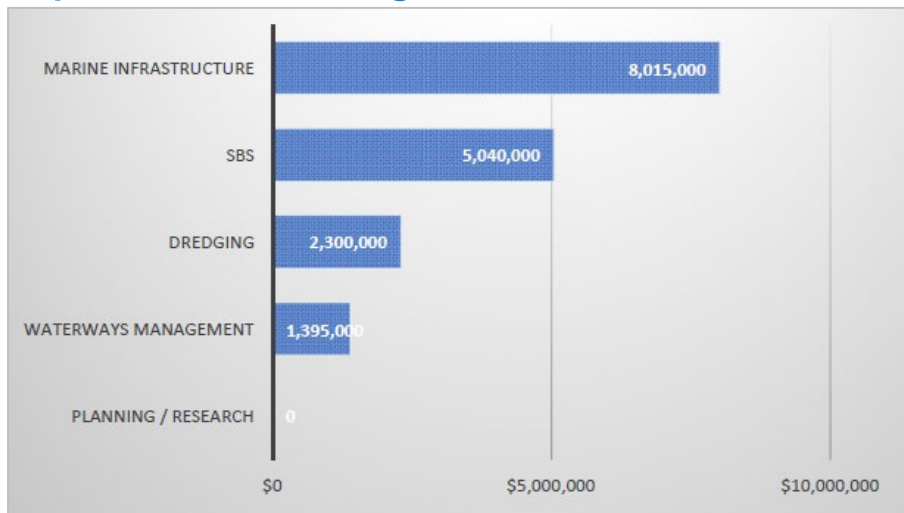
Funding and Investment Summary 2021-25

	Approved	Indicative	Indicative	Indicative	
(\$000)	2021/22	2022/23	2023/24	2024/25	Total
Funding Allocation	11,050	6,500	6,700	6,800	31,050
Est. Carry forward from previous year	0.250	0	0	0	0.250
Total Investment	11,300	6,500	6,700	6,800	31,300

Operational 4-Year Funding Distribution 2021-25



Capital 4-Year Funding Distribution 2021-25



Note: Refer to Annexure A – Proposed Project Investments

IMPLEMENTING THE STRATEGY THROUGH THE PROGRAM

This section highlights the key Waterways Management issues and investment opportunities that have been considered in preparing this Program. The headings summarise:

- What the Program will deliver for Gold Coast waterways users and the community and
- How the Program aligns with the investment criteria and objectives of the Strategy.

Please note that the Strategy is a long-term vision (10 years versus 4 years) and parts of it will be delivered through future Program years.

Project investments identified in the Program seek to provide the best value for money for Government and the community by sourcing efficient and effective procurement practices and delivery methodologies.

What the Program Delivers

Below is summary of activities, initiatives, programs and projects and how they relate to specific Strategy outcomes.

Activities vs. Projects

Activity	Project
<ul style="list-style-type: none"> ✓ Business as usual / day to day ✓ Usually recurring ✓ No set start or end date ✓ Majority of cost are staff salaries ✓ <u>Not</u> specifically listed on WMP as a project ✓ Contributes to Strategy objectives and/or obligations under the Act 	<ul style="list-style-type: none"> ✓ Complex and specific initiative with defined scope and outcome ✓ Defined start and end date as well as budget ✓ Not frequently recurring unless related to maintenance ✓ Cost usually involves materials, consultants, fees and staff salaries ✓ Specifically <u>listed</u> on WMP as a project ✓ Contributes to Strategy objectives and/or obligations under the Act

Integrated place-based management

Objective 1.1 - Gold Coast waterways network is improved and maintained

- Development of a Data Management System
- Development of a Network Decision Support System to guide project planning and implementation (Access, Connections, Destinations)
- Develop Network Serviceability to guide future management and decision making
- Forecasting user demand through access needs studies and user demand forecasts.
- Operating, maintaining and progressively upgrading the Sand Bypass System to keep the Gold Coast Seaway access safe and navigable
- Keeping the navigation channel and destinations network safe and available through maintenance and capital dredging projects
- Upgrading and new construction of boat ramps, pontoons and jetties in line with demand forecasting
- Monitoring our navigation channel network through an ongoing hydrographic survey program, prioritised by channel category and usage
- Ongoing Navigational Aid servicing via a continuous preventative maintenance program including a major campaign for the Gold Coast Seaway, North Channel and South Channel
- Removal of abandoned watercraft and property from our waterways
- Operation of a dedicated dredge spoil management facility at Coomera to compliment the dredging works program for the Coomera River
- Maintaining and upgrading Marine Infrastructure in conjunction with City of Gold Coast
- Undertaking forward planning and investigations into complex future dredging projects to inform scope and feasibility
- Work closely with the City of Gold Coast to deliver the Sand Back-pass Project
- Continual maintenance and improvements to GCWA vessel fleet

Objective 1.2 - Place-based planning and investment activates Access, Connections, and Destinations

- Continue to work with the City of Gold Coast to holistically develop boating facilities incorporating land acquisitions, car park and access road upgrades and channel dredging needs
- Developing a destination plan for Marine Stadium
- Producing maps for access, connections and destinations on the Waterways

- Develop and implement a strategic statutory Waterways Management Plan
- Gather data to understand pressures and opportunities on access, connections and destinations
- Manage Doug Jennings Park operational and compliance aspects including events
- Manage buoy moorings and anchorages efficiently including monitoring compliance with anchoring rules
- Facilitate the implementation of the Spit Master Plan through the development and delivery of a program of community infrastructure and public realm work

Objective 1.3 - Innovation is central to waterways and land management

- Development of a Dredge Scenario Planner to compliment the hydrographic survey program
- Administration and continued improvement of GCWA's best practice environmental approval process by working closely with the Agency Steering Committee
- Ongoing study and investigation into the Sand Bypass System and Seaway entrance to maximise efficiencies and futureproof the system.
- Utilising the Sand Bypass System to develop a sand back-pass project in conjunction with the City of Gold Coast
- Increase efficiencies through ongoing systems implementation to streamline accounting and general administration of the authority
- Transitioning the GCWA into a digital organisation through a digital data system
- Support innovation through the Waterways Symposium

Sustainable and resilient waterways

Objective 2.1 - Waterways network is sustainable and resilient

- Prioritising beneficial reuse of dredged material for foreshore nourishment or beach protection in coordination with the City of Gold Coast.
- Monitoring navigation channels through hydrographic survey programs and adjust alignments where possible to follow natural deep water to minimise dredging needs
- Investigating strategic dredge material deposition sites in the northern Broadwater for later reuse
- Continue to partner with other agencies and the City of Gold Coast to build resilience of the Waterways by investigating critical climate change adaption infrastructure needs
- Managing referral responses to development approvals that considers access to our network and minimises future congestion
- Monitor the environment to improve our understanding of waterways resilience, responses for dredging and climate change impacts

Objective 2.2 - Waterways and land management supports marine industry and tourism to drive economic growth

- Provide access to the Coomera Dredge Sediment Handling Facility for marine businesses
- Improve commercial marine infrastructure e.g. boat ramps and ferry pontoons
- Maintain the Gold Coast Seaway to achieve a high level of navigational access by operating the Sand Bypass System with supplementary dredging campaigns
- Prioritise dredging projects to maximise access to the Gold Coast's major marine hubs in Coomera and Main Beach
- Work closely with the City of Gold Coast to maintain and make available commercial use boat ramps throughout the city
- Assist local marine construction businesses and consultants during the pre-lodgement development approval stage

- Work closely with Maritime Safety Queensland and the local Harbour Master to monitor the navigation channel depths to streamline the marine pilot program in support for superyacht arrivals and departures
- Engage with industry in developing the Network Decision Support System
- Support industry through the GC Waterways Symposium

Objective 2.3 - Waterways and land management enhances environmental values

- Facilitating bi-annual meetings with key agencies to monitor, review and maximise GCWA's environmental performance under the Sand Management Plan
- Conducting and funding research into the environmental effects of dredged areas through the Scientific Research and Management Program
- Maintain inhouse capability and resources to prevent and if necessary, respond to marine pollution incidents
- Development of an Environmental Management System for GCWA
- Improve our understanding of the waterways through ongoing monitoring of environments through the living laboratory programs

Engaged users and communities

Objective 3.1 – Community knowledge of Gold Coast waterways are enhanced

- Ongoing review and refresh of publications such as Who is Who in the Blue, flyers, brochures etc.
- Maintaining a website with relevant information to waterways users
- Provide waterways publications to inform community and stakeholder on access, connections and destination
- Maintain proactive communication, utilising platforms such as the website and social media to connect with the community and stakeholder
- Develop and implement an interactive map tool for GC Waterways, showcasing access, connections and destination
- Host a waterways symposium
- Connect with community and stakeholder through Meet the Board Session
- Maintain the community reference group for the planning and development of GCWA projects

Objective 3.2 - Our waterways are treasured and celebrated as being core to Gold Coast lifestyle and tourism

- Network census of waterways users
- Partner with other agencies to showcase the waterways as a destination
- Partner with other agencies to promote waterways events facilitation of Trust permits for events at Doug Jennings Park as well as aquatic events within Marine Stadium and the Broadwater
- Ongoing master planning of waterways, starting with Marine Stadium
- Aquatic events continue to be encouraged and Trust permits provided

Objective 3.3 - Waterways and land management are improved by collaboration across all levels of government

- Ongoing quarterly program alignment meetings with the City of Gold Coast
- Collaboration with the City of Gold Coast in planning and providing new destinations such as a new public pontoon at South Currigee
- Ongoing demand forecasting for boating facilities in conjunction with the City of Gold Coast and Maritime Safety Queensland
- Representation of GCWA through community forums including QRBC

- Ongoing collaboration with maritime Safety Queensland GCWA's hydrographic survey program
- Engage with agencies in planning workshops for GCWA initiatives and projects
- Conduct studies to continue to develop an understand of trends in population, use, and users to assist ion long term planning of the network

In addition, all specifically defined projects and allocated funding are provided in Annexure A.

ANNEXURE A – PROPOSED PROJECT INVESTMENTS 2021 – 2025

GCWA Waterways Management Program

			← Pre-Plan and Deliver.		← Evaluate. Investigate. Confirm.	
			Approved	Indicative		
Projects	Strategy Focus Area	Investment (\$)	2021/22	2022/23	2023/24	2024/25
			Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)
BOATING AND MARINE INFRASTRUCTURE						
Jacobs Well Boat Ramp Upgrade	Access	250,000	250,000			
Alberton Boat Ramp Upgrade	Access	30,000	30,000			
Marine Infrastructure - Minor & Emergent fund	Access	180,000	45,000	45,000	45,000	45,000
Tipplers Pontoon Replacement	Access	260,000	260,000			
Proud Park Pontoon Replacement	Access	520,000	520,000			
Cabbage Tree Point Boat Ramp Facility Upgrade	Access	300,000		300,000		
South Currigee Pontoon	Destinations	515,000		515,000		
Marks Road Woongoolba - Boat Ramp Construction	Access	500,000		500,000		
Oxenford Pacific Highway Boat Ramp Upgrade	Access	735,000		500,000	235,000	
Boykambil Boat Ramp Facility Upgrade	Access	655,000			655,000	
Seaway Training Wall Stability Review	Access	80,000		40,000		40,000
Jabiru Island Boat Ramp Replacement + Floating Walkway	Access	755,000		350,000	405,000	
Burleigh Heads Boat Ramp Replacement	Access	490,000		490,000		
Tally (Palm Beach) Boat Ramp Replacement	Access	500,000			500,000	
Isle of Capri Boat Ramp Replacement	Access	525,000			525,000	
Hope Island Jetty Replacement	Destinations	990,000				990,000
Labrador Jetty Replacement & Upgrade	Destinations	990,000				990,000
DREDGING PROJECTS						
Coomera Dredge Sediment Management Facility - Operation and Maintenance	Connections	500,000	485,000	5,000	5,000	5,000
Main Channel Dredging Project Ch25000 to Ch 27000 and Ch 18400 to 18800	Connections	140,000	140,000			
West Crab Island Channel Dredging CH6200 to CH9000 (Northern End)	Connections	940,000	940,000			

GCWA Waterways Management Program

			← Pre-Plan and Deliver.		← Evaluate. Investigate. Confirm.	
			Approved	Indicative		
Projects	Strategy Focus Area	Investment (\$)	2021/22	2022/23	2023/24	2024/25
			Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)
Gold Coast Seaway, North Channel, South Channel Dredging	Connections	5,190,000	5,190,000			
North Channel Dredging 21/22 (Ch1100 to Ch8500)	Connections	650,000				650,000
South Channel Dredging	Connections	850,000				850,000
South Wave Break Island Channel Dredging	Connections	950,000			950,000	
Coomera River Dredging	Connections	1,600,000		1,040,000	560,000	
Canaipa Passage Dredging 21/22	Connections	0	0			
Wave Break Island Keyhole Anchorage Dredging (western side)	Destinations	1,220,000				1,220,000
SAND BYPASS SYSTEM PROJECTS						
Sand Bypass System - Major maintenance	Connections	400,000	100,000	100,000	100,000	100,000
Sand Bypass System – Capital Replacement Fund; 2021/22 to 2022-23 <ul style="list-style-type: none"> Transformer replacements and relocation LV Switch Board replacement and upgrade 	Connections	3,807,000	1,507,000	700,000	650,000	950,000
Sand Bypass System - HV Switch Gear Upgrade	Connections	103,000	103,000			
Sand Bypass System - Jetty protective coating campaign	Connections	830,000	290,000	180,000	180,000	180,000
Sand Bypass System - Shed Extension	Connections	180,000			180,000	
Sand Bypass System - Slurry line outlet extension	Connections	950,000			950,000	
PROJECT PRE-PLANNING AND INVESTIGATION						
Routine hydrographic survey program	Connections	510,000	150,000	120,000	120,000	120,000
Project Pre-Planning FY2021/22 <ul style="list-style-type: none"> Oxenford Boat Ramp Boykambil Boat Ramp Jabiru Island Boat Ramp Burleigh Heads Boat Ramp 	Access	360,000	150,000	90,000	60,000	60,000
RESEARCH, PLANNING AND INNOVATION PROJECTS						
Community Grants and Sponsorship	ALL	80,000	20,000	20,000	20,000	20,000

GCWA Waterways Management Program

			← Pre-Plan and Deliver.		← Evaluate. Investigate. Confirm.	
			Approved	Indicative		
Projects	Strategy Focus Area	Investment (\$)	2021/22	2022/23	2023/24	2024/25
			Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)
Planning and Innovation Projects FY2021/22 <ul style="list-style-type: none"> • Gold Coast Waterways Story • GCWA Data Management System • GCWA Environmental Management System 	ALL	280,000	70,000	70,000	70,000	70,000
Scientific Research & Management Program FY2021/22 <ul style="list-style-type: none"> • GCWA Living Laboratory • Network Census 	ALL	1,000,000	250,000	250,000	250,000	250,000
Waterways Management Plans FY2021/22 <ul style="list-style-type: none"> • Marine Stadium Future Use Study 	Destinations	360,000	160,000	200,000		
Waterways management symposium	ALL	60,000	30,000		30,000	
WATERWAYS MANAGEMENT						
GCWA Business Improvements Fund	ALL	200,000	50,000	50,000	50,000	50,000
Nav Aids – Major maintenance & renewal fund	Connections	430,000	50,000	280,000	50,000	50,000
Kalinga Nav Aids Vessel Replacement	ALL	895,000	400,000	495,000		
Major Marine Signs	ALL	120,000	30,000	30,000	30,000	30,000
Vessel Improvement Fund	ALL	300,000	50,000	100,000	50,000	100,000
Vessel Major Maintenance Fund	ALL	80,000	20,000	20,000	20,000	20,000
Watercraft and Property Removal	ALL	40,000	10,000	10,000	10,000	10,000
	TOTAL	31,300,000	11,300,000	6,500,000	6,700,000	6,800,000

ANNEXURE B – GLOSSARY OF TERMS

Term	Definition
Access	The ability to get out onto the water quickly from a launching point such as a boat ramp, jetty or pontoon.
Activities (GCWA)	In the context of this Program, Activities by GCWA include any day to day business that may not be defined as a specific project in Annexure A but directly contributes to the achievement of strategy objectives.
ASC	Agency Steering Committee
Connections	A navigable channel network supported by infrastructure needed to access it.
CoGC	City of Gold Coast.
Dredging	Includes all activities associated with the dredging and disposal of material including: the excavation or dredging of the material, the loading and carriage of dredge spoil for the purpose of dumping and the dumping of the material at the approved location.
Destinations	Locations promoted for a variety of uses including recreation, events and industry activities such as shipbuilding and maintenance, tourism, film and television production.
DTMR	Department of Transport and Main Roads
GCWA	Gold Coast Waterways Authority – the Statutory Authority responsible for Gold Coast waterways.
Gold Coast waterways	Coastal inland waterways bounded by the Albert and Logan Rivers in the north and the Queensland-New South Wales border in the south.
Land	Refers to the land held in Trust by GCWA and/or managed by GCWA on behalf of the State of Queensland including Doug Jennings Park, Moondarewa Spit, Wave Break Island and the southern tip of South Stradbroke Island.
Minister	Minister for Transport & Main Roads Minister for State Development, Local Government, Innovation and Planning
MSQ	Maritime Safety Queensland
Navigation Channel	Defined navigation channel as per GCWA Channel Map .
Network, the network	Assets which contribute to navigational access including defined navigation channels, infrastructure such as pontoons and destinations. The network also includes aids to navigation such as beacons, lights and buoys and charts, surveys and Notices to Mariners.
Primary channels	Primary channels refer to demand. These channels carry the most vessel traffic and are therefore viewed as having a higher priority for dredging. Refer to GCWA Channel Map .
Project	Listed in Annexure A – Waterways Management Program. A defined scope with a start date and end date and specific allocated budget rather than a business as usual activity.
Secondary channels	Secondary channels are important network channels but carry less traffic and are therefore viewed as having a lower dredging priority. Refer to GCWA Channel Map .
SMI / SWP	Spit Masterplan Implementation / Spit Works Program
WMP	GCWA Waterways Management Program as defined in the <i>Gold Coast Waterways Authority Act (2011)</i>