



WATERWAYS MANAGEMENT PROGRAM 2022-2026

June 2022

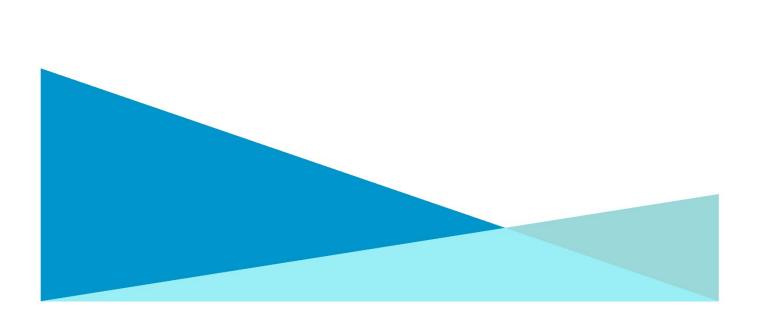


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Acknowledgement of Country

The Gold Coast Waterways Authority (GCWA) acknowledges and pays respect to the traditional custodians, the Yugambeh 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.



Message from the Gold Coast Waterways Authority Chief Executive Officer

The Gold Coast Waterways Authority (GCWA) is committed to the implementation of the Gold Coast Waterways Strategy 2021 -2030 (the Strategy), released in late 2021. While the Strategy charted a course for the future management of our waterways, focusing on the concepts of Access, Connections and Destinations, it is our annual Waterways Management Programs that outline how these can be achieved through operational projects and capital investments.

On behalf of GCWA, I am pleased to present the Waterways Management Program 2022 -2026 (the Program) that demonstrates our commitment to deliver works that reflect the cultural, social, economic, and environmental values of the Gold Coast waterways.

Our investment program centres around boating and marine infrastructure, dredging, operation and maintenance of the Sand Bypass System, research, and innovation, together with ongoing waterways management.

We recognise that implementation of these projects and initiatives can only be successful thorough continued engagement with the community, industry, and partner agencies. Our place-based and co-design engagement strategies, paired with responsible waterways and land management, ensure that locals and visitors can enjoy, and thrive in our Waterways City now, and into the future.



1.0 Background

GCWA was created in December 2012 by the *Gold Coast Waterways Authority Act 2012* (the Act). Section 3 of the Act requires GCWA 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 GCWA to:

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

1.1 Waterways Management Strategy 2021-30

The new Strategy was approved by the Minister for Transport and Main Roads in late 2021. The Strategy focuses on access, connections, and destinations through innovative planning and management. The Strategy embraces the cultural, social, economic and environmental values that are unique to the Gold Coast and establishes a clear direction for the sustainable use, management and development of the Gold Coast's waterways. GCWA worked closely with the Board, community groups, industry sectors and the City of Gold Coast in development of the Strategy.

Under the Act, the purposes of a waterways management strategy are to:

- establish a clear direction for the sustainable use, management, and development of the Gold Coast waterways for a 10-year period; and
- identify the needs and priorities for the sustainable use, management, and development of the Gold Coast waterways into the future, having regard to the benefits for and impacts on the community, environment and economy of the Gold Coast City.

The Strategy is intended for state government, waterways managers, land managers, local government, other regional agencies or authorities and management partners. As well as Traditional Owners, landholders, and community groups who are involved in waterway management or activities that may affect waterway conditions.

The Strategy is implemented and delivered by GCWA through two separate delivery programs, the Program, and the Spit Works Program (SWP). These are rolling four-year delivery programs that are reviewed quarterly and approved by the Minister for Transport and Main Roads, and the Minister for State Development, Infrastructure, Local Government and Planning, annually. These delivery programs highlight the detailed actions GCWA will undertake to deliver on the Strategy.



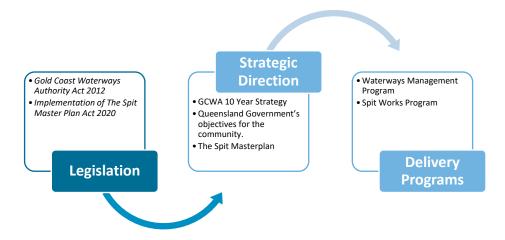


Figure 1 Implementation and Governance

1.2 Waterways Management Program requirements

Section 19 of the Act requires that GCWA must develop an annual waterways management program that provides a rolling one plus three-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.

1.3 Spit Works Program 2022-26

Section 20A of the *Act* also requires GCWA to develop a three plus one-year Spit Works Program, informed and guided by the Spit Master Plan.

Both, the Program and the Spit Works Program are delivered in parallel by GCWA. The Spit Works Program is the responsibility of the Minister for State Development, Infrastructure, Local Government and Planning.

The Spit Works Program is developed and published as a separate document on the GCWA website.

2.0 Waterways Management Program development

The Act requires that GCWA must develop an annual waterways management program with specific requirements as outlined in section 1.3.

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

- Functions and duties stipulated in the Act
- The Gold Coast Waterways Management Strategy 2021-2030
- Queensland Recreational Boating facilities demand forecasting study 2017-2023
- Gold Coast Waterways Access Needs Study 2010
- Hydrographic survey program
- Asset management forecast and replacement schedules
- Sand Bypass System studies and forecasts.

The following will discuss areas that were explored during the development of the Program.

2.1 Strategy focus areas

The Strategy is focused on three key strategic focus areas. This has been done to ensure that the management of waterways and land is delivered through a framework that includes current and future planning decisions that consider economic, social, cultural and environmental factors. The activities and investments detailed in this Program fall under the following three strategic focus areas.

- Access the ability to get out onto the water quickly from a foreshore or launching point such as a boat ramp, jetty or pontoon
- Connections a navigable channel network supported by the infrastructure needed to access it
- **Destinations** locations promoted for a variety of uses including recreation, events and industry activities such as shipbuilding and maintenance, tourism, film and television production.

2.2 Strategic outcomes

The Strategy includes strategic outcomes that support a future focused waterways city. The activities and investments detailed in this Program achieve 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.

2.3 Consultation

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

- Development of destination plans and associated community engagement
- Regular program alignment meetings with the City of Gold Coast
- · Wider stakeholder and industry consultation during the development of demand forecasts
- Public forums, including Meet the Board, Boat Shows and other events
- Industry forums including Queensland Recreational Boating Council



- Public enquiries and suggestions directly submitted to GCWA
- Project specific stakeholder consultation within two years of project delivery.

Consultation is undertaken with the stakeholder groups mentioned above to ensure that the Program being delivered meets the needs of the Gold Coast as a waterways city, maintaining and enhancing access, connections and destinations.

2.4 Investment criteria

In implementing the Strategy, the Program will include investment criteria. This criterion is for deciding priorities for improving and maintaining navigational access and for developing and improving public marine facilities. It will also be used to prioritise the order of delivering other waterways management initiatives as well as available options for financing the priorities. The overarching investment criteria for deciding on priorities is provided below.

Criteria			Score		
Alignment with Strate	gic Outcomes		/10		
Delivering on Strategic	Objectives		/10		
Delivering on Performa	ance indicators		/10		
Community and stakeh	/10				
Value for money	/10				
Total	/50				
Cost benefit analysis (v	Compare cost and benefits				
Priority Score	0-20	21-40	40-50		
Priority	Low priority	Medium priority	High priority		

Figure 2 Investment criteria

2.5 Program funding & investment

One of the main purposes of GCWA is 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. In order to meet this purpose of the Act and the objectives of the Strategy, GCWA requires an annual commitment of funding from the State Government to achieve the delivery of capital investments and operational projects.

To understand the projects that this funding and investment is allocated to, GCWA undertakes asset assessments and forward planning to understand where funds are spent. This funding includes allocations for operational project expenses, including salaries, supplies and services as well as an allocation for capital investment for new and upgraded facilities. Investments proposed for the next four years are shown in Annexure A.

2.5.1 Funding and Investment Summary 2022-2026

	Approved	Indicative	Indicative	Indicative	
(\$000)	2022/23	2023/24	2024/25	2025/26	Total
Funding Allocation	11,451	11,950	12,250	12,400	48,051
Est. Carry forward from previous year	2,731	0	0	0	0.2731
Total Investment	14,182	11,850	12,150	12,300	50,482

Table 1 Funding and investment summary 2022-2026

2.5.2 Operational 4-Year Funding Distribution 2022-26

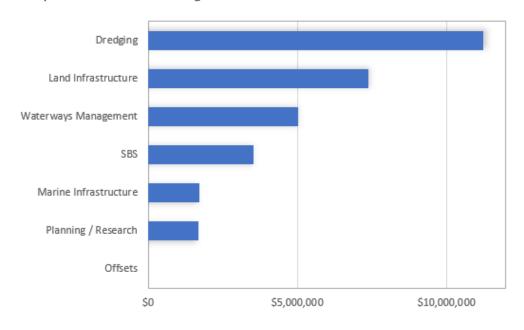


Figure 3 Operational 4-year funding distribution 2022-2026

2.5.3 Capital Four-Year Funding Distribution 2022-26

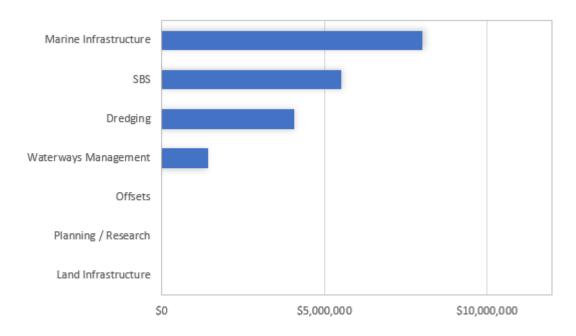


Figure 4 Capital 4-year funding distribution 2022-2026

Note: Refer to Annexure A – Proposed Project Investments

3.0 Implementing the Strategy through the Program

This section outlines how the Strategy will be implemented through the Program. The three key focus areas of the Strategy, being Access, Connections and Destinations, are further broken down into three key strategic outcomes. This section outlines what the Program will deliver for Gold Coast Waterways users and the community and how the program aligns with the Strategic Outcomes and Objectives of the Strategy.

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.

The Strategy is a document intended for delivery over a ten-year period. Projects and strategies aimed at delivering some parts of the strategy will be delivered through future program years and have not been identified in this four-year Program.

3.1 What the Program delivers

The following is a summary of the projects and activities undertaken by GCWA measured against the specific Strategic Outcomes and Objectives of the Strategy.

Strategic Outcome 1 - Integrated place-based management

Objective 1.1 - Gold Coast waterways network is improved and maintained

- Undertake network monitoring focusing on identifying patterns of use to inform future planning
- 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 servicing of aids to navigation via a continuous preventative maintenance program including a major campaign for the major pile beacons
- Removal of abandoned watercraft and property from our waterways
- Operation and ongoing maintenance 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
- 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
- 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 landscaping and newly constructed Spit Master Plan assets
- 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

- Develop a Dredge Scenario Planner to compliment the hydrographic survey program
- Develop a Waterway Planning Framework to guide future planning and programming
- Develop a whole of system approach to planning and waterways management to improve waterway users experiences
- Develop a Health Safety and Environment system
- Develop a Network Decision Support System to guide project planning and implementation (Access, Connections, Destinations)
- Administration and continued improvement of GCWA 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 future proof 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 GCWA.

Strategic Outcome 2 - Sustainable and resilient waterways

Objective 2.1 - Waterways network is sustainable and resilient

- Improve understanding of GCWA's exposure to climate related risks
- Development of a Net Zero framework for the marine industry to provide a pathway to achieving net zero
- Development and implementation of an Environmental Monitoring Program to provide high level information on the health of Gold Coast waterways ecosystem
- Work closely with the City of Gold Coast to deliver the Sand Back-pass Project
- Monitoring navigation channels through hydrographic survey programs and adjust alignments where possible to follow natural deep water to minimise dredging needs
- 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 Management 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
- Assist local marine construction businesses and consultants during the pre-lodgement development approval stage
- Work closely with Maritime Safety Queensland and the regional harbour master to monitor the
 navigation channel depths to streamline the marine pilot program in support for superyacht arrivals
 and departures.

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.

Strategic Outcome 3 - 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.
- 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 Gold Coast Waterways, showcasing access, connections and destination
- Connect with community and stakeholder through Meet the Board sessions
- 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

- Partner with other agencies to showcase the waterways as a destination
- Partner with other agencies to promote waterways events facilitation of trustee 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
- Encourage safe and orderly aquatic events and grant trustee permits for events in Doug Jennings
 Park.

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
- 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 2022 – 2026

Waterways Management Program		Pre-Plan and Deliver. Evaluate. Investigate. Confirm.			
		Approved		Indicative	
	Strategy	2022/23	2023/24	2024/25	2025/26
Project	Focus Area	Year 1 (\$)	Year 2 (\$)	Year 3 (\$)	Year 4 (\$)
Total - Projects (Amendments)		14,181,000	11,850,000	12,150,000	12,300,000
BOATING & MARINE INFRASTRUC	TURE PRO	JECTS			
South Currigee Jetty and Pontoon	Access				1,100,000
Oxenford Pacific Highway Boat Ramp Upgrade	Access	661,000	235,000		
Boykambil Boat Ramp Facility Upgrade	Access		655,000		
Seaway Training Wall Stability Review	Access	40,000		40,000	
Marine Infrastructure - Minor & Emergent fund	Access	45,000	45,000	45,000	45,000
Jabiru Island Boat Ramp Replacement + Floating Walkway	Access	660,000	405,000		
Burleigh Heads Boat Ramp Replacement	Access	280,000			
Tally (Palm Beach) Boat Ramp Replacement	Access		500,000		
Isle of Capri Boat Ramp Replacement	Access		525,000		
Hope Island Jetty Replacement	Destinations			990,000	
Labrador Jetty Replacement & Upgrade	Destinations			990,000	
Proud Park Boat Ramp Replacement	Access				700,000
Broadwater Parklands Pontoon Repair	Access	460,000			
Marine Stadium Destination Management Implementation	Destinations				300,000
DREDGING PROJECTS					
Coomera Dredge Sediment Management Facility - Operation and Maintenance	Connections	55,000	55,000	55,000	55,000

West Crab Island Channel Dredging (Northern End)	Connections	1,642,000			
Gold Coast Seaway Dredging	Connections	950,000			
North Channel Dredging	Connections		1,000,000		900,000
South Channel Dredging	Connections		1,000,000		900,000
South Wave Break Island Channel Dredging	Connections	501,000	200,000	800,000	
Coomera River Dredging	Connections	1,450,000		1,720,000	
Jumpinpin Channel Dredging Project	Connections				1,200,000
Canaipa Passage Dredging	Connections				1,000,000
Wave Break Island Keyhole Anchorage Dredging	Destinations			1,220,000	
Sand Bypass System and Doug Jer	nnings Parl	(
Doug Jennings Park - Maintenance	Destinations	700,000	2,200,000	2,200,000	2,000,000
Sand Bypass System - Major maintenance	Connections	450,000	700,000	700,000	700,000
Sand Bypass System - Capital Replacement Fund 2021/22 to 2022-23 HV+ LV Transformers + LV Switch Board including relocation.	Connections	1,500,000			
Sand Bypass System - Capital Replacement Fund	Connections	300,000	650,000	950,000	1,000,000
Sand Bypass System - Jetty protective coating services	Connections	600,000	180,000	180,000	180,000
Sand Bypass System - Shed Extension	Connections		180,000		
Sand Bypass System - Extend slurry line outlet	Connections		950,000		
PROJECT PRE-PLANNING & INVESTIGATION					
Hydrographic survey program - Routine	Connections	120,000	150,000	120,000	120,000
PDU Forward Planning & Investigations FY2022/23	Access	130,000	150,000	150,000	150,000
Marine Infrastructure and Destinations	Access		200,000	200,000	200,000

PLANNING AND INNOVATION					
Community and Stakeholder Engagement	ALL	20,000	20,000	20,000	20,000
Community Grants and Sponsorship	ALL	20,000	20,000	20,000	20,000
Health Safety and Environment System	ALL	250,000			
Scientific Research and Management Progr	ram (SRMP)	0	200,000	200,000	200,000
Waterways Connect	ALL	100,000			
Sattelite derived monitoring	ALL	30,000			
Sustainable Sediment Management Strategy	ALL	50,000			
Planning and Innovation Projects		0	70,000	70,000	70,000
Dredge Scenario Planner (NCOS) Finalisation	ALL	80,000			
Strategic Planning		0			
Waterway Planning Framework	ALL	50,000			
Waterways network use monitoring	ALL	20,000			
Gold Coast Waterways Place Strategy (phase one)	ALL	189,000			
Sustainability and Environment		0	200,000	200,000	140,000
GCWA Climate Risk Assessments	ALL	200,000			
GCWA Net Zero Pathway	ALL	70,000			
Net Zero Marina Partnership	ALL	20,000			
Environmental Monitoring Program	ALL	30,000			
WATERWAYS MANAGEMENT					
GCWA Business Improvements Fund	ALL	50,000	50,000	50,000	50,000
Business Planning Framework	ALL	100,000			
Business Services Fund	ALL	620,000	620,000	620,000	620,000
Business Services Spit Master Plan Depreciation	ALL	100,000	300,000	400,000	400,000

Nav Aids – Major maintenance & renewal fund	Connections	600,000	260,000	50,000	50,000
Kalinga Nav Aids Vessel Replacement	ALL	878,000			
Major Marine Signs	ALL	30,000	50,000	30,000	50,000
Vessel Improvement Fund	ALL	100,000	50,000	100,000	100,000
Vessel Major Maintenance Fund	ALL	20,000	20,000	20,000	20,000
Watercraft and Property Removal	ALL	10,000	10,000	10,000	10,000
Total - Projects		14,181,000	11,850,000	12,150,000	12,300,000

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	Spit Masterplan Implementation
SWP	Spit Works Program
WMP	GCWA Waterways Management Program as defined in the Gold Coast Waterways Authority Act 2012

