



Strategic Plan

2026-2030

OUR PURPOSE: Deliver efficient and sustainable management of and access to the Gold Coast Waterways.

OUR VISION: Enhancing the waterways experience.

OUR VALUES:



CARING



RESPONSIVE



BALANCED



FUTURE-FOCUSED



AUTHENTIC

FOCUS AREAS	ACCESS		CONNECTIONS	DESTINATIONS	ENGAGEMENT	KEY CHALLENGES
Objectives	Understand waterways attributes and use patterns.	Continuously improve access to the waterways	Maintain a reliable and efficient channel network that keeps the waterways moving	Define, strengthen and promote waterways destinations	Build informed, trusted and responsive relationships with community and stakeholders.	<ol style="list-style-type: none"> 1. Rapid population growth and waterway demand. 2. Ageing and constrained infrastructure such as the Sand Bypass System 3. Waterway condition and navigational obstructions 4. Regulatory and enforcement limitations 5. Increasing community expectations
Ways we get there	<ul style="list-style-type: none"> • Document physical, navigational and usage characteristics across all priority waterways and access points. • Define service standards for access points (ramps, jetties, navigation channels, anchorage areas) based on user requirements and risk profile. • Establish consistent data collection, reporting and governance processes to streamline performance reporting. • Implement annual waterway usage monitoring program (vessel counts, peak demand, congestion points, compliance trends). 	<ul style="list-style-type: none"> • Assess waterways infrastructure and physical assets against defined accessibility standards and regulatory compliance targets. • Implement consolidated reporting system to track compliance activity, asset condition and remediation works. • Establish usage reporting model to measure demand by user group (recreational, commercial, tourism, community). • Provide users with timely, accurate and accessible information on waterway conditions and access. 	<ul style="list-style-type: none"> • Use technology to continuously monitor and verify navigable channel depths. • Set clear service standards for channel depth, availability and response time. • Deliver a simple, consistent wayfinding and navigation information system. • Use data to understand vessel movement, congestion points and user behaviour. • Evaluate and communicate the economic, environmental and social value of an efficient channel network. 	<ul style="list-style-type: none"> • Develop and implement Our Waterways Future and aligned local waterway plans. • Establish a clear program prioritisation methodology to guide investment in destination enhancement. • Align waterway destination planning with City of Gold Coast and State investment strategies. • Actively pursue collaboration opportunities to position GCWA as a proactive partner in destination planning. • Deliver community infrastructure and public realm works within the Spit Master Plan area. • Manage trust land responsibly and in accordance with its dedicated community purpose. 	<ul style="list-style-type: none"> • Design and implement a regular waterways user and community survey program. • Conduct customer journey mapping to better understand key user experiences and service gaps. • Deliver targeted engagement programs to inform planning, policy and project delivery. • Provide clear and timely communication on major plans and works programs. 	
What success looks like	<ul style="list-style-type: none"> • Increased coverage and consistency of waterway data across priority areas. • Service standards defined and embedded for public access points. • Improved accuracy and completeness of waterway reporting. • Year-on-year improvement in data quality and reporting reliability. 	<ul style="list-style-type: none"> • Increased compliance with accessibility standards and regulatory requirements. • Improved visibility of asset condition and compliance performance. • Reduction in asset-related access reports year-on-year. • Increased user satisfaction with waterway access. • Improved timeliness and consistency of public updates. 	<ul style="list-style-type: none"> • Improved channel reliability and availability across priority routes. • Reduced disruption to navigation caused by depth or maintenance issues. • Increased user confidence in published depth and navigation information. • Improved understanding of network demand and pressure points. • Faster and more consistent referral of marine-related reports to relevant authorities. • Reduced navigation-related reports and incident trends over time. 	<ul style="list-style-type: none"> • Year-on-year increase in proportion of investment prioritisation and investment program funding decisions informed by Our Waterways Future and local waterway plans • Increased co-investment and formal alignment with City and State infrastructure programs. • Measurable uplift in the quality, usability and activation of priority waterway destinations. • Spit Master Plan works delivered in line with endorsed staging and funding commitments. • Increased visitation and positive user feedback across priority destination sites and trust land. 	<ul style="list-style-type: none"> • Increased stakeholder confidence in GCWA's role, priorities, and decision-making. • Year-on-year improvement in stakeholder participation and representation across major plans and programs. • Reduced recurrence of unresolved stakeholder issues and reports. • Statutory consultation delivered on time and fully compliant with legislative requirements. 	<p>KEY OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Manage growth through proactive waterway planning and demand management. 2. Renew and prioritise critical infrastructure investment. 3. Maintain waterway condition through defined service standards. 4. Modernise regulatory and compliance capability. 5. Deliver visible, measurable improvements that build community confidence
Queensland Government Objectives	The Authority contributes to the Government's objectives for the community by working to provide Safety where you live, A better lifestyle through a stronger economy and A plan for Queensland's future . This is achieved by ensuring waterways are safe, reliable, and accessible to support both daily activities and sustainable long-term growth. These outcomes are guided by the focus areas and objectives outlined in the Authority's 2026–2030 Strategic Plan.					

Our Commitment to Human Rights: "We will respect, protect and promote human rights in our decision-making and actions"