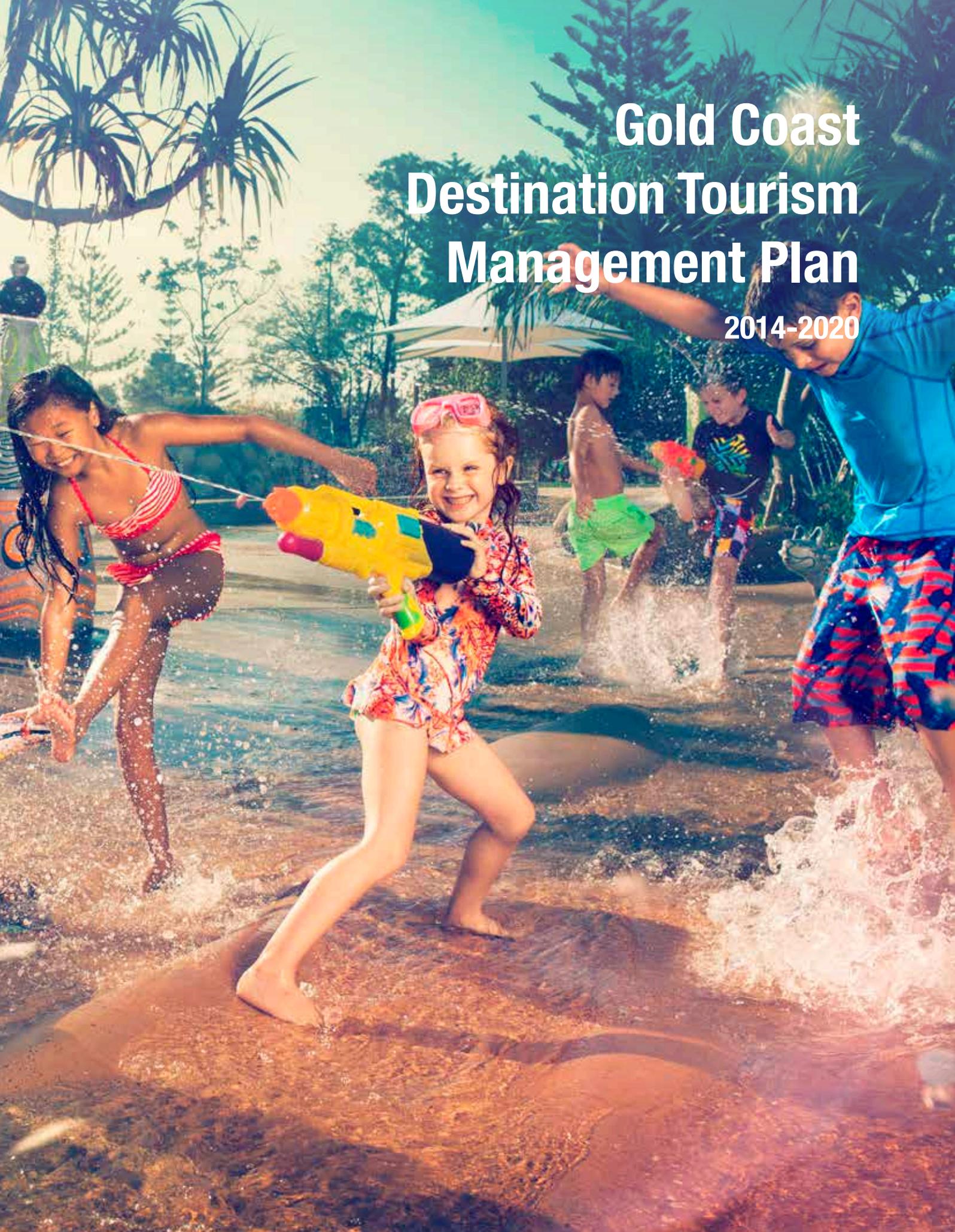


Gold Coast Destination Tourism Management Plan

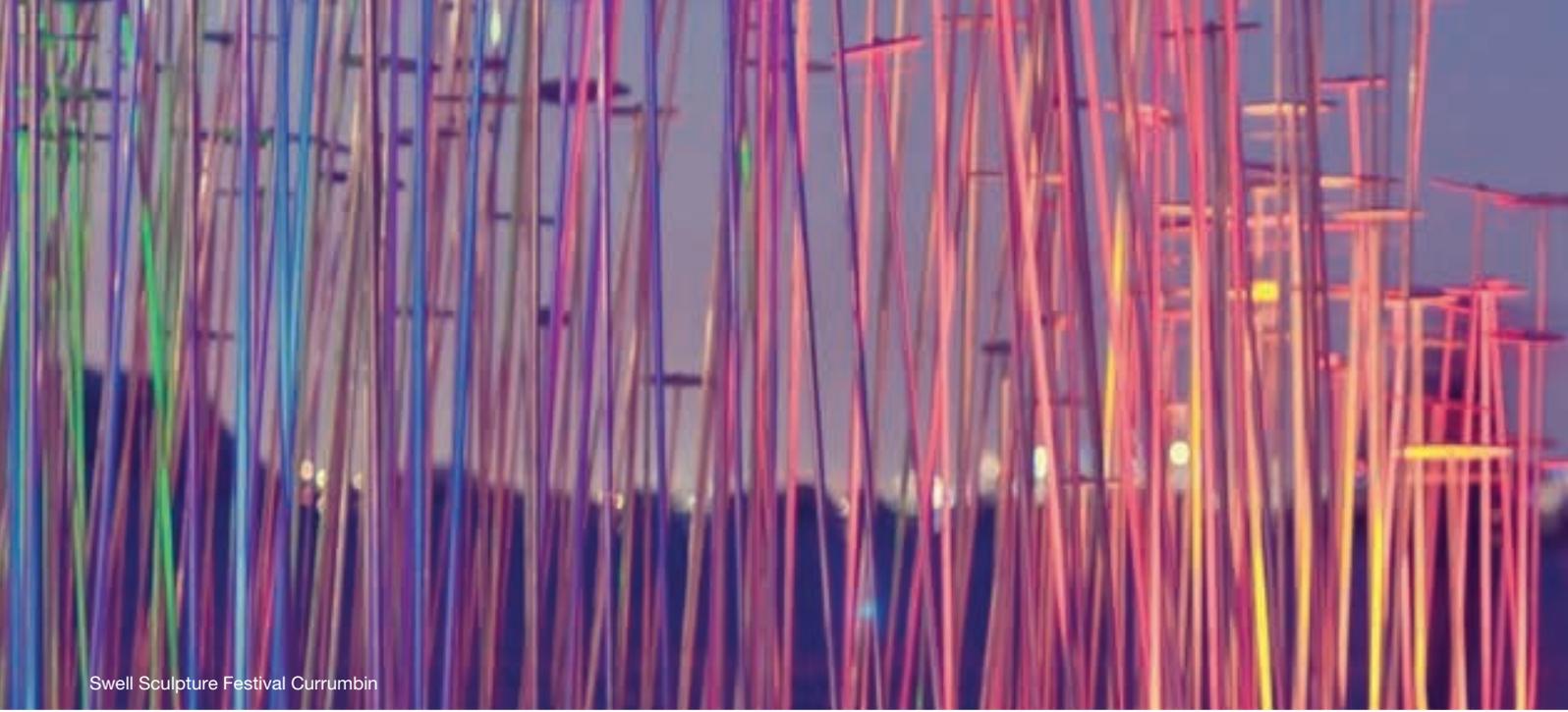
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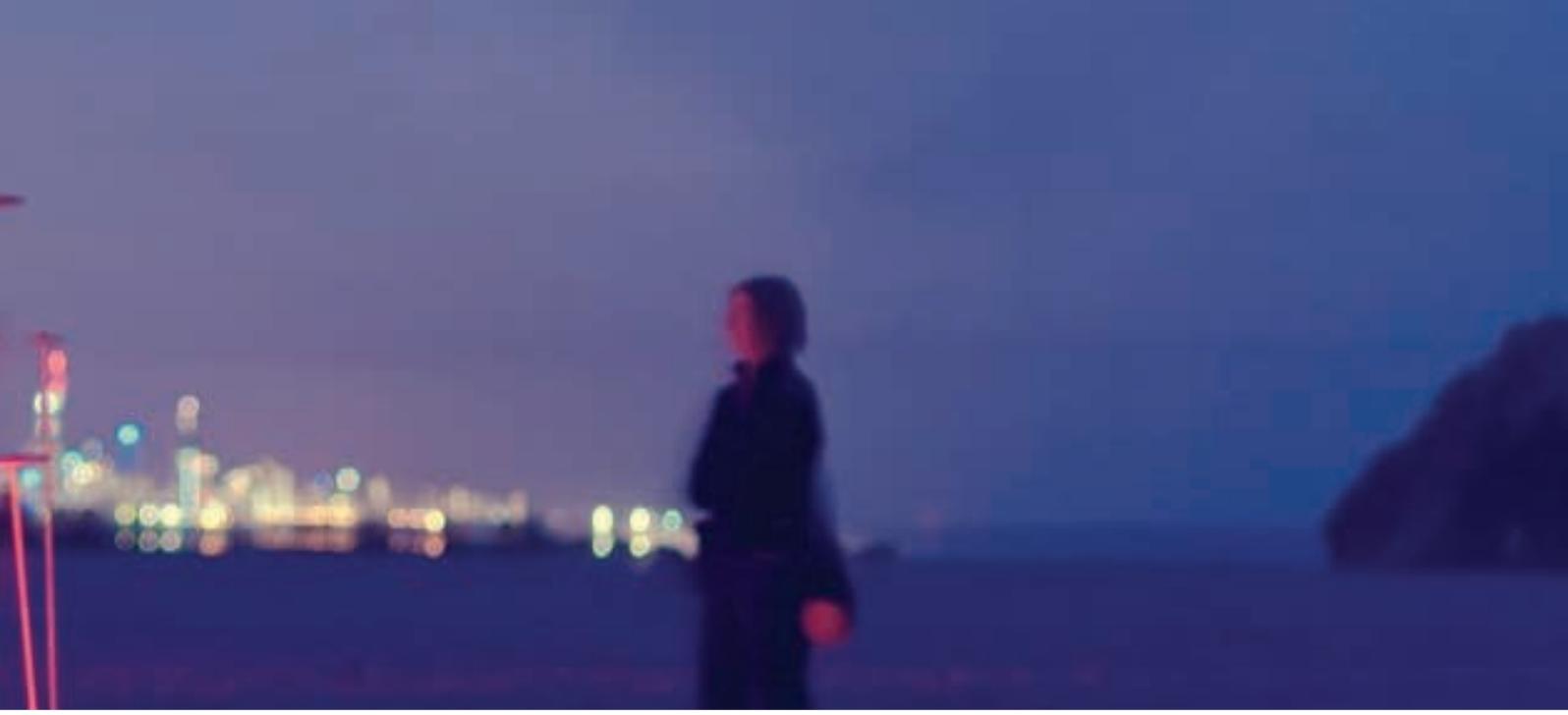
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Swell Sculpture Festival Currumbin

Acknowledgements

Images used throughout this document are courtesy of Tourism and Events Queensland and the City of Gold Coast.



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Mayor Tom Tate City of Gold Coast



As Australia's premier tourism destination, the Gold Coast is 'open for business' and ready to grow our tourism dollar in order to retain the city's significant status in the tourism market.

Famous for sun, surf and sand, the city offers a vibrant mix of shopping, accommodation, theme parks, golf courses, restaurants, entertainment and an abundance of natural attractions for all to enjoy - including beaches and waterways to the east and stunning hinterland ranges and forests to the west.

It is no wonder then that the city welcomes 12 million visitors each year, sustaining 30,000 jobs and adding \$4.6 billion to the local economy. Strong tourism for the Gold Coast means prosperity for the city, which means more local jobs.

It is crucial that the Gold Coast retains its enviable status as a world-class tourism destination. To ensure the city continues its growing popularity as a holiday destination, we realise we need to do more.

As recent decades have shown, key visitor markets change and grow, so we need to adapt our tourism offerings and experiences. This means attracting new and exciting events and investment into our city. The catalyst projects included in this Plan are:

- the Gold Coast Cultural Precinct;
- Integrated Resort Developments;
- Commonwealth Games infrastructure;
- staging and events infrastructure for iconic locations;
- a purpose-built dive attraction;
- mountain bike and adventure trails;
- an iconic surf museum; and
- light rail connections.

The Destination Tourism Management Plan is an important collaboration between the City of Gold Coast, Gold Coast Tourism and the State Government that acknowledges these needs and lays out the direction for the future long-term success of tourism in the city.

This Plan capitalises on our key opportunities and aligns the City's plans with state and national strategies to deliver on our ambitious 2020 target of doubling visitor expenditure.

It addresses the needs of the broader visitor economy in the Gold Coast region and aims to build on a strong foundation which acknowledges the vital demand-side destination marketing undertaken by Gold Coast Tourism, by aligning the resources and efforts of industry and all levels of government towards a set of unified long-term objectives and outcomes.

Let me take this opportunity to thank all those involved in the development of this Plan and I look forward to realising its ambitious, but achievable goals.

A handwritten signature in black ink that reads "Tom Tate". The signature is fluid and cursive.

Mayor Tom Tate
City of Gold Coast

Paul Donovan Chairman of Gold Coast Tourism



The Gold Coast Destination Tourism Management Plan (DTMP) is a milestone commitment between the Gold Coast tourism industry, the City of Gold Coast and the Queensland government.

It underpins our partnership, provides a framework to achieve our challenging shared goal of doubling the Gold Coast visitor economy by 2020, and affirms our intent to maintain our position as Australia's most successful, robust, and productive tourism region.

Notwithstanding the region's unrivalled variety of natural and man-made attractions, the Gold Coast must now compete more effectively against an unprecedented array of active and accessible tourism destinations. Only through an aggressive Gold Coast DTMP framework that clarifies our vision, aligns our efforts, develops the industry, and drives increased demand can we succeed.

The Plan prescribes a partnership of accountability and responsibility that will deliver the supply and demand drivers for the Gold Coast's most significant economic pillar. Close alignment of Gold Coast Tourism's best practice destination marketing with the City of Gold Coast's tourism investment and development activities will deliver wide-ranging benefits throughout the local economy.

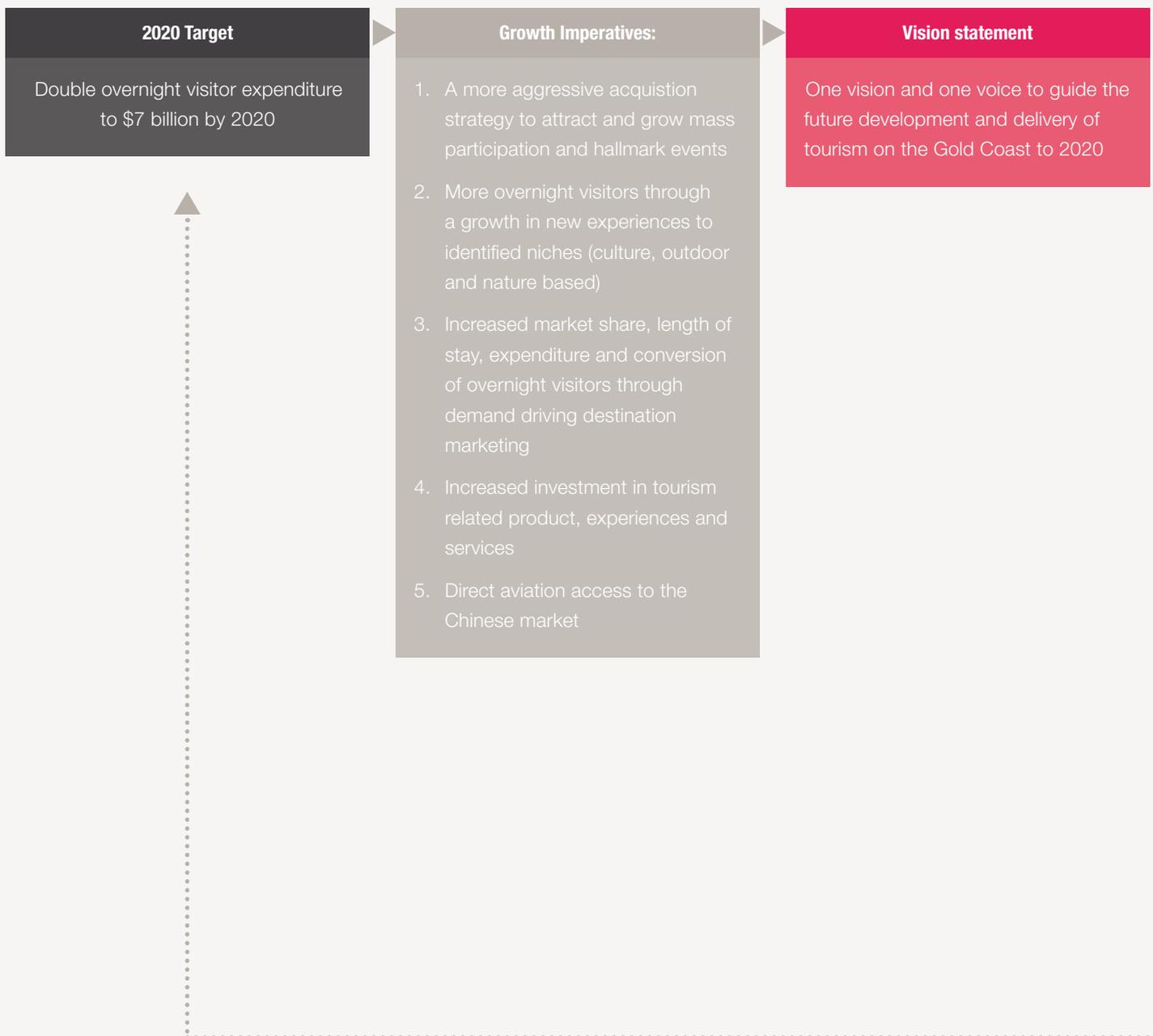
On behalf of the Gold Coast tourism industry I am excited about the benefits this unified, action based, and outcome driven plan will deliver.

A handwritten signature in white ink, appearing to read 'Paul Donovan'.

Paul Donovan, Chairman
Gold Coast Tourism

Executive summary

The Gold Coast Destination Tourism Management Plan Overview





7 Key Strategy Areas	Actions	Key Performance Indicators
<ol style="list-style-type: none"> 1. Stronger Partnerships 2. Balanced Portfolio of Markets 3. Infrastructure and Investment Attraction 4. Quality Service and Innovation 5. Iconic Experiences 6. Nature and Culture 7. Events 	<p>66 Actions</p> <p>Some examples include:</p> <ol style="list-style-type: none"> 1.2 Establish an Industry Funding Plan and sustainable funding model to deliver the actions of the DTMP 2.1 Deliver a strategically planned schedule of targeted, measured and demonstrably effective multi-channel destination marketing campaigns to increase visitor demand and visitor expenditure from key source markets 3.5 Deliver transport options for connecting visitors to key events, attractions and precincts with seamless distribution and ticketing 4.6 Establish service and satisfaction performance benchmarks to be introduced prior to the GC2018 5.6 Deliver a world-class interactive Surf Museum experience at an iconic Gold Coast beach location 6.2 Establish Australia's first purpose-built dive attraction 7.7 Attract new sports and business events to Cbus Super Stadium and Metricon Stadium and address current constraint issues, such as car parking and transport 	<p>23 Key Performance Indicators</p> <p>Some example KPIs include:</p> <ul style="list-style-type: none"> • Agreement on the roles and responsibilities to deliver the DTMP • Increased target domestic expenditure • Increased target international expenditure • Public and private investment in catalyst projects and accommodation • Increased air capacity from key international markets • Number of operators accredited under a recognised quality assurance program • Increased visitor satisfaction • Number of new visitor experiences launched • New packages and itineraries launched • Number of people who participate in and access natural and cultural facilities and attractions • Increased visitation due to events

Introduction

Background

Since the 1870's the Gold Coast region has been a favourite destination for holiday makers. Today, the Gold Coast is widely regarded as Australia's most popular holiday destination and the nation's fourth largest tourism economy.

In 2013 tourism directly contributed \$4.7 billion to the Gold Coast economy and sustained more than 30,000 direct jobs in the city.

Since its establishment by the tourism industry in 1975, Gold Coast Tourism Corporation (GCT) has operated as a membership based destination marketing organisation representing the sector and generating increased visitor demand, visitor arrivals, and visitor expenditure for the benefit of the city.

In 2007, the City of Gold Coast (the City) and the tourism industry represented by GCT reached a landmark partnership agreement to competitively implement a long-term destination marketing plan.

As the expectations of our future target markets evolve we acknowledge the need for new products and experiences. Reaching the ambitious national 2020 target of doubling visitor expenditure requires a clear strategy to target those source markets that will deliver the greatest contribution to overall visitor expenditure.

Figure A: Overnight Visitor Expenditure to Gold Coast - actual, forecast and target 2010-2020



Growth imperatives

The following imperatives are seen as critical to increasing the value of the Gold Coast visitor economy and decreasing the gap between Tourism Forecasting Committee (TFC) forecasts and the stretch target as per Figure A.

- A more aggressive acquisition strategy to attract and grow mass participation and hallmark events destination marketing
- More overnight visitors through a growth in new experiences to identified niches (culture, outdoor and nature-based)
- Increased investment in tourism related product, experiences and services
- Increased market share, length of stay, expenditure and conversion of overnight visitors through demand driving
- Direct aviation access to the Chinese market



Treetop walk

Gold Coast Destination Tourism Management Plan

The Destination Tourism Management Plan (DTMP) extends the highly successful partnership between the City and the tourism industry through Gold Coast Tourism. It is a collaborative approach to ensure the sustainable success of the Gold Coast tourism industry and aggressively capitalise on key opportunities for the city as a world-class tourism destination.

The DTMP addresses the changing needs of the broader visitor economy in the Gold Coast Region. It aims to build on a strong foundation which acknowledges the vital demand-side destination marketing undertaken by GCT by aligning the strategies, resources, and efforts of industry and all levels of government towards a set of unified long-term objectives and outcomes.

Guiding principles

The DTMP has been developed by the City and GCT based on an extensive base of tourism intelligence, industry engagement and experience. The strategic platforms and resulting actions outlined in the DTMP have been defined by the following guiding principles that provide the context for growth.

Reinforce the Foundations: ensure the areas which have generated success to date are supported and developed

Strength in Collaboration: align and define the strategies, resources and efforts of all stakeholders towards a unified vision

Develop the Experience: continually advance the destination offering

Sustainable Success: progress with understanding and balance

Strategic alignment

The framework and development of the Gold Coast DTMP has been purposely considerate of the *National Tourism 2020 Plan* that integrates the *National Long-Term Tourism Strategy* with the growth aspirations of the *2020 Tourism Industry Potential* along with the Destination Success - the 20 year Plan for Queensland Tourism to ensure alignment, maximum leverage, and full advantage for the Gold Coast.

Whilst our competitive advantage will always be derived through our ability to create and achieve our own tourism success, it is imperative that the Gold Coast continues to utilise its position as a major stakeholder in the Australian tourism hierarchy more effectively than its competitors. Alignment of the Gold Coast DTMP with State and National plans will make this possible.

Gold Coast Commonwealth Games™ 2018

The Gold Coast 2018 Commonwealth Games™ (GC2018) will be the biggest event the city has ever hosted and the largest in Australia for a decade. GC2018 presents a once-in-a-generation opportunity to secure profound and long lasting economic, social and reputational benefits for the Gold Coast. The event will see more than 6500 athletes and officials participate in 11 days of competition and is expected to attract more than 100,000 domestic and international visitors to the city.

Almost one third of the world's population lives in the Commonwealth of Nations. During GC2018, 1000 hours of television coverage will see the Gold Coast broadcast to a potential global audience in excess of 1.5 billion. More than 3000 accredited and non-accredited media representatives will descend on the city, publishing 10,000 articles about the Gold Coast. Never before will the city have had this level of international exposure.

In 1982, the Commonwealth Games elevated Brisbane onto the world stage. Combined with the 1988 World Expo, the Commonwealth Games propelled Brisbane's international reputation and identity and laid the platform for that city to host G20 more than 30 years later. The 2018 Commonwealth Games represents the single-most significant opportunity for the Gold Coast to showcase itself to the world and both strengthen and redefine its tourism brand and traditional markets. The Destination Tourism Management Plan is designed to dovetail with other City of Gold Coast and Queensland Government strategies to leverage the Commonwealth Games to support tourism industry growth before, during and after GC2018.

Tourism and Events Queensland (TEQ), in partnership with the Gold Coast 2018 Commonwealth Games Corporation, the Department of Tourism, Major Events, Small Business and the

Commonwealth Games (DTESB), Tourism Australia (TA), Gold Coast Tourism (GCT) and the City of Gold Coast (CoGC) are developing a GC2018 Tourism Plan to ensure Queensland's tourism industry benefits from the opportunity of hosting the Gold Coast 2018 Commonwealth Games.

The Plan seeks to:

- increase the national and international brand awareness of the Gold Coast and Queensland;
- leverage GC2018 to maximise domestic and international visitation to Queensland;
- maximise positive exposure of Queensland and its attributes as a tourism destination;
- ensure the tourism industry capitalises on the opportunities presented by the Gold Coast 2018 Commonwealth Games;
- showcase Queensland as Australia's premier tourism destination; and
- enhance Queensland's service culture to position tourism, hospitality and retail industries to drive tourism before, during and after the Gold Coast 2018 Commonwealth Games.

The Strategy is a key deliverable of the Whole-of-State Commonwealth Games Legacy Plan *Embracing our Games Legacy, Queensland's legacy for the Gold Coast 2018 Commonwealth Games* and reflects the broader objectives of the Queensland Government and TEQ in promoting internationally recognised and economically significant tourism events. The Plan will be delivered in two key integrated components: a Tourism Marketing Strategy and an Industry Development Strategy each with a corresponding Action Plan.



Gold Coast Commonwealth Games 2018 Athlete Village. Image courtesy of DSDIP

The Legacy Plan identifies specific requirements for sport and recreation which are supported by the *Gold Coast Sport Plan 2013-2023* which aims to raise the Gold Coast's profile as a leading world-class sports destination. The Sport Plan is based on developing a sustainable and inclusive sports economy through six strategic priority areas. The strategic actions aim to deliver upon opportunities in key sport and recreation markets in the city, as well as deliver on sport and recreation legacy outcomes of GC2018, including, but not limited to:

- building international connections to attract high performance sporting teams for Gold Coast-based training camps and acclimation programs

- recruiting peak sporting bodies to the city highlighting infrastructure enhancements as a result of GC2018 and incentives offered through city programs

- attracting major international and national events and sporting conferences.

Tourism on the Gold Coast

Overview of the Gold Coast

The Gold Coast is one of the fastest growing regions in Australia, with a forecasted population of over 730,000 by 2026. Its key economic sectors include retail, tourism, hospitality and construction.

Boasting two international airports and a wide variety of visitor accommodation, the Gold Coast attracts more than 11 million leisure and business visitors every year.

The City's unique attractions and events draw visitors from the wider South East Queensland and Northern New South Wales areas. The Local Government Areas of Logan, Ipswich, Redland and Brisbane cities, Scenic Rim Regional Council of South East Queensland and the Richmond-Tweed region of Northern New South Wales are all around a one hour drive from the central hub of Surfers Paradise.

Visitor characteristics

According to the Tourism Research Australia National Visitor Survey (NVS), in 2013 (Year Ending (YE) Sept) the Gold Coast received approximately 3,637,000 domestic overnight visitors and approximately 14.4 million visitor nights. Domestic day-trip visitation currently sits at 6,826,000, a 13% increase since 2009.

In terms of international visitors, International Visitor Survey (IVS) data indicates that the Gold Coast received 811,897 international visitors and 7.6 million visitor nights in 2013 (YE Sept), up by 1% in visitors but down by 5% in nights from 2009. An international trend towards shorter vacations and a change in the mix of visitors has resulted in this outcome.

Figure B: Gold Coast Visitation (2009 - 2013)

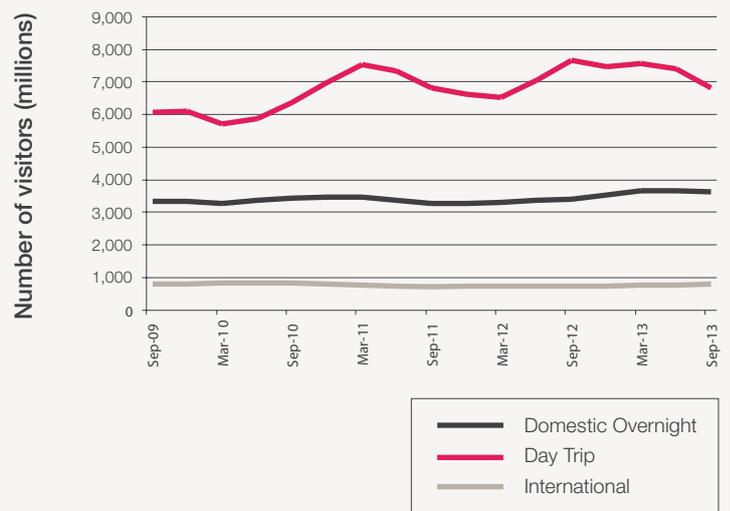
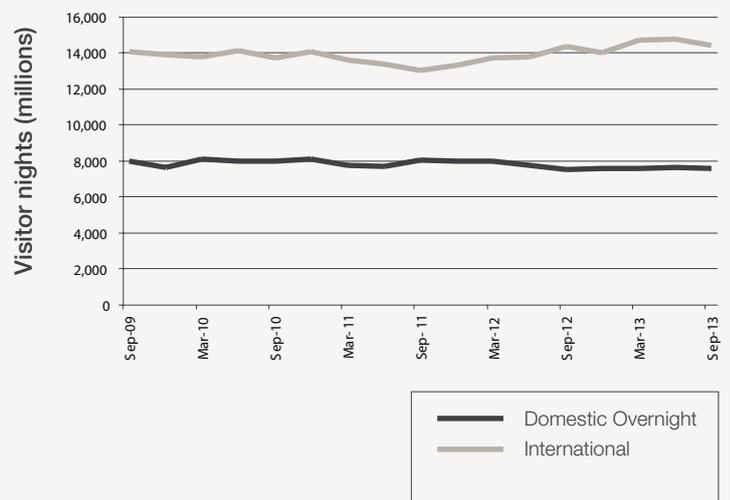


Figure C: Gold Coast Visitor Nights (2009 - 2013)





Origin of visitors

90% of day-trip visitors to the Gold Coast are from Queensland with the remaining 10% coming from New South Wales. For domestic overnight visitors, a large proportion is again from intrastate (48%) whilst New South Wales (31%) and Victoria (14%) dominate the domestic markets for the Gold Coast.

In terms of international overnight visitors, IVS data for YE Sept 2013 shows the top countries of origin of visitors to the Gold Coast include China (25%), New Zealand (22%), Japan (7%) and the United Kingdom (7%).

Figure D: Origin of International Overnight Visitors to the Gold Coast



Visitor projections to 2020

International visitors

Over the past few years, economic conditions and natural disasters coupled with a high Australian dollar have adversely affected the Gold Coast's traditional markets. A decrease in visitation has been observed in three of the Gold Coast's biggest markets - New Zealand, Japan and the United Kingdom.

However, forecasts have indicated that international visitation to the Gold Coast will increase by 37% between the years of 2011 and 2020, with these projections buoyed by a strong growth in a number of Asian markets, particularly China. In the year ending December 2012, Chinese visitors to Queensland increased by 27%, representing 261,000 visitors who spent \$468 million.

Data collected from the IVS for the Gold Coast indicates that visitors are increasingly coming from Asia, especially China and Singapore. Since 2009, the Gold Coast has received a 76% increase in visitors from China and a 68% increase in visitors from Singapore.

Gold Coast's traditional markets will maintain their importance in coming years. By 2020, New Zealand and South East Asia (Malaysia, Singapore and Indonesia), as well as the United Kingdom, are expected to hold market share.

Changing markets and market needs will impact on the style and success of future tourism projects in the region, particularly the rise of China and the slowing of some traditional markets.

Domestic visitors

In recent years, domestic travel patterns have changed due to a wide range of economic and social factors. The trend towards holidaying close to home and choosing affordable forms of travel, such as visiting friends or relatives, has become more popular. Over the past five years, domestic source markets to the Gold Coast have been on the rise, with the domestic day-trip market increasing by 28% and the domestic overnight market increasing by 10%.

According to forecasts based on NVS data and by applying TFC growth projections, domestic day-trip visitation to the Gold Coast is projected to increase by 14% between 2011 and 2020, resulting in 63% of total visitors to the Gold Coast being domestic day trip visitors, an increase of 4% in market share. 3.4 million domestic overnight visitors in 2020 has also been forecasted, an increase of 4% from data collected in 2011. By 2020, domestic overnight visitors will comprise 29% of the total visitor market to the Gold Coast. (Domestic Overnight Visitors currently account for 30% of all Gold Coast visitors).

Reflective of the recent budget-conscious mindset of Australians, a trend toward an increase in intrastate travel has been observed. Over the last five years, intrastate travel to the Gold Coast has increased by 16%.

In Queensland, for the year ended June 2012, the major driver of the growth in the domestic tourism market was attributed to intrastate travel. These trends suggest that this market will continue to be a key source of tourism revenue in future years. Interstate travel to the Gold Coast has also increased over the last years (but at a much slower rate of 6%), signifying that this market will not be as prominent in the industry in the near future.



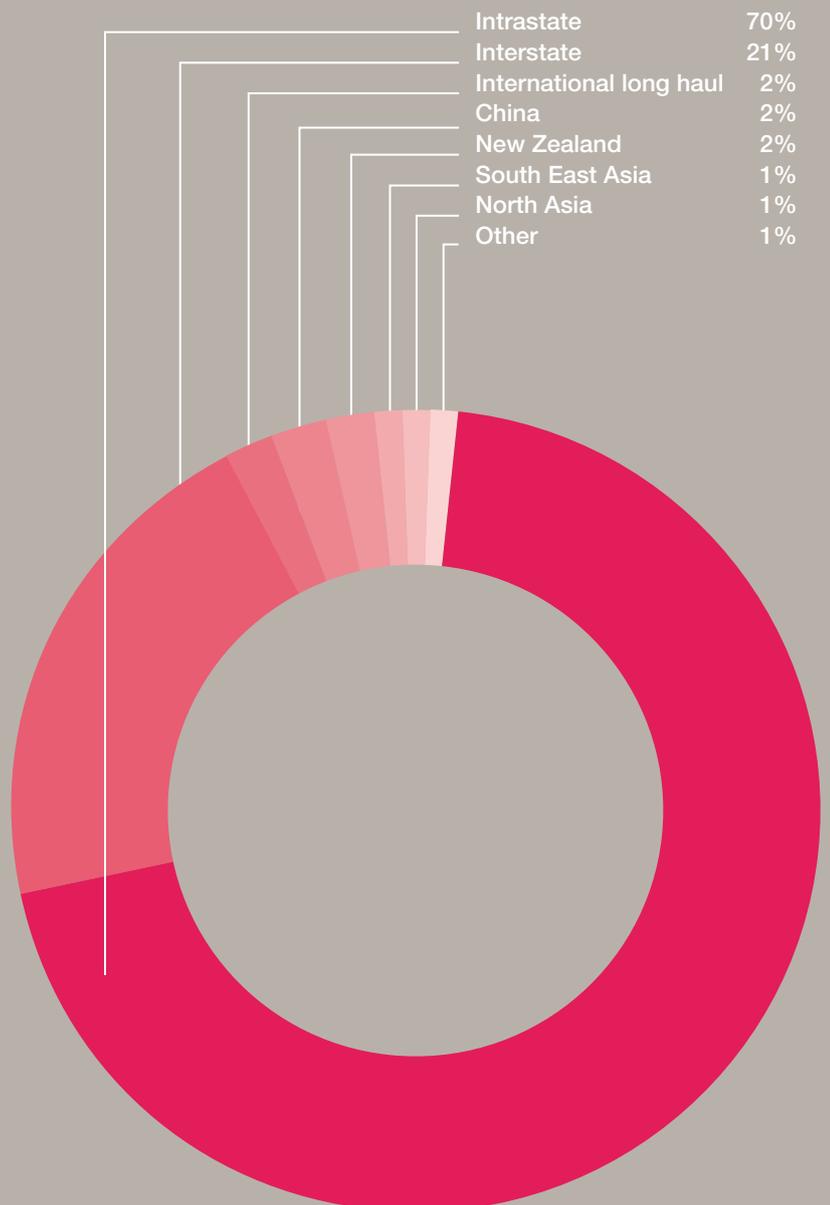
Preferred market mix

2020 stretch target – Double overnight visitor expenditure to \$7 billion by 2020.

Reaching the national 2020 target on the Gold Coast requires a clear strategy to target those source markets which will deliver the greatest contribution to overall visitor expenditure. The DTMP sets us on the path to increase average length of stay and average visitor expenditure through greater destination demand and an improved variety of visitor products and experiences. Growth in these two factors - average length of stay and average visitor expenditure - will contribute significantly to the Gold Coast 2020 goal without necessarily creating corresponding strain on city capacity. While these strategies will evolve out of the DTMP, we can presently estimate the other main contributor to the Gold Coast 2020 will be increased visitor arrivals. Achievement of the industry potential requires the Gold Coast to lift its overall share of the international visitors to Queensland by retaining market share in its traditional international markets of Europe, Japan and New Zealand and securing higher growth rates from South East Asia, China and emerging markets (such as India) than other destinations.

The domestic market however remains the major driver of the Gold Coast's economy. The 2020 target would see 19 million domestic visitor nights in the Gold Coast by 2020 (about 30% growth from 2010 levels), implying a 99% nominal growth in total tourism industry expenditure. TFC forecasts, however, are more subdued predicting 15 million domestic visitor nights by 2020 and 54% nominal growth in total expenditure.

Figure E: Preferred market mix





Vision, Outcomes and Strategic Priorities

One vision and one voice to guide the future development and delivery of tourism on the Gold Coast to 2020.



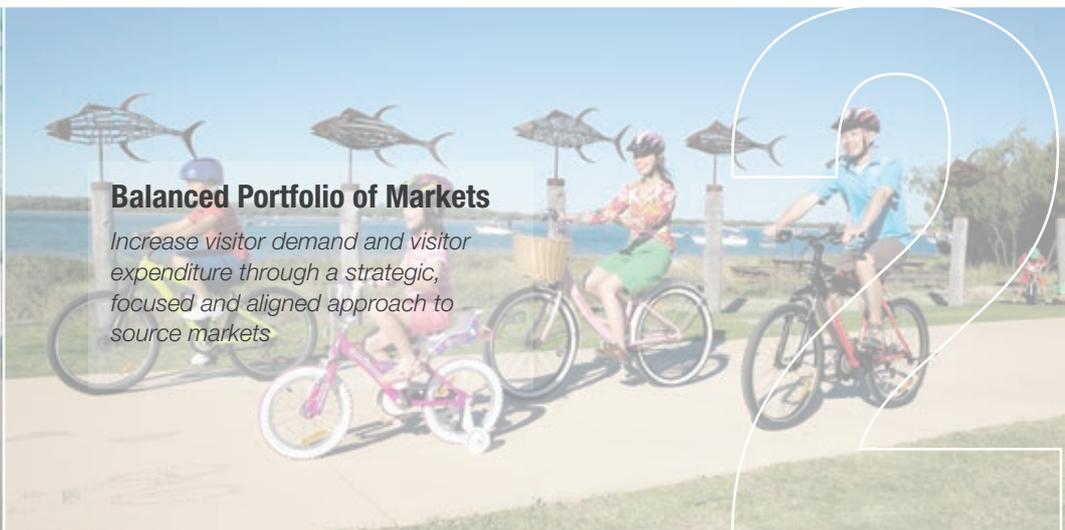
Desired outcomes include a tourism destination which:

- Maintains its focus on destination marketing
- Is investment and GC2018 ready
- Is well resourced and has certainty in planning and approvals
- Delivers improved connectivity and ease of access
- Promotes new standards in visitor services and product quality
- Is fully engaged with the local community
- Places tourism front and centre as a driver of the Gold Coast economy
- Is market driven, globally competitive and commercially sustainable



Stronger Partnerships

One Vision, One Voice



Balanced Portfolio of Markets

Increase visitor demand and visitor expenditure through a strategic, focused and aligned approach to source markets



Iconic Experiences

Deliver the region's 2020 Vision and brand experience promise

Strategic priorities

The DTMP is characterised by seven **strategic priorities** which provide a platform to deliver destination-based policy, planning and investment decisions. The strategic priorities are consistent with the State and National categorisations to ensure clarity, alignment and leverage.



Infrastructure and Investment Attraction

Get investment ready, deliver connectivity



Quality, Service and Innovation

Introduce a destination wide focus on quality and service delivery



Nature and Culture

Develop and present the tourism opportunities and experiences from cultural, arts, Indigenous and natural coastal and hinterland assets



Events

Maximise the tourism and economic potential of events



1

Stronger Partnerships

North Pole
20,222 km



Stronger Partnerships

Aim: One Vision, One Voice.

It is widely acknowledged that the current partnership between the City and the industry through Gold Coast Tourism is the national benchmark model in destination marketing strategy and structure. The City's Local Tourism Organisation (LTO) precinct entities including Surfers Paradise Alliance (SPA), Connecting Southern Gold Coast (CSGC) and Broadbeach Alliance (BA) further contribute to the delivery of tourism experiences through the coordination and delivery of events across the city.

However, if the Gold Coast is to maintain its current market share and aggressively increase its competitive advantage to meet its stretch target of doubling tourism expenditure by 2020 it must continue to improve productivity and generate new opportunities for growth.

It is therefore critical to strengthen and consolidate the effectiveness of the existing partnership through a new agreement between Government and the tourism industry that clearly delineates:

- essential roles and responsibilities

- eliminates duplication

- aligns strategies

- provides financial resources

- coordinates efforts

- shares key destination performance outcomes.

The central importance of tourism to the local economy must be recognised by the City and the broader community with a plan for the future championed by all.

Goals

- Long-term commitment to the partnership with clearly defined responsibilities of each partner to ensure confidence and sustainability
- Alignment of strategies, resources and efforts with a unified vision and voice, across Federal and State Governments and Industry at the regional and local level
- Long-term commitment to funding for destination marketing
- Long-term commitment to funding for investment attraction, new product and infrastructure

Measuring our performance

- Agreement on the roles and responsibilities to deliver the DTMP
- Establishment of KPI's with annual review
- Increase in long term funding to deliver the DTMP



Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
<p>1.1 Establish a Gold Coast Tourism Partnership Agreement between GCT, the City, Precinct Entities and the State Government that includes:</p> <ul style="list-style-type: none"> • a long-term commitment to the partnership • delineation of clear roles and responsibilities • shared destination performance outcomes • comprehensive two-way reporting and accountability. 	<p>City/GCT SPA/CSGC/BA/ TEQ/DTESB/QTIC</p>	<p>Short</p>
<p>1.2 Establish an Industry Funding Plan and sustainable funding model to deliver the actions of the DTMP.</p>	<p>City/GCT</p>	<p>Short</p>
<p>1.3 Establish a Tourism Implementation Committee to take responsibility for the delivery the DTMP.</p>	<p>City/GCT TEQ/DTESB/QTIC/ DSDIP</p>	<p>Short</p>



Role clarity, alignment and transparency

The following new partnership agreement structure will ensure long-term commitment to the partnership with clearly defined responsibilities of each partner to ensure confidence and sustainability.

Aims

- Delineation of roles and responsibilities

- Shared destination performance outcomes

- Comprehensive two-way reporting and accountability.

Figure F: New Partnership Structure





2

**Balanced
Portfolio of
Markets**



Aim: Increase visitor demand and visitor expenditure through a strategic, focused and aligned approach to source markets.

Assessing and developing the most productive and profitable tourism source markets is essential to the effective allocation of finite resources.

Despite all markets having merit at some level, it is financially impossible to be active in every potential source market. It is therefore essential to prioritise and aggressively target source markets that do, or will, create demonstrable and sustainable success.

Prioritisation must be deeply strategic and balanced, as the right mix will not only drive the Gold Coast to the 2020 stretch target but develop the Gold Coast tourism economy in critical ways (such as evening out peaks and troughs and extending shoulder seasons).

Gold Coast Tourism currently assesses its priority markets based on the following six criteria:

1. Current visitor expenditure and volume to Gold Coast
2. Forecast outbound visitor volume and expenditure
3. Current aviation access into south east Queensland
4. Priority markets identified by Tourism Australia and Tourism and Events Queensland where leveraging opportunity exists
5. Best fit with Gold Coast target psychographic audience segmentation and prioritisation
6. Consumer research feedback

Gold Coast Tourism strives to increase leisure and business visitor demand, visitor arrivals and visitor expenditure from key source markets for the City. This is executed through seven main categories of activity, each with a specific purpose to enhance awareness, engagement or conversion:

1. Brand promotion
2. Consumer marketing campaigns and promotions
3. Travel trade campaigns and partnerships
4. Industry leading utilisation of digital and content channels
5. Bidding and sales activity for business and leisure events (conference and congresses)
6. Public relations and media
7. Media and travel trade familiarisations

There is also an opportunity, through hosting of GC2018, to add the sport and recreation markets, where, through delivery of actions under the GC2018 Tourism Marketing Strategy and Gold Coast Sport Plan, this sector will play a key role in delivering the 2020 stretch target.



The domestic overnight market will remain the predominant source of visitor arrivals, visitor expenditure and tourism growth for the Gold Coast to 2020 and beyond. International source markets of China, New Zealand, United Kingdom, Japan, Singapore and the Middle East will deliver the bulk of international tourism value. Increasing share from growth markets such as regional Australia, India, Malaysia and Indonesia will also be essential in achieving the 2020 tourism targets.

In addition to increased share from key source markets, Gold Coast Tourism is focused on increasing length of stay, expenditure per visitor and repeat visitation to achieve greater economic benefit from source markets. This will only be achieved through the enhanced positioning and marketing of the destination and the effective utilisation of emerging consumer distribution channels.

The attraction or development of new or evolving products, services and experiences is essential. Without these continued enhancements increased visitor demand will not be achieved, nor will arrivals, and expenditure to meet the 2020 targets.

Goals

- Increase leisure and business visitor expenditure, visitor arrivals and visitor numbers
- Maximise efficiency, effectiveness and economic return through a focused and committed approach to best prospect source markets
- Cross-industry alignment and approach to key source markets empowering tourism, education, property and construction
- Aligned branding and consistent positioning by the City, GCT and other stakeholders

Measuring our performance

- Increased target domestic expenditure
- Increased target international expenditure
- Increased investment and development in relevant product

Action plan

Action	Lead/Support Agency	Short, Medium or Long Term
2.1 Deliver a strategically planned schedule of targeted, measured and effective multi-channel destination marketing campaigns to increase visitor demand and visitor expenditure from key source markets with a focus on best prospect segments.	GCT TEQ	Ongoing
2.2 Secure meeting, conference, exhibition, incentive and association business events for the destination to increase non-seasonal and high yield visitor trade from key source markets.	GCT	Ongoing
2.3 Promote major Gold Coast sporting, cultural, participation and spectator events that have the greatest potential to increase visitor demand and visitor expenditure for the Gold Coast with a focus on overnight or additional length of stay and product packaging.	GCT	Ongoing
2.4 Host familiarisation for travel trade, media and key influencers to increase the positioning, awareness, engagement and conversion of the Gold Coast in key source markets and best prospect segments.	GCT	Ongoing
2.5 Deliver a program of opportunities for Gold Coast tourism businesses to be distributed in key source markets through the direct facilitation of traditional travel trade networks and access to consumer or trade channels developed and owned by GCT.	GCT	Ongoing
2.6 Establish a competitive advantage for the Gold Coast in the utilisation of digital marketing, digital media, digital channels and digital distribution to demonstrably influence the positive positioning, awareness, engagement and conversion of the Gold Coast as a travel destination in key source markets and best prospect segments.	GCT TEQ	Short
2.7 Supply consistent and regular primary and secondary research into Gold Coast visitor satisfaction, key source market perceptions, and domestic / international travel trends which will inform destination marketing of GCT, the related tourism investment and development focus of the City, and the priorities of the Gold Coast tourism industry.	GCT /TEQ City	Short

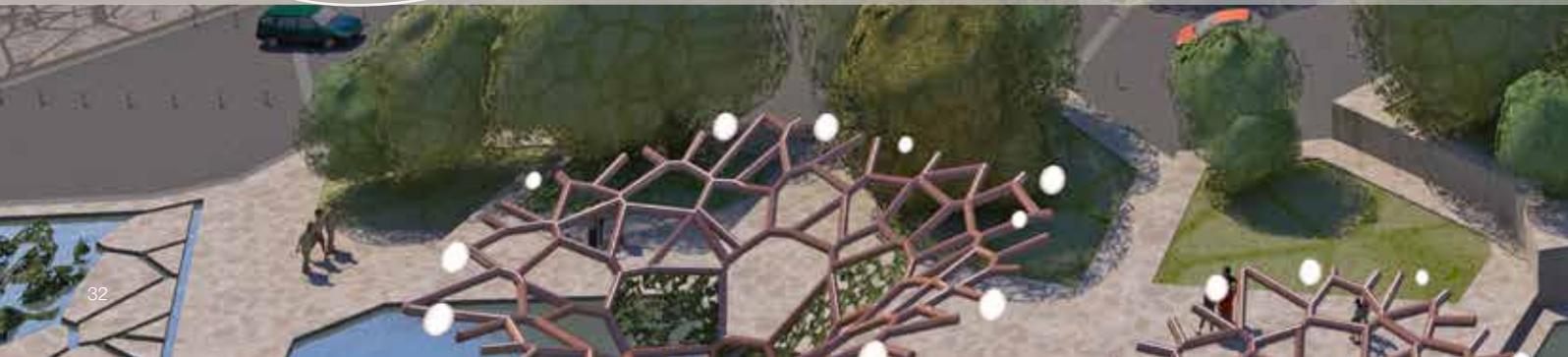


Action	Lead/Support Agency	Short, Medium or Long Term
2.8 Develop and implement a cross-agency China Plan which coordinates the relevant strategies, activities and resources of the Gold Coast tourism, education, property, construction, aviation, export and investment industries.	City GCT/ TEQ	Short
2.9 Actively engage and support major catalyst, revitalisation and development opportunities which compliment or expand the core destination hero experiences and the evolving desires of key source markets and best prospect segments to increase visitor expenditure, length of stay and repeat visitation.	City GCT	Medium
2.10 Align the city's education vision and market strategies with trade missions to strategic markets.	Study Gold Coast GCT/City	Short
2.11 Develop and implement a cross-agency Middle East and India Plan which coordinates the relevant strategies, activities and resources of the Gold Coast tourism, education, property, construction, aviation, export and investment industries.	GCT City/SGC/GCAL/ TEQ	Short
2.12 Leverage civic and Sister City agreements to both promote the destination and to open up key distribution and investment channels for the tourism sector.	City GCT	Ongoing
2.13 Continue to evolve the Gold Coast brand position for each market as new hero experiences emerge.	GCT TEQ	Ongoing
2.14 Implement the GC2018 Tourism Marketing Strategy, including social media activation, pre-, during and post-GC2018.		
2.15 Investigate opportunities to leverage non-accredited media for GC2018 to promote the Gold Coast.		



3

Infrastructure and Investment Attraction





Aim: Get investment ready, deliver connectivity.

The Gold Coast and Hinterland Tourism Opportunity Plan 2012-2018 (TOP) was developed to provide direction for the sustainable development of tourism in the Gold Coast region and identifies a significant number of catalyst projects which have been incorporated into the DTMP. These include a significant new dive attraction, the Gold Coast Cultural Precinct, the Broadwater Marine Project and Commonwealth Games Infrastructure. The TOP has been updated to reflect the changing tourism and economic environments and to refocus development in line with the Tourism 2020 vision (Summarised in Attachment 1).

Many of the TOP projects have progressed over the years, however it is critical to ensure the projects are able to meet both governments and private sector investment requirements, to fully realise these projects.

Connectivity to and within the city is also critical to its growth. Visitors need convenient staging points and need to be able to move across the city safely and efficiently. Links to both airports are important, as is smart ticketing options for visitors.

A continued focus on increased aviation access from key international markets will drive the ongoing development of new source markets. The Gold Coast will need to ensure its infrastructure and experiences meet the needs of these markets and that it can manage the increased volume of traffic with a quality product and experience. Investment into new hotels which specifically cater to the needs of Chinese traveller are also required.

If the city is to sell itself as world-class then attention needs to be focussed on refreshing the presentation of both public and private infrastructure including strata title accommodation, visitor services, transport connections, attractions and activity centres.

Goals

- Focus on identifying private sector investment
- Direct aviation access from China
- Investment prospectus of major attractions and product development opportunities
- Alignment of the City's investments to building hero experiences
- Three short-term catalyst projects delivered by 2015 to demonstrate opportunity
- Three medium-term catalyst projects to follow the Gold Coast 2018 Commonwealth Games™ (GC2018)
- World-class transport system catering to the needs of visitors

Measuring our performance

- Public and private investment in catalyst projects and accommodation
- Number of new projects/attractions launched
- Increased visitor satisfaction with transport accessibility
- Support by the various levels of Government for the catalyst projects
- Increased air capacity from key international markets



Host city for the 2018 Commonwealth Games™

Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
3.1 Develop an investment prospectus of major attractions (TOP) and product development opportunities which build on current hero experiences.	City	Short
3.2 Re-align current investment attraction incentives to stimulate private sector investment in tourism projects.	City	Short
3.3 Initiate and deliver three short term 'investment ready' catalyst projects by 2015. Followed by three medium term catalyst projects as identified in the TOP.	City	Medium/Long
3.4 Identify opportunities to develop Council, State or private land for new sport and adventure tourism development and deliver new adventure trails (walking / mountain-biking).	City DNPRSR/DSDIP/ DNRM	Medium
3.5 Deliver transport options for connecting visitors to key events, attractions and precincts with seamless distribution and ticketing.	City DTMR/SQ	Medium (Short)
3.6 Investigate the capacity for the long-term extension of the light rail to the Gold Coast Airport and connection to the heavy rail.	DTMR City/GCT	Long (Short/Medium)
3.7 Invest in waterways infrastructure (staging and connecting precincts) to create a network of activity hubs or nodes.	GCWA City/GCT	Medium/Long
3.8 Establish a City Aviation Committee to formulate a cross-agency Aviation Attraction and Maintenance Strategy, with a specific focus on China as a priority.	GCT, GCAL City/TEQ	Short
3.9 Identify opportunities for tourism providers and infrastructure to increase accessible tourism on the Gold Coast.	City GCT/DCCDS/ DSDIP	Medium
3.10 Tourism Zones are integrated into the draft City Plan 2015.	City	Short



4

Quality Service and Innovation



Aim: Introduce a destination-wide focus on quality and service delivery.

As visitor markets in the Asia-Pacific region (as well as domestic visitors) continue to mature, so do their expectations about the quality of the visitor services and products provided.

While the Gold Coast's sense of place needs to be carefully managed to retain its beach culture and lifestyle, GC2018 provides a once-in-a-generation opportunity for a call-to-action on the need to address service and product quality.

Service training needs to be aligned with the wider need for education and skills development and a regional vocational employment plan is required.

With the growth of digital communication the role of visitor servicing is also rapidly changing and a way forward must be identified that best serves the needs of both domestic and international visitors.

Tourism precincts play a vital role in the delivery of visitor services, events and retail experiences for both the local community and visitors and need to be supported to deliver effective place management, local activation, transport options, safety and security for visitors.

Goals

- Service and hospitality training plan and regional vocational employment plan
- Visitor industry education and awareness program
- Benchmarks established for visitor satisfaction and service delivery
- International service readiness program
- Visitor servicing plan

Measuring our performance

- Number of operators accredited under a recognised quality assurance program
- Number of staff trained under service and hospitality program
- Increase in visitor satisfaction



Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
4.1 Enhance the service culture in the tourism and hospitality industry through the development and delivery of a Customer Service Plan for the Gold Coast as a legacy outcome of GC2018.	QTIC City/DTESB	Medium
4.2 Adopt a regional approach to the development of a long-term vocational employment plan for the tourism industry.	QTIC City/DETE	Medium
4.3 Develop and execute a visitor education and awareness program.	QTIC City/GCT	Medium
4.4 Develop and execute an international service readiness plan for priority international markets.	QTIC City/GCT/TEQ	Medium
4.5 Foster local community engagement through the appointment of ambassadors, industry champions, school education awareness programs and links to service and community volunteer groups.	City	Medium/Long
4.6 Establish service and satisfaction performance benchmarks to be introduced prior to GC2018.	City GCT	Short
4.7 Develop and execute a Night Time Economy Plan addressing safety and security to sit beside any marketing and place management initiatives. Precinct managers, police and operators will need to work together to promote positive community perceptions about the destination.	City BA/SPA/CSGC/ Local Area Committees (e.g. Heart of City)	Short
4.8 Deliver a dedicated program of place management across key tourism precincts which includes the maintenance of public spaces (parks, gardens, walkways, toilets), urban renewal, cultural and local activation.	City BA/SPA/CSGC/ DSDIP	Short
4.9 Develop and execute a Visitor Servicing Plan that incorporates face-to-face and digital delivery including Wi-fi availability across key tourism precincts.	City GCT	Short /Medium
4.10 Deliver an iconic and significant flagship Visitor Information Centre in Surfers Paradise prior to GC2018.	City GCT	Short



5

Iconic Experiences



Aim: Deliver the region's 2020 vision and Brand Experience promise.

The Gold Coast is predominantly a leisure destination with distinct 'hero experiences' – Beaches, Theme Parks, Entertainment and Hinterland.

Hero experiences are defined as those world-class iconic experiences that provide a destination with a real competitive advantage over another, focus on what is truly unique, memorable or engaging about a place and meet the needs of identified target markets.

Together, these hero experiences set the region apart from its competitors and form a core part of the brand promise across target markets. As key source markets change and the expectation of the visitor shifts, the challenge for the Gold Coast is to deliver new products and experiences to meet these needs.

With a growth in niche travel, an opportunity exists to broaden markets to which the destination appeals and strengthen the links across growth segments such as outdoor and active, cultural, events and gaming.

The Gold Coast waterways represent a central part of the Gold Coast lifestyle and visitor appeal.

Product Development Plans will underpin the growth and development of each experience and demonstrate the depth of a broader range of experiences.

Goals

- Identify and secure potential investors for new tourism infrastructure and attractions
- Product development and investment plans
- Delivery of a catalyst project under each hero experiences
- Evolved key messaging and brand positioning as new experience are developed
- Journey and trail development

Measuring our performance

- Number of new visitor experiences launched
- Satisfaction with visitor experiences
- New packaged and itineraries launched
- Private investment in product development
- Creating high quality memorable experiences which may include redevelopment/improved product



Hero Experiences



Beaches and Waterways

The Gold Coast has world-renowned golden surf beaches and outstanding waterways, providing a wide range of water-based activities and experiences for visitors from learning to surf, whale watching to extreme jet boating.



Hinterland

The Gold Coast's hinterland features World Heritage-listed rainforests with unrivalled scenic views, spectacular waterfalls and an expanse of fauna and flora to discover. Visitors can escape and feel revitalised along the many walking trails, rural villages and picnic spots throughout Tamborine, Springbrook and Lamington National Parks.



Entertainment

The Gold Coast is a hub of entertainment with a unique social atmosphere offering a vast array of shopping precincts, high energy sporting and lifestyle events and unlimited entertainment and nightlife options.



Theme Parks

The Gold Coast is well-known for being the ultimate playground in terms of fast rides and animal encounters, creating memorable experiences for both kids and adults. The opportunities are endless from adrenalin-filled rides to watching polar bears and penguins frolic in their icy swimming pools.



Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
5.1 Prepare International Market Briefs highlighting consumer preferences and expectations to inform the development of future product development plans.	GCT	Short
5.2 Prepare Product Development Plans (PDP) for each of the four hero experiences to determine gaps and identify opportunities for investment.	City GCT	Short
5.3 Identify and deliver one catalyst project under each hero experience: <ul style="list-style-type: none"> • Beaches/waterways (eg: purpose-built dive attraction, beach event infrastructure) • Hinterland (adventure trails) • Theme Parks/attractions • Entertainment (cultural activation). 	City DSDIP/DNPRSR/ GCWA/DSITIA/ DNRM	Short
5.4 Position the Gold Coast as an adventure sports destination through development of the following: <ul style="list-style-type: none"> • Adventure sports precinct • Trails of action/adventure sport • New BMX and skateboarding infrastructure • Coast to Hinterland trails and journeys • New Hinterland eco-tourism experiences • Itineraries/adventure packages for market-ready iconic experiences • Inland waterways experiences. 	City DNPRSR/GCWA	Medium



Action	Lead /Support Agency	Short, Medium or Long Term
<p>5.5 Identify and deliver the future infrastructure needs of major surfing and beach events, including infrastructure, artificial reefs, surf school permits etc. Undertake an audit of surf amenity and develop education products for visitors.</p>	<p>City Surf Industry/ DSDIP/DTESB/ DNRM</p>	<p>Medium</p>
<p>5.6 Deliver a world-class interactive surf museum experience at an iconic Gold Coast beach location.</p>	<p>City GCT/Surf Industry/ Arts</p>	<p>Short/Medium</p>
<p>5.7 Encourage product clusters (surf, education, adventure, culture, dive, ecotourism etc) to create packaging options for tours, attractions and visitor services.</p>	<p>City/GCT DSITIA</p>	<p>Short</p>
<p>5.8 Create a cooperative research program and deliver ongoing primary research and modelling to support future product development opportunities.</p>	<p>Universities City/GCT/TEQ</p>	<p>Short</p>
<p>5.9 Deliver programs to increase the capacity of tourism operators to diversify and capitalise on new product opportunities.</p>	<p>City GCT/DSDIP/TEQ</p>	<p>Short</p>
<p>5.10 Investigate the viability of a lifestyle and wellness product cluster. Focussing on spa/wellness tourism, natural therapies, formal health programs, local food and cuisine.</p>	<p>City</p>	<p>Long</p>
<p>5.11 Build on the potential opportunity for inland waterways experiences, such as jet ski or kayak tours.</p>	<p>City GCWA</p>	<p>Medium</p>



6

Nature and Culture



Nature and Culture

Aim: Develop and present the tourism opportunities and experiences available from cultural, arts, Indigenous and natural coastal and Hinterland assets.

The Gold Coast's beaches and hinterland provide an opportunity to gain a unique competitive advantage. Across the region's key international markets, natural assets including beaches, wildlife and unspoilt wilderness all rank amongst Australia's most appealing attractions and experiences. The Gold Coast Hinterland provides a high quality visitor experience which includes World Heritage-listed sub-tropical rainforests, national parks, scenic lookouts, picnic areas, walking trails and waterfalls.

Culture and heritage activities form a core part of an international visitor's experience during their trip to Australia. Popular activities and attractions include visiting museums, art galleries and heritage buildings and monuments and attending festivals, cultural events, the theatre and performing arts. The number of international visitors who participate in cultural activities has experienced strong growth over the past decade.

A core part of the Gold Coast's brand promise is to provide a vast array of entertainment options. Events, arts, music and cultural tourism offer a significant platform to provide this hero experience to both visitors and the local community. The Gold Coast's emerging cultural scene is attracting a growing number of domestic overnight visitors that visit museums, art galleries and attend the theatre, concerts, festivals and events. The development of appropriate cultural infrastructure should see this number increase as the Gold Coast continues to diversify its cultural offerings.

Two catalyst projects provide a once-in-a-generation opportunity for the City. These include the GC2018 cultural and entertainment program and the proposed Cultural Precinct. The Gold Coast Cultural Precinct will provide both a hub and generator for local creative content. It is expected to deliver a new Arts Museum and Living Arts Centre and Outdoor 'Artscape' area.

Goals

- Deliver appropriate transport infrastructure and access to the Gold Coast Hinterland
- Use events to showcase and present natural and cultural experiences
- Develop new and support the growth of existing nature-based and cultural products and experiences
- Promote the development of the Gold Coast Cultural Precinct
- Deliver Australia's first purpose-built dive attraction

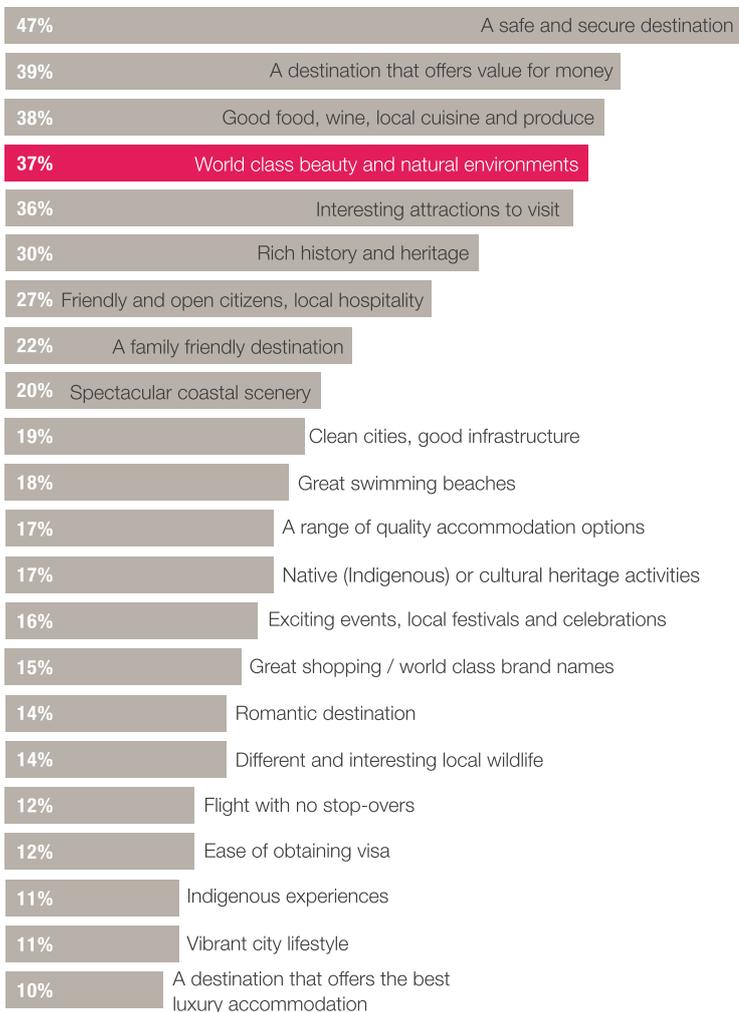
Measuring our performance

- Increase share of nature-based and cultural visitors
- Number of people who participate in and access natural and cultural facilities and attractions



Australia's world-class beauty and natural environments are a core strength of our global tourism offerings. Recent research shows that across all 11 of Australia's core international markets, it ranked within the top five considerations for choosing a holiday destination. In a world where ecological habitats are disappearing the unique natural assets of the Gold Coast will become a stronger potential drawcard for the domestic and international visitor.

Figure G: Important factors for destination choice, 2013



Case study: China – a natural advantage

The shift of the world economy from west to east and north to south has seen the creation of new markets for the Gold Coast. This is most evident in the growth of the Chinese market, which overtook New Zealand to become the Gold Coast's largest international source market in late 2013. Tourism Australia recently undertook research which shows that closely following Sydney (57%), the Gold Coast (55%) is one of the most appealing tourism markets for Chinese visitors. This same research also found that world-class beauty and natural environments is one of the most important factors for Chinese when selecting a holiday destination (57%). Other important factors that are important to Chinese visitors include:

- A safe and secure destination
- Good food, wine, local cuisine and produce
- Friendly and open citizens and local hospitality
- Native (Indigenous) or cultural heritage activities

A further breakdown of the research shows that in terms of attractions, Australian beaches were the most appealing feature to the Chinese. This is followed by the Australian coastal lifestyle, the Australian wildlife and rainforest and national parks. Aside from those that are nature-based, other appealing experiences include niche sports (such as surfing, diving, fishing and golf), food and wine and wilderness and rainforests.

Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
<p>6.1 Deliver accessible, diverse tourism experiences in Springbrook and the Gold Coast hinterland including:</p> <ul style="list-style-type: none"> • a drive route in partnership with Australia’s Green Cauldron National Landscape • Opportunities to improve existing trails and lookouts as well as new trails/lookouts • Investigating the development of a key tourism infrastructure product such as a skywalk and/or skyrail (subject to budgets). 	<p>City DNPRSR/AGSC/ DSDIP</p>	<p>Medium/Long</p>
<p>6.2 Establish Australia’s first purpose-built dive attraction.</p>	<p>City DNPRSR/DEHP/ GCWA/DSDIP/</p>	<p>Short/Medium</p>
<p>6.3 Support the development of ecotourism initiatives across the region including cluster-based marketing and product development opportunities. Engage with stakeholders on nature-based tourism experiences, national park managers and adventure tourism operators.</p>	<p>City GCT/DSDIP/ DNPRSR/TEQ</p>	<p>Medium</p>
<p>6.4 Deliver the Gold Coast Cultural Precinct as a cultural and tourism activity hub for the city including an Arts Museum, Artscape, Arts Centre and Art walk to Surfers Paradise.</p>	<p>City Arts Centre/ DSDIP/DSITIA</p>	<p>Medium/Long</p>
<p>6.5 Develop a cultural tourism plan that promotes our culture and builds the City’s reputation as a creative, vibrant city.</p>	<p>City GCT/DSITIA</p>	<p>Short</p>
<p>6.6 Actively promote and support an increase in cultural and entertainment activities which can be aligned with key tourism precincts.</p>	<p>City BA/SPA/CSGC/ DSITIA</p>	<p>Short</p>
<p>6.7 In conjunction with the Indigenous communities develop a plan to enhance and promote Gold Coast Indigenous culture and heritage visitor experiences, and increase Indigenous participation in mainstream tourism.</p>	<p>City GCT/DSITIA/TEQ/ DATSIMA/QTIC</p>	<p>Medium</p>
<p>6.8 Secure modified legislative amendments to facilitate the development of new music/entertainment zones in key tourist precincts, including waterways and beaches.</p>	<p>City/GCT DSDIP/DNRM</p>	<p>Medium</p>
<p>6.9 Advocate for the review of the City’s public domain policy in terms of street entertainment, cultural experiences, outdoor dining and signage through the Public Domain Improvement Strategy for GC2018 to benefit tourism with permanent changes.</p>	<p>City/GCT</p>	<p>Short/Medium</p>





Events



Aim: Maximise the tourism and economic potential of events.

Events play a significant role in showcasing the Gold Coast, growing visitation and positioning the City as an exciting visitor destination. The Gold Coast events industry is the largest of any city or region in Australia outside the four major capital cities and benefits from excellent facilities such world-class sports stadia, and cultural and entertainment infrastructure.

GC2018 will add yet another dimension to the reputation and profile of the Gold Coast as a world-class major event destination. It will also provide a legacy of new event infrastructure and the establishment of a major GC2018 cultural festival.

The Gold Coast events industry is made up of a broad range of industry sectors including:

- Business Events (e.g. conferences, conventions, exhibitions and trade shows)
- Mass participation events (e.g. Gold Coast Marathon, Pan Pacific Masters Games, etc.)
- Beach and water sports spectator events (e.g. Quicksilver, Roxy Pro, Kellogg's Nutri-Grain Ironman and Ironwoman series, etc.)
- National/international spectator sporting events (e.g. IRB Rugby Sevens, Pan Pacific Swimming Championships, Magic Millions Race Day, GC2018, PGA Golf, etc.)
- Arts and cultural events (e.g. Opera on the Beach, Blues on Broadbeach, Surfers Paradise Festival, bleach, etc.)
- Professional football/sports spectator events (e.g. AFL Suns, NRL Titans)

Business events are by far the City's strongest in terms of economic value with the Gold Coast Convention Centre and other large venues highly successful in attracting national and international conferences and incentives to the City.

The cultural sector has a wide variety of smaller events which add diversity and colour to the spectrum of events on offer for both residents and visitors.

The future growth of the events industry is dependent on identifying and securing new events and optimising the growth and value of existing and recurrent events through alignment of branding and improved marketing.

Goals

- Increased funding and strategic support for event acquisition
- Development of appropriate world-class event infrastructure and delivery capability
- Maximise the economic potential of events, in particular pre-GC2018, during and post-GC2018.

Measuring our performance

- Increased funding and strategic support for major event acquisition
- Increased visitation due to events



Action plan

Action	Lead /Support Agency	Short, Medium or Long Term
7.1 Establish a Major Events Strategic Planning Committee representative of the City, GCT and TEQ with a specific objective of acquiring and planning major events in the city.	City/GCT TEQ/SQ	Short
7.2 Advocate for increased funding to acquire major and mass participation events to the city.	City/GCT	Short
7.3 Identify and build waterfront and beach sites capable of hosting major events, business events and conferences, reviewing infrastructure needs such as car parking, access issues and public amenity.	City GCT/DSDIP/ DNPRSR	Short
7.4 Acquire / build staging and event infrastructure to provide the opportunity for unique and significant events to be hosted in iconic areas of the Gold Coast, such as beach events and the Southport Broadwater Parklands.	City Arts Centre/ DSDIP/DSITIA	Short
7.5 Advocate for the forward planning and funding of live sites for GC2018 as permanent event infrastructure for conferences and events.	City/GCT	Short
7.6 Implement GC2018 Tourism Plan to leverage the tourism benefits pre, post and during the event.	City/GCT TEQ/DTESB	Short
7.7 Attract new sports and business events to Cbus Super Stadium and Metricon Stadium and address current constraint issues, such as car parking and transport.	City/GCT TEQ/SQ	Short
7.8 Advocate for a review of the stage three extensions of the Gold Coast Convention and Exhibition Centre.	City/GCT	Short
7.9 Given the wide number of events and limited resources, review the delineation of roles and responsibilities required to acquire, manage and deliver events that will drive new visitation to the city.	City/GCT BA/SPA/CSGC	Short
7.10 Review the ROI and KPIs for all major events using government standards and establish streamlined application and reporting templates for all events.	City GCT/TEQ	Short



Catalyst Projects

Catalyst Projects

- Gold Coast Cultural Precinct
- Broadwater Integrated Resort Development
- Gold Coast 2018 Commonwealth Games™ infrastructure
- Staging and events infrastructure for iconic locations
- Purpose built dive attraction
- Mountain bike and adventure trails
- Iconic surf museum
- Light rail connections

Supporting Projects

- Enhancing service culture
- Seamless transport and ticketing options
- Leverage Australia's Green Cauldron
- Cultural tourism opportunities
- Indigenous tourism opportunities
- Integrated visitor servicing
- Strong partnerships between industry and Government
- Collaborative China ready plan
- Effective place management (and night time economy and urban renewal)

Product Development Opportunities

- Investment in hotels
- New products offering adventure and journey experiences
- Events (hallmark/mass participation)
- Arts/cultural experiences and products
- Sports (participation and spectator)
- Private investment into catalyst projects (ie surf museum)



Gold Coast Cultural Precinct

The proposed Gold Coast Cultural Precinct will be a focal point, a new kind of civic square where people come together to engage with the arts, culture and each other; a place that makes visible the Gold Coast's cultural and creative life.



Broadwater Integrated Resort Development

Integrated Resort Developments (IRDs) are a new generation of tourism product, delivering multi-billion dollar tourism destinations supported by a gaming licence. IRDs may include five or six star hotels, boutique retail, restaurants and bars, marina and super yacht facilities, cinemas, casino, apartments, recreational and leisure facilities, as well as cultural facilities and community open space.



Gold Coast 2018 Commonwealth Games™ infrastructure

Construction and re-development of sporting facilities for GC2018, like the Gold Coast Aquatic Centre, to meet international competition requirements will enable the City to host prestigious events such as the Pan Pacific Swimming Championships in 2014 and assist in securing future international and national sporting events.



Staging and events infrastructure in iconic locations

The development of new staging and events infrastructure to support sporting or cultural events such as Opera on the Beach at iconic locations will open the door to a range of exciting opportunities for visitors to experience the Gold Coast in an entirely new way.



Purpose built dive attraction

This project will deliver a world-class, iconic, off-shore dive attraction which will be eco-engineered to attract bio-diverse marine life and offer a unique and exhilarating scuba diving experience for all skill levels.



Mountain bike and adventure trails

The Gold Coast is well-known for its downhill mountain biking and adventure trails for all skill levels, including Nerang State Forest, the future venue for GC2018 mountain biking event and the recently opened Old Tambo Downhill Mountain Bike track.



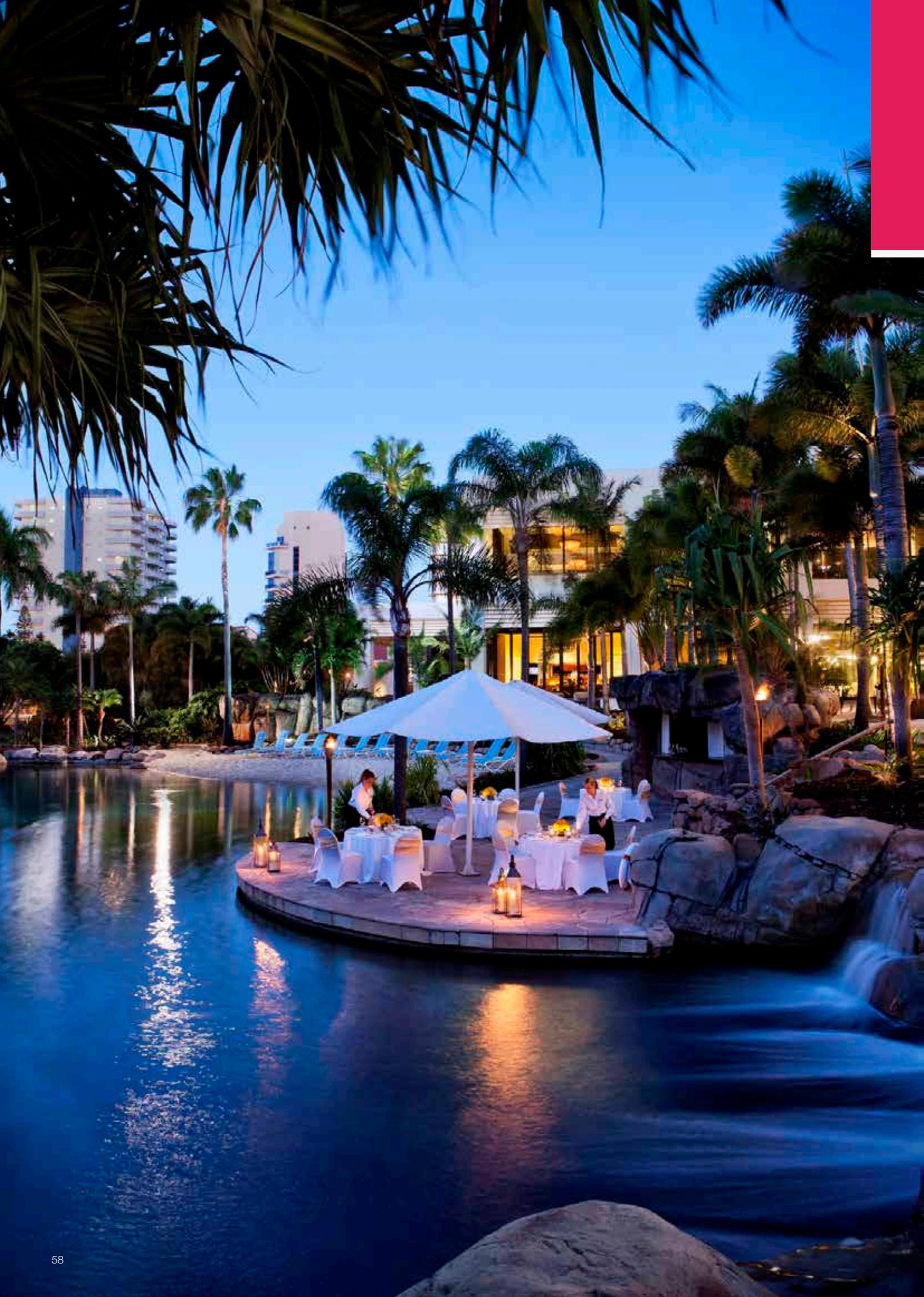
Iconic surf museum

The Gold Coast is known internationally for its iconic surf breaks and hosting international surfing events such as the QuickSilver Pro. The development of an iconic surf museum has the potential to elevate the City as a global centre for surfing excellence, a mecca for surfing tourism and the world surf sports capital.



Light rail connections

As Queensland's first ever light rail system, this project represents a major step forward in transforming the city into a modern, accessible destination.



Index of Acronyms

Title of Organisation	Acronym
Department of Aboriginal and Torres Strait Islander and Multicultural Affairs	DATSIMA
Department of Communities, Child Safety and Disability Services	DCCDS
Department of Education, Training and Employment	DETE
Department of Environment and Heritage Protection	DEHP
Department of Science, Information Technology, Innovation and the Arts	DSITIA
Department of Natural Resources and Mines	DNRM
Department of National Parks, Recreation, Sport and Racing	DNPRSR
Department of State Development, Infrastructure and Planning	DSDIP
Department of Tourism, Small Business and Commonwealth Games	DTESB
Department of Transport and Main Roads	DTMR
Gold Coast Airport	GCAL
Council of the City of Gold Coast	City
Gold Coast Tourism	GCT
Gold Coast Waterways Authority	GCWA
Queensland Tourism Industry Council	QTIC
Stadiums Queensland	SQ
Tourism and Events Queensland	TEQ



Research and Consultation

The Gold Coast Destination Tourism Management Plan draws on a range of publications including:

- *The Future of Tourism in Queensland*, CSIRO, 2013

- Consumer Demand Project, Tourism Australia, 2012

- *Nature Report*, Consumer Demand Project, Tourism Australia, 2013

- *Gold Coast and Hinterland Tourism Opportunity Plan 2009-2018*

- *Industry Outlook and Potential to 2020*, Department of Tourism, Major Events, Small Business and Commonwealth Games, Queensland Tourism, unpublished

The Destination Review and Background Paper 2013 – 2020 has been produced to support the direction of the strategy.

A range of consultation has also been undertaken with the business community. The qualitative feedback along with the evidence-based data informed the identification of key issues and opportunities.

The data and information contained within the DTMP has been prepared based on the most accurate and reliable information available. Any revisions or updates to the underpinning data will be incorporated in future updates.

Acknowledgements

The City and Gold Coast Tourism would like to acknowledge the guidance and ongoing support of:

DTMP Steering Committee members including:

- Department of Tourism, Small Business and Commonwealth Games (DTESB)

- Queensland Tourism Industry Council (QTIC)

- Tourism and Events Queensland (TEQ)

Combined agency feedback was also obtained from relevant state agencies.

Gold Coast Precinct Entities:

- Broadbeach Alliance (BA)

- Connecting Southern Gold Coast (CSGC)

- Surfers Paradise Alliance (SPA)

Community and industry feedback through public surveys and workshops.

The City and Gold Coast Tourism would also like to acknowledge EC3 Global's contribution to the development of the DTMP.







Events play a significant role in showcasing the Gold Coast, growing visitation and positioning the City as an exciting visitor destination.

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