Regional Development
Australia Gold Coast Inc.

Beyond the Horizon

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## Contents

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<table>
<thead>
<tr>
<th>Focus Areas</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disclaimer</td>
<td>2</td>
</tr>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Background and approach</td>
<td>6</td>
</tr>
<tr>
<td>Report findings</td>
<td>8</td>
</tr>
<tr>
<td>The rise of the Gold Coast</td>
<td>12</td>
</tr>
<tr>
<td><strong>Investment and development</strong></td>
<td>19</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>23</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td>27</td>
</tr>
<tr>
<td><strong>Tourism and visitation</strong></td>
<td>31</td>
</tr>
<tr>
<td><strong>Retail</strong></td>
<td>37</td>
</tr>
<tr>
<td><strong>International</strong></td>
<td>41</td>
</tr>
<tr>
<td><strong>Economic development</strong></td>
<td>45</td>
</tr>
<tr>
<td><strong>Arts, creative and culture</strong></td>
<td>50</td>
</tr>
<tr>
<td><strong>Technology and innovation</strong></td>
<td>53</td>
</tr>
<tr>
<td><strong>Global Benchmarks</strong></td>
<td>57</td>
</tr>
<tr>
<td><strong>Future Vision</strong></td>
<td>62</td>
</tr>
<tr>
<td><strong>Appendices</strong></td>
<td>66</td>
</tr>
</tbody>
</table>
Disclaimer
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Foreword
Foreword
Imagining the Gold Coast of the Future

Behold the Gold Coast. Sixth largest city on the Australian continent. Non-existent at the time of the 1954 Census but today a metropolis of more than 600,000 residents. The Gold Coast was founded by a people of enterprise and of energy. That free-enterprise culture is still evident today: Coasters are more likely than the residents of any of Australia’s largest cities to be self-employed and in fact to send their children to a private school.

The truly remarkable feature of the Gold Coast is its history of growth. For the better part of two decades the Gold Coast has added close to 15,000 new residents per year. By the middle of this century the Gold Coast including the urban part of Tweed is projected to contain 1.2 million residents. At that time the Coast will still be this nation’s sixth largest city but it will also be a city of truly metropolitan scale. Unlike Canberra that was funded into existence by the Australian people the Gold Coast was willed into existence by the Australian people. And needless to say the Gold Coast continues to be one of this nation’s most popular destinations for Australians on the move.

No other comparably scaled city in Australia can credibly claim to double in size over the next 35 years and yet that is precisely the promise of the Gold Coast. For this reason alone Australian and international businesses should be made aware of the opportunities for investment and development in this most unique city of our time.

Strategic planning by the City of Gold Coast shows that the additional population will be largely accommodated within the existing urban footprint but with some greenfields growth spilling into the corridor between Mudgeeraba to Pimpama.

The Coast’s residents of 2015 have the opportunity to contribute to what their city will look like by mid-century by getting involved with and having an opinion on the Beyond the Horizon project. And why wouldn’t you want to get involved? Here is a city of unparalleled opportunity. Here is a can-do people thinking ahead and on a grand scale. Here is a community bound together by lifestyle aspiration, by enterprise and in the future by diversification into the knowledge economy.

The city form will remain elongated. The city will retain its four regional centres (Coomera, Southport, Broadbeach and Robina) but the retail spending pie will double in real terms. The city must extend its heavy and light rail networks towards if not to Coolangatta. The city must build on its connectivity into Asia and beyond by investing in the airport and in business connections to Brisbane. The city must develop an articulated culture with iconic architecture and open space including cultural and arts facilities. The city must retain its core lifestyle and enterprise heritage but this culture must evolve to be relevant to a larger and more diverse city.

The Australian people will not want a city of 1.2 million people based solely on retirement and lifestyle. The Australian economy like other developed economies is developing into a knowledge economy. The Gold Coast cannot be left behind. The Gold Coast will not be left behind. The Gold Coast will develop next generation leisure and lifestyle facilities in casinos, in the cruise ship terminal, in theme parks and in shopping centres but the Coast must aspire to achieve even more.

We are looking for a transformative evolution of the city where existing strengths in the healthcare and education sectors are cultivated and expanded. We want to see not just world class medical, surgical and educational facilities, we want to see further world class research schools, laboratories and centres of excellence in technology such as robotics, biotechnology, nanotechnology and AI. The most engaged workers of the mid-21st Century will be knowledge workers who can and who will choose where they work. That is the market, that is the niche, that is a future for the Gold Coast that builds on the past and that capitalises on the way in which the broader economy is shifting.

But none of this can happen unless there is buy-in by Gold Coast residents, by the business community, and by all levels of government into the vision. And who wouldn’t want to buy into a vision to deliver an even better, an even more prosperous, an even more connected Gold Coast in 2050? This project and the support of local residents and businesses is a clear statement to other cities and to other city-states about the level of confidence that Gold Coasters have in the future of their great city.

Bernard Salt
KPMG Partner
Background and approach
Background

Regional Development Australia Gold Coast Inc. (RDA) is a not-for-profit, community-based organisation, whose main role is to support regional planning on the Gold Coast by identifying and acting on critical economic, social and environmental issues. RDA approached KPMG to undertake a research project focussed on understanding the evolution of the Gold Coast and the future vision for the city. This is part of a wider program of work being undertaken by RDA, titled the Future Gold Coast project. The sponsors of the Future Gold Coast project are: City of Gold Coast, Sunland Group, Gold Coast Airport, Gold Coast Tourism Corporation, AMP Capital, Griffith University, St Hilda’s School Gold Coast, The Southport School, Pindara Private Hospital, John Flynn Private Hospital, Robina Group, James Frizelle’s Automotive Group, Vision Eye Institute, Hickey Lawyers, 102.9 Hot Tomato, SP&G Lawyers and Harrison Development Group. KPMG’s report Beyond the Horizon is being delivered to RDA as part of the Future Gold Coast project.

The Gold Coast is Australia's sixth largest city and its transition to metropolitan mass in 60 years has been remarkable. However it has progressed to this scale in a chequered way. Surges of growth have been followed by periods of stagnation. A seachange surge underpinned the Coast's rise in the early 2000’s but this was followed by faltering confidence and softening property values in the years following the GFC.

The logic is that the Gold Coast has always evolved and progressed in surges. The Gold Coast is a product that the Australian community wants but it is a city that is evolving with a deeper economic base and strategies aligned to further develop the economy and lifestyle that the city offers.

In this study KPMG sought to better understand the history and development cycles of the Gold Coast and to show when and how this relates to the future and vision of the city.

Approach

The approach to this study is outlined below:

1. KPMG have undertaken an analysis of historical trends on the Gold Coast including population, migration and dwelling trends.

2. The key economic drivers and lifestyle attributes of the Gold Coast have been investigated. The focus areas are investment and development, education, health, tourism and visitation, retail, international, economic development, arts, creative and culture, and technology and innovation.

3. An analysis of key strategies developed by the City of Gold Coast has been undertaken.

4. KPMG have provided an assessment of what the city may look like in 2050 through an analysis of global benchmark cities, and the economic and social infrastructure that may be needed to ensure the city’s success as a world class destination.
Salient report findings, considerations and opportunities
Salient points, considerations and opportunities for the Gold Coast of the future

Salient points arising from this study

- The Gold Coast’s population will double by 2050 with two-thirds of the population growth expected to be accommodated within the current urban footprint
- Lifestyle has been central to the attractiveness of the Gold Coast over the last 60 years
- Enterprise and entrepreneurialism has also been central to the evolution of the Gold Coast and its culture
- The Gold Coast must develop a knowledge economy consistent with a major metropolitan city
- These factors will continue to shape the future of the Gold Coast

Management considerations and new opportunities for the Gold Coast of the future

Management considerations

- North-south crush may lead to “precinctisation”
- Social cohesion through sporting clubs, service clubs, volunteering, churches
- Culture of enterprise – sponsor Festival of Entrepreneurship
- Self-containment – less reliance on Brisbane job market
- City Leaders forum
- Safety and security
- Risks of climate change
- Financing the city

New opportunities

- Footloose enterprises
- Next-Gen businesses
- Government relocations
- Latest business models
- New infrastructure
- Organic and population growth

Outcomes

- Shift-the-thinking – positive about the future
- Iconic cultural facilities
- Greater recognition and depth of research schools
- Fluid knowledge workers choosing lifestyle
- MONA effect – best in class, transformative impact
Beyond the Horizon envisages six major opportunities for the Gold Coast of the future. These opportunities were identified through analysing the history and development of the Gold Coast and drawing comparisons with similarly sized Australian cities, as well as with relevant global benchmark cities. Brisbane, Adelaide and Newcastle were selected as the Australian benchmarks, while Miami, Phoenix and Portland were selected as the global benchmarks.

<table>
<thead>
<tr>
<th>#</th>
<th>New opportunities</th>
<th>Detail</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Footloose enterprises</td>
<td>• Attraction of footloose businesses eg CuDECO – Gold Coast, Airbnb – Portland … sporting organisations and businesses eg AIS Gold Coast has Triathlon, BMX &amp; Sprint Canoeing but not Swimming?</td>
</tr>
<tr>
<td></td>
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<td>• Back office over-spill from capitals eg PayPal to Phoenix</td>
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<tr>
<td>2</td>
<td>Next-Gen businesses</td>
<td>• Development of next generation businesses for the growing knowledge economy eg integrated health research \ facilities; retail aggregators; lifestyle support businesses; Next-Gen manufacturing such as 3D printing; robotics; online education</td>
</tr>
<tr>
<td>3</td>
<td>Government relocations</td>
<td>• Government relocations in tourism, small business, defence training, building &amp; construction, and health</td>
</tr>
<tr>
<td>4</td>
<td>Latest business models</td>
<td>• Latest style/version build-out: shopping, casino, theme parks, hospital &amp; medical including laboratories, medical procedures, education, research schools, events (eg Commonwealth Games legacy), conferences, sporting facilities</td>
</tr>
<tr>
<td>5</td>
<td>New infrastructure</td>
<td>• NBN roll out; rail and light rail extension to Coolangatta; airport expansion - third terminal; cruise ship terminal; rail &amp; motorway – upgrade to Brisbane</td>
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<tr>
<td></td>
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<td>• Iconic architecture and public spaces eg Gold Coast Cultural Precinct</td>
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<td></td>
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<td>• Development of regional centres – Southport CBD, Broadbeach, Robina and Coomera</td>
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<tr>
<td>6</td>
<td>Organic and population growth</td>
<td>• Organic expansion in line with population growth: health services, schools, housing, industrial, sports &amp; cultural facilities, tertiary education, roads, utilities, warehousing, shops, accommodation</td>
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<tr>
<td></td>
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<td>• Home-grown businesses to reach scale – probably in building, housing, retail, leisure, technology, medical &amp; health, niche manufacturing, and property</td>
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The way forward

City Leaders Forum

• Development of a forum for city leaders to make Beyond the Horizon a reality for the Gold Coast
• Engagement with key stakeholders – all levels of government, business community, media, residents and visitors

Communication Plan

• Support and promote the 2015 Future Gold Coast communication plan
• Contribute to the development of the 2016 communication plan

Engage with the Vision

• Having a positive view of the Gold Coast and its opportunities
• Download and disseminate presentation and report collateral
• Engage with Future Gold Coast social media and platform
• Understand and engage with the strategies of the city
The rise of the Gold Coast
The meteoric rise of the Gold Coast

Ranking of Australia’s twenty largest cities, 1954 - 2050

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In 1954 the Gold Coast did not exist. South Coast was the major city in the region with a population of just 20,000 (roughly one-twenty-fifth the size of Adelaide at the time). By 1981 the Gold Coast was Australia’s ninth largest city with a population of 177,000 (roughly one-fifth the size of Adelaide). By 2013 the city’s population mass extended south into NSW to form the urban area Gold Coast – Tweed Heads with a population of 605,000 and overtaking Newcastle – Maitland as Australia’s six largest city and largest non-capital city (nearly half the size of Adelaide). Projections suggest that by 2050 the population of Gold Coast – Tweed Heads could reach more than 1.2 million, an astonishing achievement for a city that did not exist in 1954. Beyond 2050 it is possible that Gold Coast – Tweed Heads will overtake Adelaide in the rankings.

* Here the Gold Coast has been defined as Gold Coast – Tweed Heads. Throughout the rest of the report the Gold Coast has typically been defined as the City of Gold Coast (Local Government Area) which excludes Tweed Heads. Refer to Appendices for a detailed explanation of the different geographic definitions of the Gold Coast.

1 Capital cities are Statistical Divisions. All other cities are Statistical Districts using ASGC current at 1981 Census
2 Capital cities are Greater Capital City Statistical Areas (GCCSA), all other cities are Significant Urban Areas (SUA) - using ASGS
3 Capital city projections are ABS projections (2012) rebased to 2013; other city projections are KPMG estimates based on relevant State Government population projections.

Source: KPMG; based on data by the Australian Bureau of Statistics.

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In 1950 the Town of South Coast and Albert Shire existed separately. Today we now know the combined region as the City of Gold Coast. The Town of South Coast had a population of 16,000 in 1950 and Albert Shire was home to 7,000 people (a combined population of 23,000). In the year to 1950 the region as a whole grew by just 700 persons. By the 1970’s the annual growth of the region reached over 13,000 at its peak. This was followed by years of consistently strong growth, typically ranging from 9,000 to 19,000 per annum through to 2013. Please refer to Appendices for a more detailed account of the formation of the City of Gold Coast.

In 2013 the City of Gold Coast (which is defined as the City of Gold Coast Local Government Area and excludes Tweed Heads) had a population of 538,000, having added 515,000 persons to the city over the previous 53 years. Looking towards the future and to 2050, annual population growth is projected to remain within a similar band experienced in the previous 20 years (i.e. between 12,000 and 17,000 annually). This means that over the 37 years to 2050 the City of Gold Coast is projected to add 561,000 new residents, more than doubling in size, to reach a population of nearly 1.1 million. The future outlook for growth on the Gold Coast is strong and is thought to be achievable considering an historic analysis.

Source: KPMG, based on data from the Australian Bureau of Statistics and data from the Queensland Government Statistician’s Office.

*This baseline assumes a rate of growth equal to Brisbane’s from 2036 as provided by the Australian Bureau of Statistics 2012 population projections.
Queensland and the Gold Coast have remained, and will remain, a central theme to Australian population growth over 100 years

In the year to 1950 Australia added 271,000 people to reach a population of 8.2 million. Over the same period the population of Queensland increased by 37,000 persons to 1.2 million. The growth in Queensland in that year represented 14% of the nation’s. Fast forward to the 2013-14 period where Australia’s population increased by 365,000 (to 23.5 million) and Queensland’s population increased by 71,000 (to 4.7 million). Queensland’s growth in the year to June 2014 represented 19% of the national figure. Queensland is an increasingly important component of the nation’s growth, with projections suggesting that the state could be responsible for one quarter of the nation’s population growth by 2050. With the Gold Coast poised as Queensland’s second largest city it is clear that the future growth prospects of the Gold Coast look strong.

Over the 65 years to 2013 the annual population growth rate of the Gold Coast was significantly higher than Brisbane, Adelaide and Newcastle almost every year. Gold Coast’s exponential growth rate peaked at nearly 12% in the early 50’s, 70’s and early 80’s. By 2012-13 (the most recently available data) Gold Coast’s growth rate has normalised to 2.1% - on par with Brisbane.

From 2013 to 2036, it is expected that the Gold Coast will experience normalised growth resembling a typical capital city rate. It represents a period of consistency and confidence for the Gold Coast.
There will be strong growth across all age groups on the Coast … but most pressure will come in the youth and retired segments

**Population of the City of Gold Coast, 1990-2050***

The population of the City of Gold Coast more than doubled between 1990 and 2013, from approximately 246,000 in 1990 to 538,000 in 2013. This represents an increase of 118% or 292,000 persons. Between 2013 and 2036 the Gold Coast is forecast to add another 366,000 persons reaching a population of 904,000. Although this growth is significantly greater than the preceding 23 years, the rate of growth is just over half (68%) of that experienced previously.

Over the last 23 years the City of Gold Coast added 41,000 persons aged 65 and over. Over the next 23 years to 2036 it is projected to add 101,000 persons aged 65 and over. The significant ageing of the Gold Coast’s population will put added pressure on the tax base to provide additional health care and social services. The working age population of the next 23 years will be servicing a much larger aged population than previous workforces ever had to. Considerations will also be needed in reference to the housing mix required.

**Impacts in 2050**

- By 2050 it is estimated that the population of the Gold Coast will tip over the 1 million mark to nearly 1.1 million persons. On top of this the city needs to accommodate visitors to the city and particularly needs to accommodate for peak periods during the year. There will be an accelerated need for infrastructure compared to previous years to support the resident population and peak tourism market by 2050
- As a large city there will need to be a cultural shift to accommodate further growth in healthcare, wellness, financial services, volunteering, travel, further education and aged care

*Projection for 2036 is based on QGSO data and rebased to 2013 ABS population data. 2050 projection uses Greater Brisbane growth rates for 2036-2050 from ABS 2012 projections.

Source: KPMG, based on data from the Australian Bureau of Statistics and data from the Queensland Government Statistician’s Office
Projected growth of 239% in sedentary retirees and 128% in active retirees by 2050 is going to radically alter the mix of infrastructure and services that the Gold Coast will need to provide.

<table>
<thead>
<tr>
<th>Life Segment</th>
<th>1990</th>
<th>% of total</th>
<th>2013</th>
<th>% of total</th>
<th>2036</th>
<th>% of total</th>
<th>Growth 1990-2013</th>
<th>No.*</th>
<th>% of total growth</th>
<th>Growth 2013-2036</th>
<th>No.*</th>
<th>% of total growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kids &amp; teens (Aged 0 – 14)</td>
<td>47,000</td>
<td>19%</td>
<td>98,100</td>
<td>18%</td>
<td>157,900</td>
<td>17%</td>
<td>51,100</td>
<td>18%</td>
<td>59,700</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education &amp; career formation (Aged 15-29)</td>
<td>52,800</td>
<td>21%</td>
<td>113,000</td>
<td>21%</td>
<td>174,600</td>
<td>19%</td>
<td>60,200</td>
<td>21%</td>
<td>61,600</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family formation (Aged 30 – 49)</td>
<td>69,600</td>
<td>28%</td>
<td>149,900</td>
<td>28%</td>
<td>233,900</td>
<td>26%</td>
<td>80,300</td>
<td>28%</td>
<td>84,000</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empty nesters (Aged 50 – 64)</td>
<td>36,900</td>
<td>15%</td>
<td>96,400</td>
<td>18%</td>
<td>155,900</td>
<td>17%</td>
<td>59,500</td>
<td>20%</td>
<td>59,400</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active retired (Aged 65 – 74)</td>
<td>25,900</td>
<td>11%</td>
<td>46,300</td>
<td>9%</td>
<td>86,800</td>
<td>10%</td>
<td>20,500</td>
<td>7%</td>
<td>40,500</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sedentary retired (Aged 75 and over)</td>
<td>14,000</td>
<td>6%</td>
<td>34,100</td>
<td>6%</td>
<td>95,000</td>
<td>11%</td>
<td>20,100</td>
<td>7%</td>
<td>60,900</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total*</td>
<td>246,200</td>
<td>100%</td>
<td>537,800</td>
<td>100%</td>
<td>904,000</td>
<td>100%</td>
<td>291,600</td>
<td>100%</td>
<td>366,100</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In 1990 the Gold Coast was a relatively young city, with 69% of the population aged 49 and under. Interestingly the retiree market (65 and over) represented only 17% (or 39,900 persons) of the population at the time.

Over the 23 years to 2013 there had been only minor changes to the age structure of the population. Although the retiree market had grown to 80,400 persons, this growth was purely the result of overall population growth, and the proportion of persons aged 65 and over actually reduced to 15%. The market with the greatest structural change was the empty nester group, comprised mostly of baby boomers by 2013. Empty nesters were 18% of the population of the Gold Coast in 2013, up from 15% in 1990.

By 2036, one in five people on the Gold Coast is projected to be a retiree (aged 65 and over). This again highlights that the pressure points likely to be felt (due to the significant growth in this market over the next 23 years) will be around aged care, health care, social services and infrastructure to support an ageing population.

Impacts in 2050:

- Assuming that the age structure of the Gold Coast remains unchanged after 2036 (using more precise proportions than displayed above), and if the population of the Gold Coast grows to 1,099,000 by 2050, then there will be 105,500 active retirees and 115,500 sedentary retirees.
- This is a growth of 128% and 239% respectively from 2013. This compares to growth in kids & teens of 96%, education & career formation of 88%, family formation of 90% and empty nesters of 97% over the same period. In reality by 2050 the skew in growth towards the retiree segments is likely to be exacerbated because the age structure will likely shift further upwards after 2036.

Source: KPMG, based on data from the Australian Bureau of Statistics and data from the Queensland Government Statistician’s Office.

*Some growth figures and totals may not appear to balance against life segment population data, this is due to rounding and has been done to preserve accurate totals.
The currently dense population along the coastline is projected to spread inland to areas like Coomera, Robina and Ashmore by 2036.

In 2013 the most densely populated areas of the Gold Coast were located along the central and south coast – from Biggera Waters on the central coast to Coolangatta in the south. Over the 23 years to 2036, the Gold Coast can expect to have increased density in the inland areas of Highland Park and Coomera. Furthermore, as the population increases, the density currently along the coast will spread to areas like Robina and Ashmore.

The map above on the right shows the absolute projected population change in the City of Gold Coast between 2013 and 2036. Coomera is forecast to experience the greatest growth in population adding an estimated 76,700 persons in the 23 years to 2036. The second largest growth is forecast for Southport which is estimated to add 36,900 persons followed by Pimpama adding some 29,500 persons.

Source: KPMG, based on data from the Australian Bureau of Statistics and data from the Queensland Government Statistician’s Office.
Investment and development
### Investment and development overview

#### Timeline, key trends and future thinking

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>19k households</td>
<td>40% townhouses &amp; apartments</td>
<td>Canal estates for Rio Vista and Miami Keys First high rise Kinkabool</td>
<td>Isle of Capri Iluka and Apollo First 20 story buildings</td>
<td>Robina Land Corporation</td>
<td>Sanctuary Cove</td>
<td>Chevron Renaissance Sovereign Island</td>
<td>Q1 Developed Circle on Cavil</td>
<td>Cruise Ship Terminal (proposed)</td>
<td>196k households</td>
<td>Population growth 561k and household growth 224k from 2013</td>
</tr>
</tbody>
</table>

- **Two thirds of dwellings were separate houses on the Gold Coast while one third were townhouses or units.**
- **In the mid 1980’s Japanese investment contributed significantly to tourism infrastructure, including hotels and golf courses.**

**1966 – 1991 Historic trends**

- By 2011, there had been a rapid expansion in the number of townhouses and apartments and together these now represent almost 40% of all dwellings.
- Although the proportion of separate houses increased in the five years to 2011, it is still substantially below the benchmark city averages.
- There was significant Korean investment in the mid 1990’s but not to the same extent as Japanese investment in the 1980’s.

**1991 – 2014 Recent trends**

- The Gold Coast property development opportunities are on the upward trend leveraging off the completion of the light rail, LAPD, the opportunities associated with the 2018 Commonwealth Games and the Gold Coast Health and Knowledge Precinct.
- The continued population growth and increase in tourism/visitor numbers supports the need for continued investment and development in the city.
- There are current policies that restrict the commercialisation of public open spaces including beaches, the Green Heart, National and State parks.

**2015 Current position**

- **Draft City Plan 2015 – 2031 planning horizon,** plans for population growth of 320,000 and dwelling growth of 130,000 over 20 years split between one-third greenfields and two-thirds infill development.
- **Priority Precinct Projects –** identify and drive the development of a connected city to maximise the economic benefits from a Central Business District and principal and specialist activity centres through increased density and business clustering.
- **Tourism Infrastructure Development -** identify and deliver projects to maximise economic outcomes and the city’s reputation as a world class tourist destination.
- **Active Digital City Project -** engage the community to use digital and communication technology for better economic outcomes.
- **Development of Local Area Transport Schemes** for key activity centres that integrate better roads, public transport, freight movements, parking, walking, cycling and land use.
- **Implement principal activity centres** as the main business areas of the city.
- **Encourage open and accessible public space in high density areas,** bringing communities together through social connection in parklands.

**2015 – 2021/31 City of Gold Coast strategies**

- The city has iconic developments that the city is famous for.
- **Public attractions** are free of charge. This encourages people to visit and generates a culture and sense of community and pride within the city.
- **The funding model** for public infrastructure assets are broader than just through levies across businesses and ratepayers.
- **The funding for iconic commercial projects** should be the responsibility of developers.
- **Affordable Housing** – housing that is able to be bought, sold and rented by residents of the city. Needs to be accommodated in the City Plan – currently no mention of it. There is no mechanism in the town plan in order to incentivise affordable housing (owner occupiers / renters etc). Need the confidence back – a document needs to be created – to offset the Manhattan effect.
- **Assuming Draft City Plan 2015 ratios,** the Gold Coast should be planning to add 187,000 people and 74,800 households in greenfields sites, and 374,000 people and 149,600 households in infill, by 2050.

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The housing mix on the Gold Coast is far more dense than Brisbane or Adelaide – this positions the city well for future population growth.

### Household characteristics for the City of Gold Coast, 1966 and 2011

<table>
<thead>
<tr>
<th>Type of household</th>
<th>1966</th>
<th>2011</th>
<th>Change</th>
<th>Percentage point change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separate House</td>
<td>68%</td>
<td>59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Semi-detached, terrace, townhouse,</td>
<td>28%</td>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unit or apartment</td>
<td>3%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gold Coast households by type, 2006-2011

<table>
<thead>
<tr>
<th>Type of household</th>
<th>2006</th>
<th>2011</th>
<th>Change</th>
<th>2006 %</th>
<th>2011 %</th>
<th>Percentage point change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separate House</td>
<td>103,800</td>
<td>114,300</td>
<td>10,500</td>
<td>57%</td>
<td>58%</td>
<td>1</td>
</tr>
<tr>
<td>Semi-detached, terrace or townhouse</td>
<td>31,400</td>
<td>36,500</td>
<td>5,100</td>
<td>17%</td>
<td>19%</td>
<td>2</td>
</tr>
<tr>
<td>Unit or apartment, 1-2 storey*</td>
<td>12,500</td>
<td>11,600</td>
<td>-900</td>
<td>7%</td>
<td>6%</td>
<td>-1</td>
</tr>
<tr>
<td>Unit or apartment, 3+ storey</td>
<td>30,700</td>
<td>29,600</td>
<td>-1,100</td>
<td>17%</td>
<td>15%</td>
<td>-2</td>
</tr>
<tr>
<td>Other</td>
<td>3,600</td>
<td>3,300</td>
<td>-300</td>
<td>2%</td>
<td>2%</td>
<td>0</td>
</tr>
<tr>
<td>Not Stated</td>
<td>200</td>
<td>200</td>
<td>0</td>
<td>0%</td>
<td>0%</td>
<td>0</td>
</tr>
</tbody>
</table>

The long term trend on the Gold Coast has been towards higher density living, away from separate houses and towards semi-detached houses and apartments. The recent trends from 2006-2011 show that there has been a revival of sorts towards separate houses (increasing 10,500 from 103,800 separate houses in 2006 to 114,300 in 2011).

As a proportion of the total household stock, there has been a trend away from units and apartments which is exacerbated in 3+ storey buildings. The proportion of total households that were units or apartments in 3+ storey buildings has decreased by two percentage points from 17% in 2006 to 15% in 2011.

Compared to the benchmark regions in 2011 the Gold Coast was:
- Underrepresented by separate houses (59% on the Gold Coast versus 77%-82% in Brisbane, Adelaide and Newcastle);
- Overrepresented by semi-detached houses (19% on the Gold Coast versus 9%-12% in the benchmark cities); and
- Overrepresented by units or apartments (21% on the Gold Coast versus 8%-12% in the benchmark cities).

Source: KPMG, based on data from the Australian Bureau of Statistics

*Includes units attached to a house

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Two-thirds of new dwellings will be infill development … that means by 2050 the city will need to add 374,000 persons and 150,000 households within the current urban footprint.

City of Gold Coast Draft City Plan 2015

The City of Gold Coast reviews the City Plan every ten years. The Draft City Plan 2015 seeks to advance state and regional strategies through a more detailed local response, taking into account the local context. It sets out the City of Gold Coast’s intention for the future development of the city over the next 20 years (planning horizon of 2031). Subject to Ministerial consideration, the draft plan aims to be adopted and implemented by 31 May 2015.

Key Planning Figures
- Population expected to be over 550,000 in 2015
- Projected population growth of 320,000 over 20 years (2011-31)
- Projected dwelling growth of 130,000 over 20 years (2011-31)
- This equates to 16,000 additional people and 6,500 new dwellings every year
- Greenfields development: one-third of new dwellings (roughly 43,300 dwellings and 106,700 people)
- Infill development: two-thirds of new dwellings (roughly 86,700 dwellings and 213,300 people)

Impacts in 2050
- In 2011 the average household size on the Gold Coast was 2.5 persons
- From 2013 to 2050 the Gold Coast is projected to add 561,000 persons. This equates to 15,200 people each year
- Simply assuming the current average household size of 2.5 this would equate to an additional 224,400 households by 2050 (or 6,100 per year)
- Assuming Draft City Plan 2015 ratios, this equates to 187,000 people and 74,800 households in greenfields sites, and 374,000 people and 149,600 households as infill.
Education
### Education overview

#### Timeline, key trends and future thinking

<table>
<thead>
<tr>
<th>Year</th>
<th>Historic trends</th>
<th>Recent trends</th>
<th>Current position</th>
<th>City of Gold Coast strategies</th>
<th>Future thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>No public secondary or university students</td>
<td>By 2011, Gold Coast was on par with Newcastle in the proportion of employed persons with a Bachelor degree or higher</td>
<td>Gold Coast is an entrepreneurial city that places an extreme importance and value on education</td>
<td>Coordinate and deliver the vision of the Gold Coast Health and Knowledge Precinct through investment attraction activities and collaboration with the Queensland government to promote opportunities for mixed use health and knowledge development within the Parklands Priority Development Area</td>
<td>Entrepreneurship is integrated into education at all levels</td>
</tr>
<tr>
<td>1960</td>
<td>1% employed persons with bachelor degree</td>
<td>Sharp rise in the number of secondary schools along with the development of universities over this period</td>
<td>Safe environment for students to learn</td>
<td>Building Human Capital and Talent Attraction Program – to create a workforce with the right mix of skills to work within a globally competitive, knowledge-intensive economy</td>
<td>The education sector contributes to the highly talented skilled workforce</td>
</tr>
<tr>
<td>1970</td>
<td>12% employed persons with bachelor degree</td>
<td>Gold Coast continues to have a significantly higher proportion of students attending private schools than the national average and compared to benchmark cities</td>
<td>Depth and diversity of education choices</td>
<td>STEAM Program – develop local skills and raise higher education aspirations to meet the demand of related industry and business within the city</td>
<td>Education and schools are a core part of the city’s community with extended access to the community for sport and other activities</td>
</tr>
<tr>
<td>1980</td>
<td>0.8k university students</td>
<td>Science, Technology, Engineering, Art and Maths education (STEAM) is a major opportunity for the education sector in the city</td>
<td>Science, Technology, Engineering, Art and Maths education (STEAM) is a major opportunity for the education sector in the city</td>
<td>Bridge Business and Universities Program – establish and grow partnership programs between the city’s universities and local business</td>
<td>Education platform agility encompassing Next-Gen businesses</td>
</tr>
<tr>
<td>1990</td>
<td>13.3k secondary students</td>
<td>Traffic flow through the city is a major threat to ease of access to schools</td>
<td>Traffic flow through the city is a major threat to ease of access to schools</td>
<td>Assuming the Gold Coast can achieve a modest capital city-like ratio of university students (50 per 1,000 residents), the city could expect to have 55,000 university students by 2050 (up 162% from 21,000 in 2011)</td>
<td>Assuming the Gold Coast can achieve a modest capital city-like ratio of university students (50 per 1,000 residents), the city could expect to have 55,000 university students by 2050 (up 162% from 21,000 in 2011)</td>
</tr>
<tr>
<td>2000</td>
<td>21k university students</td>
<td>Education being aligned to Next-Gen businesses eg 3D printing / manufacturing / body parts</td>
<td>Education being aligned to Next-Gen businesses eg 3D printing / manufacturing / body parts</td>
<td>STEAM Program – develop local skills and raise higher education aspirations to meet the demand of related industry and business within the city</td>
<td>STEAM Program – develop local skills and raise higher education aspirations to meet the demand of related industry and business within the city</td>
</tr>
<tr>
<td>2010</td>
<td>28k secondary students</td>
<td>Bond University</td>
<td>City of Gold Coast (Gold Coast campus)</td>
<td>Bridge Business and Universities Program – establish and grow partnership programs between the city’s universities and local business</td>
<td>Bridge Business and Universities Program – establish and grow partnership programs between the city’s universities and local business</td>
</tr>
<tr>
<td>2020</td>
<td>20% employed persons with bachelor degree</td>
<td>Griffith University</td>
<td>Southport High School</td>
<td>Coordinate and deliver the vision of the Gold Coast Health and Knowledge Precinct through investment attraction activities and collaboration with the Queensland government to promote opportunities for mixed use health and knowledge development within the Parklands Priority Development Area</td>
<td>Coordinate and deliver the vision of the Gold Coast Health and Knowledge Precinct through investment attraction activities and collaboration with the Queensland government to promote opportunities for mixed use health and knowledge development within the Parklands Priority Development Area</td>
</tr>
<tr>
<td>2030</td>
<td>55k university students (50 per 1,000 residents)</td>
<td>Gold Coast College of Advanced Education</td>
<td>Gold Coast College of Advanced Education</td>
<td>Building Human Capital and Talent Attraction Program – to create a workforce with the right mix of skills to work within a globally competitive, knowledge-intensive economy</td>
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</tr>
<tr>
<td>2040</td>
<td></td>
<td>Gold Coast College of Advanced Education</td>
<td>Gold Coast College of Advanced Education</td>
<td>STEAM Program – develop local skills and raise higher education aspirations to meet the demand of related industry and business within the city</td>
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</tr>
<tr>
<td>2050</td>
<td></td>
<td>Gold Coast College of Advanced Education</td>
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<td>Bridge Business and Universities Program – establish and grow partnership programs between the city’s universities and local business</td>
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The knowledge economy of the Gold Coast is lagging behind similarly sized Australian cities, but in the five years to 2011 has trended in the right direction.

The chart on the left shows the percentage point variation from the Australian average of employed persons with a bachelor degree or higher. This group can be termed knowledge workers for the following analysis. Traditionally Brisbane and Adelaide have been on par with the national average. However from 1991 onwards, Brisbane has ticked up to be slightly higher than the average whilst Adelaide has actually dropped slightly below. The percentage point variation between the national proportion of knowledge workers and Newcastle and the Gold Coast has been steadily increasing over the 45 years to 2011. Australia’s proportion of knowledge workers has been increasing at a faster rate than Newcastle and the Gold Coast. Interestingly however, in the five years to 2011, the Gold Coast reduced the gap with the Australian average and is on par with Newcastle with one in five employed persons having a bachelor degree.

As demonstrated on the chart below-left, the establishment of schools and universities on the Gold Coast has been broadly in line with population growth. In 1950 there were actually no secondary schools or universities on the Gold Coast. With a population of some 23,000 at the time, scattered thinly across mostly rural and coastal areas, there simply wasn’t demand.

The baby boom that followed the end of World War II intensified the effects of population growth that occurred at the time and educational systems underwent rapid expansion. In 1989 the Gold Coast added its first universities – Griffith and Bond. The reason that the Gold Coast appears to have lagged behind comparable cities and behind the national average in knowledge workers is precisely because there were no tertiary institutions until 1989. Even after this point in time it would take some time for university-qualified students to filter into the workforce. By 2011 the Gold Coast had nearly 50,000 secondary and university students. Today’s secondary school students choosing to pursue a higher education have a choice of three universities with the recent opening of Southern Cross in 2010.

The impacts in 2050:
- Continued investment in education in the future will be important to the Gold Coast’s development
- Entrepreneurism creates opportunities for the city
- The transition to a knowledge economy takes time, but the Gold Coast has the right structures in place to build this out and by 2050 could have a knowledge workforce that much more closely resembles capital city levels
Based on census figures about one million out of 23 million Australians is a uni student … and the numbers are rising

<table>
<thead>
<tr>
<th>Rank (population 2011)</th>
<th>City*</th>
<th>Full-time and part-time university students</th>
<th>Students per 1,000 residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sydney</td>
<td>229,000</td>
<td>52</td>
</tr>
<tr>
<td>2</td>
<td>Melbourne</td>
<td>214,000</td>
<td>53</td>
</tr>
<tr>
<td>3</td>
<td>Brisbane</td>
<td>108,000</td>
<td>52</td>
</tr>
<tr>
<td>4</td>
<td>Perth</td>
<td>85,000</td>
<td>49</td>
</tr>
<tr>
<td>5</td>
<td>Adelaide</td>
<td>62,000</td>
<td>50</td>
</tr>
<tr>
<td>6</td>
<td>Gold Coast – Tweed Heads</td>
<td>23,000</td>
<td>41</td>
</tr>
<tr>
<td>7</td>
<td>Newcastle – Maitland</td>
<td>18,000</td>
<td>46</td>
</tr>
<tr>
<td>8</td>
<td>Australian Capital Territory</td>
<td>28,000</td>
<td>79</td>
</tr>
<tr>
<td>9</td>
<td>Sunshine Coast</td>
<td>9,000</td>
<td>32</td>
</tr>
<tr>
<td>10</td>
<td>Wollongong</td>
<td>14,000</td>
<td>51</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>933,000</td>
<td>43</td>
</tr>
</tbody>
</table>

At the 2011 Census the Gold Coast – Tweed Heads region had 23,000 full-time and part-time university students, which is 41 university students per 1,000 residents. This ratio is significantly less than Australia’s five largest capital cities which ranged from 49 to 53 university students per 1,000 residents. This ratio was low in Gold Coast – Tweed Heads due to the relatively young university system. However it shows that there is still room for significant growth in this sector, particularly as education will be an important focus for the city’s prosperity into the future.

### Impacts in 2050
- If the City of Gold Coast can achieve a modest capital city university student to resident ratio of say 50 per 1,000 residents, then based on a projected population of 1,099,000 in 2050 there will be roughly 55,000 full-time and part-time university students on the Gold Coast (an increase of 162% from 21,000 in the City of Gold Coast in 2011 – as opposed to the 23,000 in Gold Coast – Tweed Heads).

The chart above shows the proportion of secondary school students attending private schools from 1996 to 2011. Historically, the Gold Coast has consistently shown a significantly higher uptake of private school education amongst residents than other major cities and the national average. In 1996, 25% of students were attending private schools, compared to 14% nationally. Although the national average has risen by slightly more over the 15 years to 2011 (five percentage points compared to three respectively), the Gold Coast is still significantly higher than the Australian average in 2011 (28% compared to 19%).

The higher uptake of private school education on the Gold Coast may be due to the typically private enterprise/entrepreneurial culture present in the city, which places emphasis on private school education. The residents are further thought to be independently minded, with a higher proportion running private businesses which may be another reason for the clear preference towards private school education.

Source: KPMG, based on data from the Australian Bureau of Statistics

*Capital cities defined as Greater Capital City Statistical Areas (GCCCSA). All other cities defined as Significant Urban Areas (SUA) using ASGS 2011.

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Health
# Health overview

## Timeline, key trends and future thinking

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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Southport Maternity Hospital</td>
<td>Pindara Private Hospital</td>
<td>Southport General Hospital Palm Beach Currumbin Clinic</td>
<td>Moran Clinic of Excellence (now John Flynn Hospital)</td>
<td>Robina Hospital Pacific Private Day Hospital</td>
<td>Gold Coast University Hospital</td>
<td>Gold Coast Health and Knowledge Precinct</td>
<td>Gold Coast Health and Knowledge Precinct</td>
<td>Gold Coast Health and Knowledge Precinct</td>
<td>Gold Coast Health and Knowledge Precinct</td>
<td>Gold Coast Health and Knowledge Precinct</td>
</tr>
</tbody>
</table>

### 1966 – 1991 Historic trends

- **Gold Coast** traditionally had an underrepresentation of medical practitioners relative to the total population (891 per medical practitioner) when compared to both the benchmark cities and also the national average (845 per medical practitioner)
- **The underrepresentation of medical practitioners on the Gold Coast** remained through to 2011. In 2011, 311 persons per medical practitioner on the Gold Coast was still marginally behind the national average of 306 persons per medical practitioner and well behind service levels in Brisbane and Adelaide (257 and 230 persons per medical practitioner respectively)

### 1991 – 2014 Recent trends

- **The Gold Coast** has an established health services industry with **world class expertise and facilities** – privately and in the public health system. However, Australian capital cities have greater expertise depth and health research funding
- **The universities** have established **internationally recognised health research** capabilities, including the Institute for Glycomics (major discoveries, including malaria vaccine in human trials). The Menzies Health Institute has its 4th Australian presence on the Griffith University Gold Coast campus
- **To attract leading medical specialists and research funding** any **negative perception** of the Gold Coast needs to be mitigated
- **The Gold Coast needs to gather momentum and evolve as a place of critical mass and reputation** through radiating a sense of community and evolving into specialised medical services as provided for in capital cities in Australia
- **There is a current website called ‘international surgery travel’**. This involves packages to come to the Gold Coast that involve medical procedures/ accommodation etc. The opportunity for medical tourism can be expanded through direct flights from China and other regional hubs to Gold Coast and Brisbane airports

### 2015 Current position

- **506 medical practitioners**
- **596 persons per medical practitioner**

### 2015 – 2021/31 City of Gold Coast strategies

- **Coordinate and deliver the vision of the Gold Coast Health and Knowledge Precinct** through investment attraction activities and collaboration with the Queensland government to promote opportunities for mixed use health and knowledge development within the Parklands Priority Development Area
- **Facilitate the attraction of a key anchor tenant to the Gold Coast Health and Knowledge Precinct** to act as a catalyst for subsequent attraction of supporting business and industry and collaborate with the Queensland government to identify and promote potential site options
- **Focus on the “driver sector” economy** to increase employment levels with businesses focusing on markets external to the Gold Coast – Health Tourism
- **Capture and retention of innovation**
- **Capture and retention of innovation**

### 2050 Future thinking

- **Population is expected to double** by 2050. The number of general practitioners will need to triple by 2050 (from 1,590 in 2011 to 4,780 in 2050) in order to achieve a level of health services provision equivalent to a capital city
- **Between 2013 and 2050 demand for private hospital beds** is projected to increase by 130% and demand for public hospital beds is projected to increase by 122%. In both cases demand is expected to grow faster than the population due to the ageing population
- **Greater depth in medical and research schools** in partnership with philanthropic and business organisations – this will continue to attract world class medical practitioners, researchers, students and networkers and ultimately patients (eg Ramsay in Partnership, funded by Paul Ramsay Foundation) in order to attract the best medical practitioners to the Gold Coast
- **Iconic world class recognised researchers** that attract funding and drawcard for talent

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28
The Gold Coast will need to triple the number of medical practitioners working in the city by 2050 if it is to provide a level of service fit for a large Australian city.

From 1966 through to 2011 the Gold Coast has been underrepresented by medical practitioners relative to the study benchmark cities. Having less persons per medical practitioner provides a higher level of service. In 2011 there were 1,590 medical practitioners on the Gold Coast. When compared to the Gold Coast’s population at the time there were 311 persons per medical practitioner, which was more than the Australian average (306). When contrasted with cities of larger populations it is clear that currently and over time the Gold Coast is, and has been, considerably underrepresented. Adelaide had an enviable ratio of just 230 persons per medical practitioner in 2011 – a considerably higher level of service than the Gold Coast.

Whilst the number of medical practitioners relative to the population is only a representation of the health industry and provision of health services it is a widely accepted standard of living indicator and in this case highlights the need for the Gold Coast to invest in health in the future in order to transition to a higher order level of city development and population growth.

Medical practitioners refer to general practitioners and specialist practitioners. General practitioners are the main providers of primary medical care in Australia and are also responsible for referring patients elsewhere in the system. Specialist practitioners are those that use sophisticated knowledge in particular areas of medicine to diagnose or treat patients (e.g., anaesthetist, obstetrician, paediatrician, pathologist, radiologist, surgeon and others).

Impacts in 2050

- If the Gold Coast’s population grows to 1,099,000 by 2050 and the city can achieve a service level equivalent to Adelaide in 2011 (230 persons per medical practitioner) then there would be 4,780 medical practitioners on the Gold Coast in 2050 (an increase of 3,190 from 2011)
- The number of medical practitioners will need to increase by 201% by 2050 (compared to projected population growth of 104% from 2013) to achieve this. However this is still a conservative estimate at 2050 given that service provision is likely to improve in other cities during that time.

Source: KPMG, based on data from the Australian Bureau of Statistics

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The ageing population of the Gold Coast may lead to a 122% increase in demand for public hospital beds and a 130% increase in demand for private hospital beds by 2050

The ageing population of the Gold Coast may lead to a 122% increase in demand for public hospital beds and a 130% increase in demand for private hospital beds by 2050

When considering what the future of the health sector may look like on the Gold Coast, one important consideration is the demand that may be placed on hospitals. An analysis of public hospital and private hospital separations shows how the age structure of the population impacts on the demand for hospital beds. According to the Australian Institute of Health and Welfare, a separation refers to "the episode of admitted patient care" (for simplicity this can be thought of as a stay in hospital).

In Queensland in 2012-13 there were 1,044,000 public hospital separations and 934,000 private hospital separations (nearly 2 million hospital stays). The 65 and over age group, representing 13% of Queensland's population in 2012-13, accounted for 33% of public hospital separations (349,000) and 43% of private hospital separations (609,000). Not surprisingly, older persons have an increased need for hospital services.

The average length of hospital stay can be multiplied into the number of separations to determine how many bed days were demanded of hospitals. In Queensland the average length of stay was 3.2 days for public hospitals in 2012-13 and 2.4 days for private hospitals. This can further be translated into an estimate of the number of hospital beds that are demanded on average each day. This method assumes a 100% utilisation rate – an unrealistic assumption. Despite this assumption, this simple method allows one to understand the magnitude of growth expected over a period of time.

If the actual number of public and private hospital beds demanded on the Gold Coast differed to the estimates of 1,098 and 752 respectively in 2013, it is not important to this analysis. What is important is to understand how the changing age-structure of the population might change the demand by 2050. Using the same methodology it was projected that in 2050 there could be a baseline of 2,437 public hospital beds and 1,726 private hospital beds demanded on the Gold Coast, up 122% and 130% respectively from the 2013 estimate. Meanwhile the population is projected to increase by 104% over the same period. This rapid growth has implications for public and private hospitals that service the Gold Coast.

### Separations by age group by public and private hospital, Queensland 2012-13

<table>
<thead>
<tr>
<th>Age</th>
<th>Public hospital ('000)</th>
<th>Private hospital ('000)</th>
<th>Population ('000)</th>
<th>Separations per 1,000 residents – public hospital</th>
<th>Separations per 1,000 residents – private hospital</th>
<th>Bed days per 1,000 residents – public hospital</th>
<th>Bed days per 1,000 residents – private hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-14</td>
<td>101</td>
<td>28</td>
<td>907</td>
<td>111</td>
<td>31</td>
<td>350</td>
<td>74</td>
</tr>
<tr>
<td>15-64</td>
<td>594</td>
<td>504</td>
<td>3,050</td>
<td>195</td>
<td>165</td>
<td>615</td>
<td>393</td>
</tr>
<tr>
<td>65 and over</td>
<td>349</td>
<td>401</td>
<td>609</td>
<td>574</td>
<td>659</td>
<td>1,812</td>
<td>1,567</td>
</tr>
<tr>
<td>Total</td>
<td>1,044</td>
<td>934</td>
<td>4,566</td>
<td>674</td>
<td>679</td>
<td>1,852</td>
<td>1,567</td>
</tr>
</tbody>
</table>

### Estimated and projected bed days by public and private hospital, Gold Coast 2013-2050

<table>
<thead>
<tr>
<th>Age</th>
<th>Population ('000)</th>
<th>Estimated and projected bed days - Public ('000)</th>
<th>Estimated and projected bed days - Private ('000)</th>
<th>Estimated and projected bed demand (100% utilisation) - Public</th>
<th>Estimated and projected bed demand (100% utilisation) - Private</th>
<th>Estimated and projected bed demand (100% utilisation) - Public</th>
<th>Estimated and projected bed demand (100% utilisation) - Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>98</td>
<td>192</td>
<td>34</td>
<td>14</td>
<td>94</td>
<td>20</td>
<td>39</td>
</tr>
<tr>
<td>2050</td>
<td>538</td>
<td>1,099</td>
<td>401</td>
<td>630</td>
<td>1,098</td>
<td>752</td>
<td>1,726</td>
</tr>
</tbody>
</table>

### Impacts in 2050

- The population of the Gold Coast is projected to grow by 104% from 538,000 in 2013 to 1,099,000 in 2050. Over the same period the number of public hospital beds demanded is projected to increase by 122% and the number of private hospital beds demanded is projected to increase by 130%. Whatever demand hospitals are currently facing on the Gold Coast, these are the orders of magnitude of change that may occur over the 37 years to 2050.

Source: KPMG, based on data from the Australian Bureau of Statistics, the Australian Institute of Health and Welfare – Australian hospital statistics 2012-13 and the Queensland Government Statistician’s Office (QGSO)

*Age breakdown estimated based on age profile as at 2036 (this is the QGSO horizon for age-based population projections)
Tourism and visitation
# Tourism and visitation overview

## Timeline, key trends and future thinking

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Historic trends</strong></td>
<td><strong>Recent trends</strong></td>
<td><strong>Current position</strong></td>
<td><strong>City of Gold Coast strategies</strong></td>
<td><strong>Future thinking</strong></td>
</tr>
<tr>
<td>• The number of short-term arrivals and short-term departures were reasonably even in Australia (ie a similar number of international visitors as Australians travelling overseas)</td>
<td>• More recently, departures have been significantly higher than arrivals due to high AU$</td>
<td>• <strong>International visitors</strong> are back on the rise since the decline post GFC</td>
<td>• Deliver a strategically planned schedule of targeted, measured and effective multi-channel destination marketing campaigns to increase visitor demand and expenditure</td>
<td>• There is depth to the attractions and events the city offers with an increase in sophistication within the city</td>
</tr>
<tr>
<td>• New Zealand has traditionally been the greatest source of international visitors but has recently been overtaken by China</td>
<td>• China now represents the greatest source of international visitors to the Gold Coast</td>
<td>• <strong>China</strong> now represents the greatest source of international visitors to the Gold Coast</td>
<td>• Climate change risks must be managed to mitigate impacts to tourism (eg beaches)</td>
<td>• There are <strong>Climate change risks</strong> to be managed to mitigate impacts to tourism (eg beaches)</td>
</tr>
<tr>
<td>• Japan has significantly declined in number of visitors</td>
<td>• Although there are a greater number of visitors from China, <strong>New Zealand</strong> still represents the largest number of visitor nights</td>
<td>• There is a need for greater depth in the tourism experience to improve the quality of experience</td>
<td>• <strong>Promote major Gold Coast sporting, cultural, participation and spectator events</strong> that have the greatest potential to increase visitor demand and visitor spend</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• Gold Coast has had a higher proportion of additional FTE population present on any given night when compared to the benchmark cities</td>
<td>• There is a need for greater depth in the tourism experience to improve the quality of experience</td>
<td>• <strong>Need to action the Destination Tourism Management Plan</strong></td>
<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• Foreigners travelling to Australia in much greater numbers than Australians travelling overseas</td>
<td>• There needs to be positive support at all levels for <strong>sustainable tourism developments</strong> for the Gold Coast including Eco Tourism, backpackers and a cruise ship terminal</td>
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<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• Transport, connectivity and ease of getting around are currently one of the biggest threats to the city. If people do not have ease of travel, they will not visit or enjoy their experience</td>
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<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• The plan to <strong>double visitor expenditure</strong> over the next 10 years is being actioned</td>
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<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• There needs to be <strong>regular forums to capture ideas</strong> (independent board) who are empowered to have solutions (thought leadership)</td>
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<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• Host monthly <strong>national and international events</strong> to attract visitors</td>
<td>• Host monthly <strong>national and international events</strong> to attract visitors</td>
<td>• Host monthly <strong>national and international events</strong> to attract visitors</td>
<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
<tr>
<td>• Visitors to the city extend their stays due to the depth of the experience</td>
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<td>• <strong>Safe and secure meeting, conference, exhibition, incentive and business events</strong> for the destination to increase non-seasonal and high yield visitor trade from key source markets</td>
<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
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<tr>
<td>• <strong>The Gold Coast has direct flights</strong> from Chinese, Indian and other major cities</td>
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<td>• <strong>The Cultural Precincts</strong> are a drawcard for visitors</td>
</tr>
</tbody>
</table>

### Key events and milestones:
- **1950:** Direct flights to Sydney, Chevron Hotel
- **1960:** Fleay’s Fauna Reserve, Lennon’s Broadbeach Hotel
- **1970:** Jack Evans Marine Park, Gold Coast Meter Maids
- **1980:** Sea World
- **1990:** Marriott Hotel, Sheraton Mirage, Jupiter’s Casino & Hotel
- **2000:** Magic Millions, Sofitel Broadbeach, W.B. Movie World, Wet & Wild
- **2010:** Gold Coast Convention & Exhibition Centre
- **2020:** Due to high AU$ Australians travel overseas in record numbers
- **2030:** China overtakes NZ as No. 1 visitors
- **2040:** Average 99k visitors per night across the year and 132k on average per night during January

### Key statistics:
- **1950 – 2015:**
  - **5.6m day trips**
  - **3.4m overnight trips**
  - **23.1m visitor nights**
- **2015 – 2021/31:**
  - **3.4m overnight trips**
  - **5.6m day trips**
  - **23.1m visitor nights**
- **2050:**
  - **3.4m overnight trips**
  - **5.6m day trips**
  - **23.1m visitor nights**

### Major landmarks:
- **Gold Coast Airport - the need for a mass transit system which is an integrated system that allows the ease of traffic flow**
- **Priority Corridors** across the city and to Gold Coast Airport - the need for a mass transit system which is an integrated system that allows the ease of traffic flow and connectivity for both locals and visitors
- **Transport, connectivity and ease of getting around** are a drawcard for visitors
- **Climate change risks** must be managed to mitigate impacts to tourism (eg beaches)
Since October 2007 Australians have travelled overseas in greater numbers than foreigners have visited Australia.

The chart above shows the number of short-term arrivals and departures in Australia from 1976 to 2014 along with the Australian dollar. From 1976 to circa 1991 arrivals and departures were rising at a similar rate with the number of short-term departures slightly higher than arrivals (apart from a short rise in 1988 of short-term arrivals).

From 1991 to around 2007 however, the number of short-term arrivals started to increase significantly causing the gap between arrivals and departures to increase in the inverse to the first period. This is also around the time when the Chinese started to fancy Australia as a destination for holiday and leisure and Australia’s ties with its Asian neighbours strengthened, which in turn led to heightened tourism.

However, from 2007/08 onwards, there has been a significant change of trend with a greater number of persons leaving Australia on short-term departures. The gap between arrivals and departures is now the largest it has been in the last 38 years. This is likely due to the high Australian dollar, the introduction of low-cost airlines flying internationally (eg Jet Star, introduction of Air Asia etc) and the high cost of living/travelling in Australia compared to its neighbours. Over the last seven years travelling overseas has become much more affordable making it accessible to all Australians rather than a luxury only experienced by the wealthy as was the case in the past.

Source: KPMG; based on data from the Australian Bureau of Statics; Reserve Bank of Australia
Gold Coast has just over twice as many domestic day trippers than overnight visitors.

**Number of domestic day trips to the Gold Coast, 1999 - 2014**

The gap in day trips has remained consistent between Gold Coast and Adelaide, but has widened with Brisbane.

**Domestic day trips to the Gold Coast by purpose of visit, 2014**

Over the fifteen years to 2014, the Gold Coast has consistently had more domestic day trippers and more overnight visitors than Adelaide, yet less than Brisbane on both measures. In 2014 Tourism Research Australia estimated that there were 6.7 million day trips to the Gold Coast, compared to 4.4 million to Adelaide and 11.9 million to Brisbane. Overnight trips to the Gold Coast numbered 3.5 million in 2014, 5.2 million to Brisbane and 2.4 million to Adelaide. The Gold Coast has by far the highest proportion of both day trips and overnight trips that are travelling for holiday or leisure (57% and 61% respectively) – the Gold Coast is an inherently different city in this regard.

**Domestic overnight trips to the Gold Coast, 1999 - 2014**

A similar trend to day trips exists with overnight trips – that is consistent gap between the Gold Coast and Adelaide, with a slight widening with Brisbane.

**Domestic overnight trips to the Gold Coast by purpose of visit, 2014**

Day visitors are those people who travel for a round trip distance of at least 50km, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine such as commuting between work/school and home. Overnight visitors are those people that stay away from home for at least one night, at a place at least 40km from home.

**Impacts in 2050**

- Domestic tourism underpins the Gold Coast. This is expected to continue into the future provided there is greater depth of the experience and infrastructure that supports the city.
Visitors from New Zealand have consistently been the Gold Coast’s largest international visitor market … however the Chinese market is rising.

The number of international visitors to the Gold Coast has remained relatively stable over the last eight years at around 800,000 visitors each year. There was a slight decline in international visitors to the Gold Coast post GFC however this has recovered in 2014. Interestingly the gap between international visitors to Brisbane and the Gold Coast has widened since 2006, with close to one million overseas visitors travelling to Brisbane in 2014.

From 2006 to 2014 New Zealand has remained arguably the most important overseas market for Gold Coast tourism. Although China has recently overtaken New Zealand as the country with the most visitors to the Gold Coast (187,226 and 184,413 persons respectively in 2014), visitors from New Zealand still spend a far greater number of nights on the Gold Coast. There were nearly 1.7 million visitor nights on the Gold Coast from New Zealanders in 2014 compared to 1.0 million visitor nights from the Chinese. It is worth noting that the Chinese tourism market has grown exponentially over the last eight years for the Gold Coast (increased 146% from some 76,154 in 2006 to 187,226 in 2014).

Other notable trends include a severe decline in the number of international visitors to the Gold Coast from Japan. In 2006 Japan was the second largest market with 190,896 visitors. By 2014 this has reduced to nearly one-fourth of the size with 56,058 visitors. This trend is likely due to the economic malaise in Japan and a reduction in direct flights – the Gold Coast is now a less affordable destination for Japanese tourists. Notably India has entered the top 10 in 2014 with 21,471 visitors to the Gold Coast.

Impacts in 2050
- The number of Chinese visitors to the Gold Coast is expected to continue to grow. This will require more international connections with China, as well as tourist and retail experiences catered to this market (eg luxury shopping).

Source: Tourism Research Australia, data is based on Gold Coast tourism region
Delivering sufficient infrastructure and services to meet January’s peak tourist demand will continue to challenge the Gold Coast in 2050

In the year ending June 2013 there were nearly 22.5 million visitor nights spent on the Gold Coast by domestic and international visitors. This is the number of visitors multiplied by the number of nights spent on the Gold Coast during the year. This is a slight decrease from just over 23 million visitor nights in 2006. Over the same period Brisbane had 36.8 million visitor nights and Adelaide had 15.8 million visitor nights. Data on visitor nights in Newcastle was not available.

Whilst the total number of visitor nights is indicative of demand it is interesting to note that when compared to the size of the population in each city, the Gold Coast is significantly overrepresented. This places a comparably greater strain on the city’s infrastructure and services, which are being funded by residents. The tourism region of the Gold Coast had a population of 665,000 in 2013. On an average night in 2013 the Gold Coast could expect to accommodate 62,000 domestic and international visitors (note that this does not factor in the day trip market). These tourists represent an additional 9% to the resident population - this has been termed ‘average additional effective population’. In Brisbane in 2013 the corresponding average additional effective population was only 5% and in Adelaide it was 4%. Although this measure has decreased from 11% on the Gold Coast in 2006, it is still considerably higher than in the benchmark cities. The average additional effective full-time population has very different habits/concerns to residents. Spending tends to be purely focused on cafes/restaurants, shops and entertainment.

Although the impact of tourists to services and infrastructure was estimated above via the average additional effective population, this does not consider seasonality. The Australian Bureau of Statistics publishes data from the Survey of Tourist Accommodation (STA) each year at the monthly level. The STA survey covers hotels, motels, guest houses and serviced apartments with 15 or more rooms/units. Over the year ending June 2013 the Gold Coast had 7.5 million guest nights occupied according to the STA. In the same period Brisbane recorded 5.5 million guest nights occupied. The chart to the left shows how the demand for accommodation fluctuated on the Gold Coast and in Brisbane over the course of the year to June 2013. Brisbane had relatively stable demand. Gold Coast on the other hand had a significant peak in January. Some 11% of the total year demand for hotels, motels, guest houses and serviced apartments was during the month of January.

In 2050:

- Conservatively the Gold Coast needs to plan to accommodate 109% of the resident population (with 9% being overnight visitors). Based on a projected population of 1,099,000 in 2050, the Gold Coast should plan for 99,000 overnight visitors on an average night.
- However 11% of annual tourist demand on the Gold Coast falls in January according to the STA. If this is applied to total visitor nights in 2013 (~22.5 million), then it is estimated that there were on average 31,000 visitors per night during January, or an average additional effective population in January of 12%. Based on the 2050 projected population, the Gold Coast would need to plan for a peak tourist population of 132,000 during January. Delivering sufficient infrastructure and services to meet the peak tourist demand felt in January is the biggest challenge for the Gold Coast in this regard.

### Average additional effective population present in study regions, 2006-2013

<table>
<thead>
<tr>
<th>Measure</th>
<th>Gold Coast</th>
<th>Brisbane</th>
<th>Adelaide</th>
</tr>
</thead>
<tbody>
<tr>
<td>A - Domestic visitor nights* ('000)</td>
<td>16,269</td>
<td>14,790</td>
<td>15,379</td>
</tr>
<tr>
<td>B - International visitor nights* ('000)</td>
<td>6,818</td>
<td>7,681</td>
<td>11,359</td>
</tr>
<tr>
<td>C - Total visitor nights* (A+B) ('000)</td>
<td>23,087</td>
<td>22,471</td>
<td>26,738</td>
</tr>
<tr>
<td>D - Average visitors per night (C/365) ('000)</td>
<td>63</td>
<td>62</td>
<td>73</td>
</tr>
<tr>
<td>E - Population ('000)*</td>
<td>555</td>
<td>665</td>
<td>1,831</td>
</tr>
<tr>
<td>Average additional effective population (D/E)</td>
<td>11%</td>
<td>9%</td>
<td>4%</td>
</tr>
</tbody>
</table>

### Guest nights occupied in hotels, motels and serviced apartments**, Jul-12 to Jun-13

- Gold Coast has a significant peak tourist population in January (11% of the total year demand for guest nights in 2012-13)

Source: KPMG; based on data from Tourism Research Australia and the Australian Bureau of Statistics
*Visitor night and population data based on Tourism Regions (refer to Appendices for further information)
**Data from the Australian Bureau of Statistics is based on hotels, motel and serviced apartments with 15 or more rooms only
Retail overview

Timeline, key trends and future thinking

1966 – 1991 Historic trends
- The Gold Coast has always had a higher proportion of its workforce employed in the wholesale and retail trade than the national average.
- There was a large increase in the proportion of the workforce employed in wholesale and retail trade. The Gold Coast increased by five percentage points to 24% by 1991.

1991 – 2014 Recent trends
- In recent times however, there has been a decline in the workforce employed in wholesale and retail trade to reach its lowest rate since the 60s. This is not dissimilar to national trends and is occurring as the workforce moves towards more skilled industries such as health care and education.

2015 Current position
- There is a need to change from the current perception of merely a place of ‘sun, sand and surf’ and as a party town.
- Tapping into the tourist market is currently constrained by aviation.
- The retail experience is very one-dimensional and does not adequately cater for the disabled, non English speaking visitors and foreign customs.
- The Gold Coast needs greater connectivity throughout the city.
- The funding of the city needs to be revisited - who pays for what and consideration of sources for additional revenue to fund infrastructure.

2015 – 2021/31 City of Gold Coast strategies
- Open for Business - program to support business growth, retention and attraction by actively seeking to continually reduce regulation and red tape.
- The Gold Coast is a connected city – people and places are connected by an integrated, safe and efficient transport network.
- Establish Southport as a premier investment decision with funding towards the completion of Chinatown and a business attraction program to maximise the benefits of Priority Development Area status.

2050 Future thinking
- Generation of co-creation retail areas within the existing regional centres - active involvement from the customer to create a value-rich experience.
- The Gold Coast will need to accommodate new retail models (eg click and collect).
- Doubling the level of retail spending on the existing retail footprint must lead to more intensive shopping precincts (eg multi-level).
The retail industry has always been central to the Gold Coast economy – population growth will underpin further development of this sector

Persons employed in wholesale and retail trade by region, 1966-2011

In an effort to understand long term regional differences and trends in the retail industry it is necessary to consider wholesale and retail trade as a combined sector due to historic data availability. The charts above show the proportion of persons employed in the wholesale and retail trade sector by region in 1966, 1991 and 2011. The Gold Coast has always had above national average rates of persons employed in this sector. That is irrespective of the fact that this industry has lost share of the total workforce between 1991 and 2011. The overrepresentation of the Gold Coast workforce in this sector over time has been necessary because of the large tourist market. The reduction in proportion of the workforce employed in wholesale and retail trade from 1991 to 2011 was experienced nationally as well as in each of the study regions. This trend is thought to be due to technology advances, the internet and automation reducing the demand for workers in this sector.

In 2011 the Australian workforce was approximately 10 million people and the national wholesale and retail trade sector was nearly 1.5 million workers strong. This sector can be broken down into wholesale and retail trade in 2011. On the Gold Coast 77% of wholesale and retail trade workers were employed in retail trade (or 28,618 workers) and 23% (or 8,648 workers) in wholesale trade. This was comparatively higher than the benchmark cities and Australia (with the exception of Newcastle).

Impacts in 2050

- With an historically strong demand for retail and an associated workforce, coupled with a population projected to nearly double by 2050, there is a need to increase the supply of retail services on the Gold Coast
- As the retail market of the Gold Coast continues to grow, higher order luxury and experiential retail for the ‘aspirants’ among the population will need to be considered. This type of offer is part of the developments currently underway in the Pacific Fair expansion and should be considered for retail developments as part of the proposed cruise ship terminal

Source: KPMG, based on data from the Australian Bureau of Statistics

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The Gold Coast’s projected retail spend in 2050 will be $16.0 billion in current dollars - up from $6.9 billion today

There were 14 major shopping centres on the Gold Coast in 2014. The largest was Robina Town Centre (350 stores) followed by Pacific Fair (300 stores – however will be the largest shopping centre with 420 stores post current development) and Australia Fair (210 stores). Most shopping centres on the Gold Coast are located close to the coast line, however Robina Town Centre and Westfield Helensvale are located further west alongside the Pacific Motorway. Pacific Fair is located adjacent to the Broadbeach South tram station which ensures that it is highly accessible for the tourist market.

Total retail spend in Queensland increased from $6bn in 1983 to $57bn in 2014. Queensland represented over one-fifth of Australia’s total retail spend in 2014. Retail spend per capita has increased in a uniform manner over the 30 years to 2013. Queensland’s retail spend per capita grew to $11,736 in 2013. This uniform growth is expected to continue into the future.

Impacts in 2050
- Based on a projected population of 1,099,000 in 2050 and assuming real growth of 12.5% in retail spending per capita from 2013, the Gold Coast’s retail spend market is projected to be $16.0bn in 2050.

### Projected retail spend on the Gold Coast, 2013 and 2050

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gold Coast population</td>
<td>538,000</td>
<td>1,099,000</td>
</tr>
<tr>
<td>Uplift factor – visitors (assumed)</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Real growth in retail spending per capita from 2013 (assumed)</td>
<td>12.5%</td>
<td></td>
</tr>
<tr>
<td>Gold Coast total retail spend estimate (billions)</td>
<td>$6.9</td>
<td>$16.0</td>
</tr>
</tbody>
</table>

**Source:** KPMG, Property Council of Australia

**Source:** KPMG, based on data from the Australian Bureau of Statistics
International
International overview

Timeline, key trends and future thinking

1966 – 1991 Historic trends

• The Gold Coast has traditionally had a lower proportion of overseas-born residents than the national average. This may have been due to overseas migrants being attracted to the larger cities such as Sydney and Melbourne.
• In the mid 1980’s Japanese investment contributed significantly to tourism infrastructure, including hotels and golf courses.

1991 – 2014 Recent trends

• The proportion of Asian-born residents increased to represent 5% of total residents by 2011. This is not dissimilar to national trends (towards Asian migrants and away from European migrants).
• However the Gold Coast is still below the national average for Asian-born residents (5% compared to 8% nationally).
• However, the total number of overseas-born residents on the Gold Coast is above the national average (30% compared to 26%) in 2011. This suggests that while the Gold Coast may have a large proportion of overseas-born residents, they are typically from Anglo countries such as New Zealand, the UK and South Africa.
• There was significant Korean investment in the mid 1990’s but not to the same extent as Japanese investment in the 1980’s.

2015 Current position

• Funding of the light rail from a Japanese investor.
• Pacific Fair funding for redevelopment from overseas sources.
• Major proposed Gold Coast property development projects being funded by Chinese investors.

2015 – 2021/31 City of Gold Coast strategies

• City Reputation and Promotion - raise the city’s profile as an emerging key location for trade and investment.
• Export and Trade Development - leverage international partnerships, networks and Sister City relationships within priority trade markets.
• Business and Investment Attraction - grow international partnerships to promote the city’s competitive advantage and drive inward investment into the city.

2050 Future thinking

• The city has strong international business and cultural links.
• The city has iconic developments that are recognised worldwide.
• The city has a strong economic base and there are sound commercial opportunities.
• The city is tolerant, diverse and cosmopolitan, accommodating people from all over the world.
• Language and religious customs will be supported across the city.
• Promote the opportunity to study on the Gold Coast.
• Recognition that Gold Coast visitors, students, businesses and residents will increasingly come from the international community – this will expand direct-flight connectivity to/from the Gold Coast.
The number of Asian-born residents on the Gold Coast is projected to quadruple by 2050

In 1966 the population of Australia stood at 11.6 million. At that time 9.4 million or 82% of the nation’s residents were born in Australia. In the same year the Gold Coast had a population of 63,300, with some 53,500 persons or 85% born in Australia. Compared to the nation the Gold Coast had a much higher proportion of residents born in English-speaking countries than the national average in 1966 (96% compared to 90% respectively). English-speaking countries include Australia, the UK, Ireland, New Zealand, South Africa, the US and Canada. Brisbane had the second highest proportion of residents born in English-speaking countries with 94% in 1966.

By 2011, the greatest change had been the five percentage point increase in the proportion of Gold Coast residents born in Asia (0% in 1966 compared to 5% in 2011). Asian countries in this instance refer to south-east, north-east, southern and central Asia.

Both Brisbane and the Gold Coast have a below national average proportion of Asian-born residents and above average proportion of English-speaking residents, suggesting that Queensland tends to be home to people with an Anglo background, however this is gradually changing.

Impacts in 2050

- International diversity is only going to increase across the nation by 2050 with continued levels of high projected net overseas migration
- As the Gold Coast develops it will trend towards capital city and national averages of overseas-born residents. Conservatively if 8% of Gold Coast’s residents are born in Asia in 2050 (per the national average in 2011) then with a projected population of 1,099,000, the Gold Coast could expect to have nearly 88,000 Asian-born residents by mid-century (increasing by 283% from 23,000 in 2011)
The transition to capital-city equivalent demands ever-expanding international connectivity

Direct flights from Gold Coast Airport as at February 2015

The Gold Coast Airport has direct connections into many major cities in Australia. There are strong existing links between the Gold Coast and New Zealand which have catered to the high volumes of tourists travelling to the Gold Coast from New Zealand. In the future as the tourism base moves increasingly towards China and India, the Gold Coast Airport may consider scheduling direct flights with these regions.

Source: KPMG; based on data from Gold Coast Airport and Brisbane Airport

Direct flights from Brisbane Airport as at February 2015

Brisbane Airport is only a 30 minute drive (45km) from the north border of the City of Gold Coast. For this reason a portion of Gold Coast’s visitors choose to transit through Brisbane Airport instead of Gold Coast Airport. Brisbane Airport offers significantly greater direct links domestically and into Asia and the Pacific. The Gold Coast is one of the only cities in Australia that is closely serviced by two major airports, positioning the city well to accommodate an ever-expanding international base.
Economic development
Economic development overview

Timeline, key trends and future thinking

1966 – 1991 Historic trends
• The wholesale and retail trade industry has traditionally been the largest industry of employment on the Gold Coast

1991 – 2014 Recent trends
• The Gold Coast’s labour market swung in line with the national labour market – only more strongly in both directions (i.e. when Australian unemployment was high, the Gold Coast’s unemployment was even higher – and vice versa)
• The proportion of the Gold Coast’s workforce employed in healthcare, education, manufacturing and public administration is well behind Brisbane, Adelaide and Newcastle
• Unemployment levels are normalising to national averages

2015 Current position
• Creative Industries Capacity Building Project - support and grow emerging creative enterprises and industries
• Infrastructure: Priority Precinct Projects - identify and drive the development of a connected city to maximise the economic benefits from a Central Business District and principal and specialist activity centres through increased density and business clustering
• Identify and deliver projects to maximise economic outcomes and the city’s reputation as a world class tourist destination
• Competitive business: Open for Business - program to support business growth, retention and attraction by actively seeking to continually reduce regulation and red tape

2015 – 2021/31 City of Gold Coast strategies
• Growth and Trade Program - to support new and emerging exporters to access and further develop export markets
• Business Productivity and Efficiency Program - to create a cohesive business environment by providing support to businesses and industries to support future growth
• Workforce: Building Human Capital and Talent Attraction Program - to create a workforce with the right mix of skills to work within a globally competitive, knowledge-intensive economy
• Bridging Business and Universities Program – establish and grow partnership programs between the city’s universities and local business
• Export and Trade Development - leverage international partnerships, networks and Sister City relationships within priority trade markets

2050 Future thinking
• The city is part of an integrated international economic community so therefore needs to set up mechanisms to connect, building linkages through trade shows and airline routes
• There are forums for business leaders with specific industry sector experience to contribute to specific industry sector strategies
• The city has a funding model to enable infrastructure and developments to be accelerated

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The Gold Coast labour market has swung with Australia’s ups and downs but it is normalising – bringing greater stability to the city

The chart above compares the unemployment rates of the Gold Coast and Australia from December 1998 to December 2014 and highlights five major phases of progression.

Over the last 16 years the Gold Coast’s unemployment rate mirrored the national trend in an intensified manner. When national unemployment rates were relatively high in the late 1990’s and early 2000’s (up to 7.9% in February 1999), the Gold Coast recorded even higher unemployment rates (up to 8.8% in August 1999). When national unemployment was relatively low in the years from 2004 to 2008 (3.9% in July 2007), unemployment on the Gold Coast was even lower (2.2% in January 2008).

Over time local unemployment trends on the Gold Coast have increasingly normalised. The average monthly difference between local and national unemployment figures was 1.7 percentage points in the “Tough” period, 0.8 in the “Good” period and only 0.6 in the “Normalising” period.

As the Gold Coast is growing in size and importance its unemployment rate will sway less and less from overall Australian figures and bring a greater sense of stability to the city.

Source: KPMG, based on data from the Australian Bureau of Statistics

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Shift from unskilled to skilled work in health, professional services and education shapes the Australian workforce

The chart above shows the growth of the Australian workforce by industry for two six year periods. The first period from November 2002 to November 2008 was characterised by an economic boom, while the second period characterises the global financial crisis and its impacts. Over the six years to 2014 the Australian workforce added 0.9 million jobs, however this is considerably slower than the six years to 2008 where 1.5 million new jobs were added to the economy. The industries with the highest growth in recent years – health care, professional services and education – all rely on a highly skilled workforce.

The education sector might have partially benefited from the economic slow down as some students chose to “out-study” the economic downturn. Industries relying largely on unskilled workers grew slowly such as construction and transport, or in fact negatively such as manufacturing. Overall there has been a strong trend towards more highly skilled industries in recent years.

Source: KPMG, based on data from the Australian Bureau of Statistics
The Gold Coast is underrepresented in the skill sets that are most rapidly expanding ... a future vision must correct this situation.

The above chart shows the workforce by industry classification on the Gold Coast in November 2014 benchmarked against Brisbane, Adelaide and Newcastle. The industry split on the Gold Coast is quite different to these other comparable cities in Australia. It is significantly above average in retail trade, construction and accommodation & food services. This is not surprising given the strong tourism market on the Gold Coast. Conversely, the Gold Coast is underrepresented compared to the benchmark cities in important industries such as health care, manufacturing, education & training and public administration & safety.

As the Gold Coast economy broadens its base, develops a stronger knowledge workforce and increasingly normalises to major Australian capital city levels there will be a need for stronger representation in health care and education.

Impacts in 2050
- The economic development plan is underpinned by job creation and an increase in the average annual salaries from the increase in knowledge workers
- There needs to be an enhanced financing model for the city to fund infrastructure and consideration of an appropriate level of debt that can be serviced to accelerate infrastructure and stimulate economic activity that otherwise could lag

Source: KPMG, based on data from the Australian Bureau of Statistics
*Note data is an annual average of the preceding four quarters and represents the Gold Coast Statistical Area 4 (SA4) region, the Newcastle SA4 region and the Brisbane and Adelaide Greater Capital City Statistical Areas (see Appendices for further details)
Arts, creative and culture
## Arts, creative and culture overview

### Timeline, key trends and future thinking

#### 1966 – 1991
- **Historic trends**
  - Limited public infrastructure for the creative arts
  - Themed visitor attractions centred around cabaret and restaurant performances
  - Evolution of the performance industry attached to major theme parks
  - Gold Coast overrepresented by arts and creative workers in 1966 (299 per 100,000 residents) compared to benchmark cities and the national average (221 per 100,000 residents)
  - Gold Coast Arts Centre completed

#### 1991 – 2014
- **Recent trends**
- Larger scale productions (eg Outback Spectacular)
- Established as the theme park capital of Australia and the region, providing a base for employment of creative arts workers
- Broadwater Parklands development
- Gold Coast remains overrepresented by arts and creative workers in 2011 (576 per 100,000 residents) compared to national average (548 per 100,000 residents)

#### 2015
- **Current position**
- Development of plan for greater public infrastructure for creative arts (eg Gold Coast Cultural Centre Precinct)

#### 2015 – 2021/31
- **City of Gold Coast strategies**
  - Actively promote and support an increase in cultural and entertainment activities which can be aligned with key tourism precincts
  - Develop a cultural tourism plan that promotes the Gold Coast culture and builds the city’s reputation as a creative and vibrant city
  - Digital Hub – a virtual world that articulates a creative and liveable city. Includes online access to cultural and heritage collections, heritage trails, oral histories, information creative spaces and ‘what’s on’ guide
  - Facilitate development and planning applications for arts and cultural spaces and initiatives - address licensing and zoning issues that can sometimes act as a barrier to establishing and operating venues for live arts and culture

#### 2050
- **Future thinking**
  - The city has significant arts and culture infrastructure including a Gold Coast museum showcasing what it will continue to be famous for … the beach asset
  - Public developments are free of charge - this encourages people to visit and generates a culture and sense of community and pride within the city
  - The city needs to generate a common meeting place for congregation (eg Federation Square in Melbourne)
  - In order to be a world class city the Gold Coast needs to have a Cultural and Arts Centre developed to provide the authenticity of the city
  - Need to promote clean living with cultural events including foods, artists, hinterlands and good education. The Gold Coast needs to look and feel like a capital city incorporating community pride

### Key landmarks

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1970</td>
<td>Gold Coast Convention Centre</td>
</tr>
<tr>
<td>1980</td>
<td>Wet &amp; Wild</td>
</tr>
<tr>
<td>1990</td>
<td>Gold Coast Arts Centre</td>
</tr>
<tr>
<td>2000</td>
<td>W.B. Movie World</td>
</tr>
<tr>
<td>2010</td>
<td>Dreamworld</td>
</tr>
</tbody>
</table>

### Artistic workforce growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Arts and Creative Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1966</td>
<td>189 (229 per 100k residents)</td>
</tr>
<tr>
<td>1991</td>
<td>1,251 (415 per 100k residents)</td>
</tr>
<tr>
<td>2011</td>
<td>2,848 (576 per 100k residents)</td>
</tr>
<tr>
<td>2050</td>
<td>7,700 (assumes 700 per 100k residents)</td>
</tr>
</tbody>
</table>
There will always be a heightened demand for arts and creative workers on the Gold Coast

The above charts show the number of artists and creative workers per 100,000 residents on the Gold Coast, Brisbane, Adelaide and Newcastle over three censuses. Artists and creative workers broadly capture actors, dancers, entertainers, music professionals, photographers, artistic directors, media producers, authors, editors, tour guides, community arts workers and other related occupations.

The Gold Coast has always had more artists and creative workers than the average Australian city. In the 1960s the Gold Coast was a thriving tourist destination hungry for entertainment and employed significantly more people in creative occupations than the Australian average (299 per 100,000 residents compared to 221 per 100,000 residents respectively). Over time the Gold Coast’s population and its arts and creative sector expanded, reaching 576 artists and creative workers per 100,000 residents in 2011.

As the Gold Coast grew into one of Australia’s largest cities, the number of artists and creative workers normalised relative to the national average. In 1966 the Gold Coast employed 35 percent more artists than the average Australian city. This number sank to 11 percent in 1991 and fell further to 5 percent in 2011. Given that the Gold Coast’s population grew significantly over this period this type of trend is considered normal.

Impacts in 2050

- The Gold Coast behaves differently to other Australian cities and there will always be a heightened demand for arts and creative workers, particularly because of the strong tourist market on the Coast.
- Assuming that the long term national and local trend towards a higher proportion of arts and creative workers continues, by 2050 the Gold Coast might expect to have an arts and creative workforce of roughly 7,700 in 2050 (up 170% from 2,850 in 2011). This is based on an assumption of 700 arts and creative workers per 100,000 residents on the Gold Coast in 2050 and a projected population of 1,099,000.

Source: KPMG, based on data from the Australian Bureau of Statistics
Technology and innovation
### Technology and innovation overview

#### Timeline, key trends and future thinking

<table>
<thead>
<tr>
<th>Year</th>
<th>Event or Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>Canal estates for Rio Vista and Miami Keys</td>
</tr>
<tr>
<td>1960</td>
<td>First high rise Kinkabool Strata titling</td>
</tr>
<tr>
<td>1970</td>
<td>Billabong founded Sea World</td>
</tr>
<tr>
<td>1980</td>
<td>Marina Mirage Sanctuary Cove Bond University</td>
</tr>
<tr>
<td>1990</td>
<td>Versace Hotel</td>
</tr>
<tr>
<td>1991</td>
<td>Q1 – world’s tallest residential tower</td>
</tr>
<tr>
<td>2000</td>
<td>Olympus ENDOALPHA Operating Theatre at John Flynn Private Hospital</td>
</tr>
<tr>
<td>2010</td>
<td>20% of workforce own their own business</td>
</tr>
<tr>
<td>2020</td>
<td>G8 Education largest business on the Gold Coast</td>
</tr>
<tr>
<td>2050</td>
<td>Gold Coast could be known as Australia’s start-up city</td>
</tr>
</tbody>
</table>

### 1966 – 1991 Historic trends

- The Gold Coast has had a history of enterprise and entrepreneurialism – in 1966 more than one in 10 workers owned their own business on the Gold Coast (compared with 6% nationally and in Brisbane and Adelaide).

### 1991 – 2014 Recent trends

- By 2011, one in five Gold Coast workers owned their own business – significantly higher than the national average of 15% and higher than Brisbane and Adelaide at 13% and 14% respectively.

### 2015 Current position

- The lifestyle of the Gold Coast has attracted large businesses that focus on the things of everyday life (eg education, property, leisure, retail, pet food).
- The universities deliver qualified graduates to support a base for the expansion of innovation and technology focused enterprises.

### 2015 – 2021/31 City of Gold Coast strategies

- **Gold Coast Health and Knowledge Precinct** – a globally competitive precinct driving knowledge, innovation and commercialisation.
- **Open Data Access Project** – facilitate and accelerate access to data to build the IT and software development industry.
- **Citywide Innovation and Commercialisation Network** – create a connected network of entrepreneurs to commercialise innovative ideas and generate successful start-up companies.

### 2050 Future thinking

- The Gold Coast can be famous for innovative manufacturing.
- Focus on medical areas such as 3D body parts.
- Brand this as *Next-Generation Manufacturing* – 3D printers.
- Forums where industries, education and research can cross-pollinate – the Gold Coast is small enough to collaborate.
The Gold Coast is an entrepreneurial community which will always generate new business opportunities.

Total patent filings in Australia, 2003 – 2013

- Patents filed in Australia have increased 38% from 2003 to 2013 – the nation’s population increased only 17% over this period. There has been a shift in focus towards new ideas and new technologies across the nation.

Resident patent filings per 100,000 persons, 2013

- The rate of resident patent filings on the Gold Coast is roughly in line with the national average, but falls well short of neighbouring Brisbane.

Proportion of the workforce that own their own business, 1966 & 2011

- The Gold Coast stands head and shoulders above the benchmark cities and has done so over time – evidence of an entrepreneurial mindset.

The chart above and to the left shows resident and non-resident standard patent filings in Australia between 2003 and 2013. In 2013 there were 29,717 patents filed in Australia. 90% of all patents were filed by non-residents and 10% by Australian residents. This split between resident and non-resident patent filings in Australia has been consistent over the last ten years. In 2013 among the non-residents, the US filed the highest number of patents (13,161), followed by Japan (1,751), Germany (1,722) and Switzerland (1,341). In 2013, an amendment to the IP Laws Amendment (Raising the Bar) Act 2012 drove the number of patent fillings upwards. The amendment raised the requirements for receiving a patent and caused a flurry of applications to be submitted before it came into effect.

The chart above shows the number of resident patent filings per 100,000 residents. In 2013 the Gold Coast was on par with the national average of 13 patents per 100,000 residents but falls well short of neighbouring Brisbane (15 patents per 100,000 residents). It is interesting to note that in 2013 the Gold Coast filed as many patents per head of population as Adelaide did, even though Adelaide has a significantly higher proportion of students (see page 26). This was likely due to the strong entrepreneurial spirit of the Gold Coast which is exemplified in the chart to the left. In 1966 and 2011 the Gold Coast had a very high proportion of its workforce relative to the benchmark regions. In 2011 one in five workers on the Gold Coast was a business owner.

Impacts in 2050

- It is this entrepreneurial mindset that combined with rising student numbers could result in even higher numbers of patents and innovative business ventures on the Gold Coast by 2050. The Gold Coast could carve out a niche as Australia’s start-up city.
The lifestyle of the Gold Coast attracts large businesses that focus on local skills/features and aggregated everyday services.

The top ten largest businesses headquartered on the Gold Coast are primarily associated with local skills/features (leisure and housing) or aggregated everyday services (childcare, retail and pet food).

This pattern is strikingly similar to the largest businesses headquartered in Miami, United States (see page 60).

There is something about the Gold Coast and Miami that endear companies associated with local skills/features and aggregated everyday services to them. It is likely because these types of businesses could be headquartered anywhere and they make a choice for lifestyle.

Note: There are other major businesses based on the Gold Coast and the businesses noted are selected based on the Gold Coast Business News.

<table>
<thead>
<tr>
<th>Rank (market cap)</th>
<th>Name</th>
<th>Sector summary</th>
<th>Financials</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>G8 Education</td>
<td>Childcare centre aggregator</td>
<td>Market Cap: $1.7bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 400 childcare centres under management</td>
<td>FY13 Revenue: $275m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 19,000 children</td>
<td>FY13 Profit: $31m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 6,300</td>
</tr>
<tr>
<td>2</td>
<td>Retail Food Group</td>
<td>Retail aggregator</td>
<td>Market Cap: $715m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Franchiser and owner of 1,400 cafes and bakeries</td>
<td>FY14 Revenue: $168m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Donut King, Brumby's Bakeries, bb's Cafe, Michel's Patisserie, Pizza Capers,</td>
<td>FY14 Profit: $37m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Crust and Big Dad's Pies</td>
<td>Staff: 250</td>
</tr>
<tr>
<td>3</td>
<td>Billabong International*</td>
<td>Retailer</td>
<td>Market Cap: $670m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Surf and skate wear</td>
<td>FY14 Revenue: $1.2bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Owned by an American private equity firm</td>
<td>FY14 Loss: $233m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 1,800</td>
</tr>
<tr>
<td>4</td>
<td>Mantra Group</td>
<td>Hotels and Resorts</td>
<td>Market Cap: $570m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 115 properties</td>
<td>FY14 Revenue: $458m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 11,000 rooms under management</td>
<td>FY14 Loss: $300k</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 3,400</td>
</tr>
<tr>
<td>5</td>
<td>CuDeco</td>
<td>Copper mining</td>
<td>Market Cap: $374m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY13 Revenue: $3.5m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>FY13 Loss: $3.9m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 120</td>
</tr>
<tr>
<td>6</td>
<td>Sunland Group</td>
<td>Property development</td>
<td>Market Cap: $330m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Revenue: $188m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Profit: $14m</td>
</tr>
<tr>
<td>7</td>
<td>Villa World</td>
<td>Property development</td>
<td>Market Cap: $190m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Revenue: $230m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Profit: $19m</td>
</tr>
<tr>
<td>8</td>
<td>Village Roadshow</td>
<td>Leisure owner and operator</td>
<td>FY14 Revenue: $283m</td>
</tr>
<tr>
<td>Theme parks</td>
<td></td>
<td>• Themeparks</td>
<td>FY14 Profit: $32m (pre-tax)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 4,000</td>
</tr>
<tr>
<td>9</td>
<td>Dreamworld (Ardent Leisure)</td>
<td>Leisure owner and operator</td>
<td>FY14 Revenue: $100m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 100 leisure assets (theme parks, tourist attractions, marinas, bowling</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>centres and others</td>
<td>Staff: 800</td>
</tr>
<tr>
<td>10</td>
<td>VIP Petfoods</td>
<td>Pet food</td>
<td>Revenue: $300m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staff: 658</td>
</tr>
</tbody>
</table>

Note: There are other major businesses based on the Gold Coast and the businesses noted are selected based on the Gold Coast Business News.

Source: Gold Coast Business News

*Established on the Gold Coast
Global benchmarks
Selected global benchmarks

In order to consider what the Gold Coast might look like beyond the horizon a range of benchmark cities were considered. These cities were larger, leisure and lifestyle oriented and based in North America, Europe and Asia.

This process led to the identification of Miami as the premier benchmark city. The other two cities that are also considered to be of relevance to the future of the Gold Coast are Phoenix and Portland (Oregon).

Source: City of Gold Coast, Shutterstock
Miami and the Gold Coast share similar geographies and climates

Like the Gold Coast, Miami is an elongated coastal city. While the Gold Coast stretches for about 55km north to south and was home to 605,000 residents in June 2013, Miami measures 175km and was home to 5.8 million residents. Interestingly Miami experienced slower population growth (1.1%) than Gold Coast – Tweed Heads (2.0%) in 2012-13. Considering the difference in size of the cities, such growth rates were to be expected.

Both founded early in the 19th century, Miami and the Gold Coast also share a similar climate with year-round average temperatures above 20 degrees Celsius and similar rainfall patterns (low in winter, higher in summer). However, the Gold Coast experiences fewer extreme weather (mostly hurricane) events than Miami.

Miami International Airport (MIA) is the 26th largest airport in the world with 40.9 million passengers in 2014. It is also the second largest US airport for international passengers and the largest US airport for international freight.

One in 7 cruises worldwide start from PortMiami and it is considered to be the “cruise capital of the world”. The port is also the “cargo gateway to the Americas”. Annually the port adds US$27 billion to the economy.

Miami’s geography, urban form, climate and access to an important cruise ship harbour and international airport make it an ideal benchmark city for the future of the Gold Coast.
Large companies are headquartered in Miami because of the attractive lifestyle and the business culture that the city has to offer.

<table>
<thead>
<tr>
<th>Fortune 500 companies headquartered in Miami, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. World Fuel Services (Rank 71/500)</td>
</tr>
<tr>
<td>• Importer and refiner of oil</td>
</tr>
<tr>
<td>• Revenue US$41.6 billion</td>
</tr>
<tr>
<td>• Founded 1984 in Miami</td>
</tr>
<tr>
<td>2. AutoNation (Rank 162/500)</td>
</tr>
<tr>
<td>• Aggregator of car dealerships</td>
</tr>
<tr>
<td>• Revenue US$17.5 billion</td>
</tr>
<tr>
<td>• Founded 1981 in Fort Lauderdale</td>
</tr>
<tr>
<td>3. NextEra Energy (Rank 191/500)</td>
</tr>
<tr>
<td>• Electricity provider</td>
</tr>
<tr>
<td>• Revenue US$15.1 billion</td>
</tr>
<tr>
<td>• Founded 1925 in Juno Beach</td>
</tr>
<tr>
<td>4. Office Depot (Rank 248/500)</td>
</tr>
<tr>
<td>• Retailer of office supplies</td>
</tr>
<tr>
<td>• Revenue US$11.2 billion</td>
</tr>
<tr>
<td>• Founded 1986 in Miami</td>
</tr>
<tr>
<td>5. Jarden (Rank 356/500)</td>
</tr>
<tr>
<td>• Aggregator of consumer brands</td>
</tr>
<tr>
<td>• Revenue US$7.4 billion</td>
</tr>
<tr>
<td>• Relocated to Boca Raton in 2013</td>
</tr>
<tr>
<td>6. Ryder System (Rank 404/500)</td>
</tr>
<tr>
<td>• Transportation, logistics and truck rentals</td>
</tr>
<tr>
<td>• Revenue US$6.4 billion</td>
</tr>
<tr>
<td>• Founded 1933 in Miami</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fortune 500 company stories in Miami that are relevant to the Gold Coast</th>
</tr>
</thead>
<tbody>
<tr>
<td>AutoNation was founded in Fort Lauderdale in 1996. The company is the largest automotive retailer in the US and the leading provider of new and pre-owned vehicles. Like Jarden, AutoNation manages products and services that are produced and sold in various locations while the company headquarters is located in Miami for lifestyle reasons.</td>
</tr>
<tr>
<td>Office Depot was founded in Miami in 1986. After their merger with Office Max in 2013 the company had to re-negotiate the location of their headquarters. Boca Raton in Miami was chosen over Naperville in Illinois (a suburb of Chicago and “America’s second best place to live” according to Money Magazine 2006). Office Depot complimented the lifestyle opportunities in Miami and stated that Boca Raton provided the best platform to achieve planned synergies, drive profitability, and launch a compelling vision for the future.</td>
</tr>
<tr>
<td>Jarden owns over 100 everyday consumer product brands (Esky, Breville, Sunbeam, Coleman and others). Each brand maintains its own production facilities. The Jarden headquarters are famously small and relocated in 2013 from New York to Miami largely for lifestyle reasons.</td>
</tr>
<tr>
<td>Ryder System offers transportation and logistic solutions (mostly in the form of truck rentals). The company was founded in 1933 in Miami. In the early 2000’s Ryder System was looking for new headquarters to operate from after having outgrown the old one. Operating across the US, the company could have chosen any location but decided to stay in Miami-Dade County.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other notable companies in Miami that are relevant to the Gold Coast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oasis Outsourcing (US$5.4 billion revenues, 600 employees) is a professional employer organisation managing payroll, health insurance etc for small to medium sized companies. The company was founded and is still headquartered in West Palm Beach, Miami.</td>
</tr>
<tr>
<td>Citrix (US$3.1 billion revenues) provides software services to businesses (98% of Fortune 500 companies rely on Citrix software). In 1989 Citrix was founded in Texas but its CEO soon moved the company to Fort Lauderdale, close to his former home because he enjoyed the quality of life in Florida.</td>
</tr>
</tbody>
</table>

While many local businesses are driven by the strong links to Latin America and the unique demographic setup of the city (about two-thirds of the population identify as Latino), the largest companies in Miami tend to trade in everyday products and services (fuel, cars, energy, office supplies, consumer goods and truck rentals). These companies could be located anywhere but made a clear choice to have their headquarters in Miami because of the attractive lifestyle opportunities, connectivity through the airport, access to workers and the business culture that the city has to offer.

The city’s lifestyle qualities can also be measured by the countless A-list celebrities (Anna Kournikova, Lenny Kravitz, Shakira, Enrique Iglesias, Oprah Winfrey, Andre Agassi and Julia Roberts amongst others) owning first and second homes in Miami.

What this means for the Gold Coast
- Miami’s largest businesses all produce everyday products and services. These businesses did not choose Miami as their headquarters primarily because of the city’s unique position as the “Capital of the Americas”. Instead they chose Miami for its lifestyle benefits. The Gold Coast offers a very similar lifestyle and has excellent connectivity through the Gold Coast and Brisbane Airports, and could push for the establishment and relocation of such everyday businesses.

Source: KPMG, Fortune Magazine, selected company websites and annual reports
Attractive lifestyle, labour pools and pro-business legislation in Phoenix and Portland have encouraged large companies to relocate

<table>
<thead>
<tr>
<th>Location and population, Phoenix and Portland</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Map showing Phoenix and Portland" /></td>
</tr>
</tbody>
</table>

### Fortune 500 companies headquartered in Phoenix, 2014
1. **Avnet** (Rank 117/500)
   - B2B technology distribution
   - Revenue US$25.5 billion
   - Relocated to Phoenix in 1998
2. **Freeport McMoRan** (Rank 142/500)
   - Copper and gold mining
   - Revenue US$20.9 billion
   - Relocated to Phoenix in 1998
3. **Republic Services** (Rank 325/500)
   - Waste Management
   - Revenue US$6.9 billion
   - Founded 1998 in Phoenix
4. **PetSmart** (Rank 376/500)
   - Pet foods and services
   - Revenue US$6.9 billion
   - Founded 1998 in Phoenix
5. **Insight Enterprises** (Rank 483/500)
   - IT solutions
   - Revenue US$5.1 billion
   - Founded 1988 in Phoenix

### Fortune 500 companies headquartered in Portland, 2014
1. **Nike** (Rank 11/500)
   - Footwear and sporting goods
   - Revenue US$25.8 billion
   - Relocated to Beaverton in 1990
2. **Precision Castparts** (Rank 322/500)
   - Metal fabrication
   - Revenue US$8.5 billion
   - Founded 1953 in Portland

### Managing an ageing population:
Phoenix Clearview
Preparing its infrastructure to accommodate elderly drivers, all major intersections in Phoenix now use street signs with the Clearview font. The font was specifically designed to be easier to read than the standard Highway Gothic font.

### Fortune 500 company stories in Phoenix that are relevant to the Gold Coast
- Technology distributor **Avnet** relocated from New York in 1998 after the Greater Phoenix Economic Council had actively pushed for a relocation of the company's global headquarters for many years. Avnet was provided with a very attractive relocation package.
- IT company **Insight Enterprises** was founded in 1988 by graduates from Arizona State University in Phoenix. Insight Enterprises remained in Phoenix throughout its various growth and acquisition phases because of the business climate, large pool of IT professionals and low electricity prices.
- Pet foods and services provider **PetSmart** was founded by Phoenix residents in 1996 and has remained in the city ever since.
- Copper mining giant **Freeport McMoRan** merged with New Orleans based Phelps Dodge in 2007. The company located its headquarters to Phoenix, largely because of the city's generous tax benefits.

### Other notable companies in Phoenix and Portland that are relevant to the Gold Coast
- Online accommodation platform **Airbnb** (estimated revenue US$250 million in 2013) opened its operational headquarters in Portland in late 2014. Airbnb chose Portland for its 200 staff working in the operational headquarters because it was cheaper than Silicon Valley and provided an ideal labour pool for the young company.
- Online payment provider **PayPal** (revenue US$6.6b in 2013) relocated its technology centre, a vital part of company infrastructure, to Phoenix in 2006. Over 1200 staff are employed in Phoenix, while the headquarters remain in California.

Phoenix became an alternative location to California by establishing a pro-business culture (unionisation rate of 4.8% compared to 16.8% in San Francisco). Phoenix was able to attract interstate companies (mostly IT) because of lower organisational and residential costs compared to California (housing, water, energy, general living, health care) and lower taxes (Phoenix charges a third of San Francisco’s individual income tax). This pro-business culture encourages local entrepreneurship and guarantees that local companies like **PetSmart** and **Insight Enterprises** don’t leave Phoenix once they have reached critical mass.

Portland established itself as an alternative technology hot spot ("Silicon Forrest") to both San Francisco (860km away) and Seattle (235km away). Its alternative, edgy yet well-educated residents (city motto: “Keep Portland Weird”) provide a great labour pool for digital companies (like **Airbnb**) and sporting goods companies alike (**Nike** is only one of many outdoor sports companies based in the city).

### What this means for the Gold Coast
- Companies usually relocate to areas with well-connected airports, comparatively low wages and taxes, entrepreneurial environments, relevant industry clusters and an attractive lifestyle for employees. Phoenix and Portland fulfil these criteria, as does the Gold Coast. If the Gold Coast wants to entice relocations perhaps it could look towards everyday businesses, sporting businesses and back office headquarters.
Future Vision
The City of Gold Coast Draft City Plan 2015 plans for population growth over the 20 years to 2031. From 2011 to 2031 the City of Gold Coast has planned for:

- 1/3 greenfields; 2/3 infill development
- 320,000 new residents (16,000 p.a.)
- 130,000 new dwellings (6,500 p.a.)

Based on a projected population of 1,099,000 in 2050 and using the Draft City Plan 2015 development targets, the Gold Coast should be planning for:

- 1/3 greenfields; 2/3 infill (aspirational)
- 561,000 new residents (15,000 p.a.)
  - 374,000 infill
  - 187,000 greenfields
- 230,000 new dwellings (6,200 p.a.)
  - 153,000 infill
  - 77,000 greenfields

If the population is projected to more than double, from 538,000 in 2013 to 1,099,000 by 2050, then the current urban footprint (largely situated to the east of the Pacific Highway) must densify significantly. The current urban footprint will need to house 910,000 people by 2050 (up 70% or 374,000 from 2013). Greenfields development is set to occur to the west and to the north. Given the infill and greenfields targets set by the City of Gold Coast it is clear that consideration has been given to sustainable city growth and development. This must continue to be a priority in the future.

The Gold Coast will continue to be dominated by its north-south configuration in the future and the Pacific Motorway (the major transport corridor connecting the north and south) will have a significantly increased demand placed on it. Plans must be put in place now to ensure that the city remains accessible to the growing population.

Source: KPMG, based on data from the Australian Bureau of Statistics and the City of Gold Coast
# Focus areas – future vision

## Investment and development
- Population of 540,000 in 2013 projected to reach 1,099,000 by 2050 (104% growth)
- ‘Normalising’ growth rates (was up to 12% historically, now stabilising at around 2%)
- Ageing population
- With two-thirds of new dwellings designated as infill, 374,000 people will be added to the current urban area by 2050 – need to ensure housing affordability
- Development opportunities on an upward trend following light rail, LAPD, Commonwealth Games and Health & Knowledge Precinct
- Cruise ship terminal ($2.2bn - $7.5bn investment) to inject visitors and dollars into the Gold Coast

## Education
- Historically underrepresented by knowledge workers (eg 20% of Gold Coast workforce had a bachelor's degree in 2011 versus 28% in Brisbane and 27% nationally)
- No high schools in 1950, now 37 high schools in 2014 – may need to double the number of schools as the population doubles
- The Gold Coast is a city of enterprise – overrepresented by private schools (28% of Gold Coast’s high school students attended private schools in 2011 versus 19% nationally)
- 3 universities: Griffith (17,000 students), Bond (6,500 students) and Southern Cross (2,500 students)
- The Gold Coast had 41 university students per 1,000 residents in 2011, compared with 50 or more university students per 1,000 residents in the large capital cities - assuming the Gold Coast achieves 50 university students per 1,000 residents by 2050 this equates to 55,000 university students on the Coast which will fuel the knowledge workforce
- There is a need to grow partnerships with universities and local businesses
- Need for entrepreneurship education integration

## Health
- Historically underrepresented compared to major cities (eg 891 persons per medical practitioner on the Gold Coast in 1966 versus 701 persons in Brisbane, in 2011 it was 311 persons per medical practitioner on the Gold Coast versus 257 persons in Brisbane)
- In 2013 there were 80,000 persons aged 65+ on the Gold Coast, by 2050 expect to have 221,000 persons aged 65+ (176% growth compared to 104% overall population growth)
- Require rapid growth of health services for persons aged 65+
- Demand for hospital beds on the Gold Coast is projected to increase by 130% for private hospitals and 122% for public hospitals to 2050 – largely due to the ageing population
- Major providers (300+ beds): Gold Coast University Hospital (750 beds), Robina Hospital (364 beds), Pindara Private Hospital (335 beds) and John Flynn Private Hospital (326 beds)
- The future demands next generation health services: research laboratories, bequests, stronger connections between institutions and medical health tourism (connection into Asia)

## Tourism and visitation
- Recently Australians have been travelling overseas in greater numbers
- New Zealand and China are the most important countries for overseas visitors (Japan has declined)
- Currently Gold Coast Airport flies direct to four destinations in New Zealand, two in Japan, zero in China – in the future this should better reflect international tourist demand
- Gold Coast averages one overnight visitor daily for every 11 residents compared to Brisbane one overnight visitor daily for every 20 residents
- Based on current ratios, the Gold Coast is expected to have 99,000 visitors on average per night across the year in 2050 (extending to an average of 132,000 per night in January) – the Gold Coast will need to provide sufficient infrastructure to support visitation
- Climate change may pose risks to the tourism industry in the future – these should be assessed
- Sustainable developments to enhance the depth of visitor experience including ecotourism, and a cruise ship terminal

## What this means for the future vision
- The north-south configuration crush may lead to "precinctisation"
- Self-containment – less reliance on Brisbane job market
- Safety and security are key considerations for residents and visitors
- New infrastructure will be needed for improved accessibility and connectivity
- Development of Next-Gen businesses (eg integrated health research facilities)
- Organic and population growth requires a range of services (eg housing, schools)
- Assess risks of climate change
Focus areas – future vision

Retail
• Historically overrepresented by workers in this sector
• 2013 retail spend per capita in Queensland of $11,700, therefore estimated 2013 retail spend on the Gold Coast = $6.9bn
• Major centres: Pacific Fair (420 stores after redevelopment making it the 4th largest in Australia) and Robina Town Centre (350 stores)
• Estimated $16.0 billion retail spend market (in 2013 dollars) in 2050 - more than doubling the level of retail spending largely within the existing urban footprint - must lead to more intensive shopping precincts
• The future requires a next generation retail experience

International
• Traditionally Anglo population compared to national average (96% on the Gold Coast in 1966 versus 90% national)
• Increasing proportion of Asian-born residents (Eastern, Southern & South-eastern Asia) but still behind national average (5% on the Gold Coast in 2011 versus 8% national)
• 88,000 or 8% of the Gold Coast's residents may be born in Asia in 2050 – assuming the Gold Coast continues to trend towards the national average (up 283% from 23,000 in 2011)
• The Gold Coast is one of the only cities in Australia serviced by two major airports
• Opportunities to leverage international partnerships and attract international investment
• Better connectivity to global cities through Gold Coast Airport – particularly Asia
• Prepared and open for increased cultural diversity

Economic development
• Gold Coast has experienced rapid workforce growth as the population has increased
• Historically the labour market on the Gold Coast has risen and fallen in line with the nation but to a greater extent – it is evidence that the labour market is normalising which should instil greater consumer and business confidence in the city
• Retail, construction and arts/recreation industries have dominated historically
• Currently underrepresented in the skill sets that the future will demand (health, education, manufacturing and professional, scientific & technical services) – eg 12% of the workforce employed in health care on the Gold Coast versus 15% in Adelaide in 2014
• Pro-business and growth Council
• The Gold Coast needs a better funding model to enable infrastructure and development to be accelerated

Arts, creative and culture
• Arts and creative workers have always been a central part of the Gold Coast workforce supporting visitation and tourism
• The Gold Coast has a growing arts and creative culture. The number of people employed in arts and creative occupations has increased from 299 per 100,000 residents in 1966 to 576 per 100,000 residents in 2013. The national average was only 221 per 100,000 residents in 1966 and 548 per 100,000 residents in 2011)
• By 2050 could have 7,700 arts and creative workers on the Gold Coast, up 170% from 2,850 in 2011
• The Gold Coast has a significant arts and cultural infrastructure (eg beach) to be further bolstered by the planned Gold Coast Cultural Precinct ($365m landmark in Surfers Paradise)
• Need to build out the city’s mono-cultural past with a deeper and wider cultural future

Technology and Innovation
• The Gold Coast is and always has been a naturally entrepreneurial city
• In 1966 11% of the workforce owned their own business and by 2011 this increased to one in five workers – this compares to the national average of 6% in 1966 and 15% in 2011
• A history of innovation exists on the Gold Coast – canal living, strata titling, private university, Q1 – formerly the world’s tallest residential tower, among others
• The Gold Coast is on par with the national figure for resident patent filings per capita in 2013
• The largest businesses on the Gold Coast mostly look after the ‘things of everyday life’ (eg G8 Education – childcare centres, Retail Good Group, Villa World – development, VIP Petfoods) and tourism (Mantra Group, Village Roadshow, Dreamworld)
• Open Data Access Project and Citywide Innovation and Commercialisation Network part of the city’s future plans
• Need forums for industry, education and research to collaborate – carve out a niche as Australia’s start-up city

What this means for the future vision
• A culture of enterprise – sponsor Festival of Entrepreneurship
• There is a need for a City Leaders Forum to drive change
• Financing accelerated infrastructure and development
• Latest business models (eg latest style/version shopping centres)

• Government relocations
• Footloose enterprises relocating for lifestyle, connectivity and industry clusters
• Social cohesion for a culturally diverse community
Appendices – History and Geography
During the first half of the twentieth century what is currently known as the Gold Coast was actually five separate Shires: Southport, Nerang, Coolangatta, Beenleigh and Coomera.

For most of the second half of the twentieth century there were two main urban areas in south-eastern Queensland: the Town/City of Gold Coast (the former shires of Southport, Nerang and Coolangatta) and Albert Shire (the former shires of Beenleigh and Coomera).

On 22 March 1995 the former City of Gold Coast and Albert Shire merged to form what is currently known as the City of Gold Coast. In 2008 parts of the City of Gold Coast were transferred to the neighbouring City of Logan.

Source: KPMG, based on data from the City of Gold Coast.
The City of Gold Coast as it is known in 2015 included Albert Shire from 1949 and what was at the time the Town of South Coast. On 23 October 1958 the Town of the South Coast became the Town of Gold Coast. On 16 May 1959 the requirements for city status were met and the City of Gold Coast was born. On 8 June 1978, the Shire of Logan was separately incorporated and Albert Shire lost area of 110sq.km and 54,650 people (roughly 75% of its population) in the process. Pictured above is Albert Shire and the City of Gold Coast in 1981.

Albert Shire merged with the City of Gold Coast on 22 March 1995, remaining under the name of the City of Gold Coast. Pictured above is the City of Gold Coast Local Government Area post merger.

On 15 March 2008 the boundary of the City of Gold Coast decreased in size to exclude, roughly speaking, the areas (SA2’s) of Beenleigh, Eagleby, Edens Landing - Holmview, Mount Warren Park, Wolfdene - Bahrs Scrub and Bethania – Waterford which became part of Logan City (estimated area of 49sq.km and population of 40,148).

Source: KPMG, based on data from the Australian Bureau of Statistics and the City of Gold Coast
Explanation of geographical units and alternative definitions of the Gold Coast

The Australian Statistical Geography Standard (ASGS)

The ASGS is the geographical standard developed by the Australian Bureau of Statistics (ABS) for the collection of geographic statistics and was released in 2011 to align with the 2011 Census. It is a hierarchically structured classification system made up of a number of spatial units to satisfy different statistical purposes. The smallest measured geographic area is called a Mesh Block (MB), followed by four levels of Statistical Areas (SA1, SA2, SA3, and SA4). These geographic areas can be used to create other areas of interest. This report looks at Local Government Areas (LGA), Significant Urban Areas (SUA) and Tourism Regions (TR) when talking about "the Gold Coast", depending on which format the data used by KPMG was collected in.

Local Government Areas

LGAs are geographical areas under the responsibility of an incorporated local government council, or an incorporated Indigenous government council. The number of LGAs in Australia and their boundaries can change over time, as was the case with the City of Gold Coast LGA. LGAs are made up of the smallest measured geographical area (Mesh Blocks).

Significant Urban Areas

SUAs represent aggregations of SA2 boundaries and are used to define major urban concentrations of over 10,000 people, consequently SUAs do not cover the whole of Australia and may cross state boundaries. The SUA for "the Gold Coast" is named Gold Coast – Tweed Heads, crosses the QLD/NSW boundary and includes Tweed Heads, Hastings Point, Pottsville and Burringbar (pictured left). On the Queensland side of the border the only difference between the City of Gold Coast LGA and the Gold Coast – Tweed Heads SUA is the exclusion of a large area to the west of Bonogin on the Gold Coast – Tweed Heads SUA. However this area is largely unpopulated. The portion of the Gold Coast – Tweed Heads SUA that lies in Queensland represents the large majority (88%) of the total SUA population (605,000 in 2013).

Tourism Regions

In Australia tourism data is routinely published by Tourism Region (TR). The definition of each TR is reviewed and updated annually. Each TR consists of a group of SA2s. TRs cover the whole of geographic Australia. The TR used in the tourism and visitation section of this report is called “Gold Coast”. Note that the Gold Coast TR differs marginally to the City of Gold Coast geographic definition and extends to the west.

Source: KPMG, based on data from the Australian Bureau of Statistics