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In 2018, more than 6500 athletes and team officials from more than 70 nations will come to Australia to compete in the Gold Coast 2018 Commonwealth Games™ (GC2018). As a proud sports loving nation, they will feel right at home with the City of Gold Coast’s great facilities, meaning maximum opportunity for great competition.
The future of sport and recreation on the Gold Coast

Sport and recreation on the Gold Coast consists of a range of activities from the community level through to those involving elite sports people at national and international levels. Sport and recreation delivers social and health benefits to the Gold Coast by promoting social inclusion, a sense of connection, improving physical health and condition and also helping to build relationships through shared experiences and achievements.

The city’s natural and built environment encourages residents and visitors to engage in an active lifestyle forming a strong part of the culture of the Gold Coast. Sport and recreation helps to enhance city pride in the community, as well as build the national and international profile of the Gold Coast as a sport city through hosting of numerous and significant sporting events and high performance training camps.

Already home to various sporting organisations and teams including two national sports codes and several peak sports bodies, the city’s assets create opportunities to develop sport and recreation from grassroots through to elite level.

The announcement of the city as the host for the Gold Coast 2018 Commonwealth Games™ (GC2018) is creating opportunities not only in sports circles, but among the Gold Coast community with a renewed focus on sport within the city, including infrastructure, sports development and sports planning initiatives.

The Gold Coast is already known as an active city and one of the best sport and recreation destinations in Australia. With a growing population and increased participation levels for sport, the challenge is to continue to build upon our existing infrastructure and community support and make strategic investment decisions to capitalise on opportunities. The plan details six key actions to deliver strategic solutions through a coordinated approach to sport and recreation provision on the Gold Coast over the next 10 years to 2023.

It is assumed through the plan that when referring to sport and recreation provision in the city that this relates to people of all abilities, including athletes with disabilities, community members with disabilities and national and state sporting organisations for the disabled.
Having grown up on the Gold Coast all my life, I love what the Gold Coast has to offer. As an athlete there is no better place to train and live. The waters off the coast are great for our training with consistent sea breezes, warm weather and diversity of sea conditions. The active lifestyle of the coast, certainly makes training easier. At 6am there are thousands of people running through the parks and pathways metres from the beach. Having travelled extensively around the world, there is no place like home and home is the Gold Coast for me.

Mathew Belcher, Sailing Olympic gold medallist and five times world champion
Strategic alignment

The Sport Plan 2023 incorporates the City of Gold Coast’s (City) key strategies as per the below diagram, being interdependent on each strategy and the Corporate Plan and collaboration between City directorates to ensure sustainable strategic outcomes for the city.

Corporate Plan
- City Plan
  - Our Natural Playground Parks Strategy 2004-2020 (Liveability, Active and Healthy Program, Sport and Recreation Facility Planning)
  - Gold Coast 2018 Commonwealth Games Legacy Strategy and Action Plan*
    - Special Events Strategic Plan
    - Draft Nature Based Recreation Plan
    - Accessible and Inclusive City Action Plan

Economic Development Strategy
- High performance sports attraction
- Sport business and industry engagement
- Sport investment and business attraction
- Sport related trade mission activities
- City reputation enhancement
- 2018 Commonwealth Games business activation plan

Ocean Beaches Strategy
- Commercial Use of Open Space Policy
- Active/healthy initiatives on beaches
- Ocean related tourism/sports events

Transport Strategy
- Active travel initiatives
- Provision of active infrastructure (cycle and pedestrian routes)
- City pedestrian and cycle plans
- Effective public transport network to access sport and event infrastructure

Waste Management Strategy
- Actions for sport and recreation to reduce waste, and identify means to reuse and recycle

Gold Coast Sport Plan 2013-2023
- Sport and recreation infrastructure
- Sports administration, officiating and volunteering
  - Active and Healthy initiatives
  - Sports events and sport tourism
  - High performance sport
  - Sport business
  - City reputation
- Sport and recreation planning

Culture Strategy
- Cultural Tourism Plan (sports culture, surf museum)
- 2018 Commonwealth Games Cultural Program
- Youth development programs

Federal
- Healthy Communities Quality Framework
- Tourism 2020 Strategy

State
- Department of National Parks, Recreation, Sport and Racing’s Strategic Plan 2013-17
  - Sustainable Planning Act
  - Get Active Queensland
  - Destination Q Blueprint
- Gold Coast 2018 Commonwealth Games™ Legacy Strategy and Action Plan*
  - QLD Academy of Sport Strategic Plan 2013-2016
  - Queensland Adventure Activity Standards

* The Gold Coast 2018 Commonwealth Games™ Legacy Strategy and Action Plan is a collaboration between Queensland Government and the City of Gold Coast.
## Trends and implications

The Gold Coast is facing challenges and opportunities in the sport and recreation sector, which leads to implications for the City in prioritising investment to maximise outcomes to the community and the economy. These trends as detailed below have formed the basis of this plan.

<table>
<thead>
<tr>
<th>Situation/Trend</th>
<th>To deliver</th>
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<tbody>
<tr>
<td>Need to clearly articulate City roles and activities for the provision of sport and recreation</td>
<td>• a coordinated management approach to sport and recreation by the City to avoid competing objectives</td>
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</table>
| Linear city geography – need for provision of sports infrastructure as demand and participation grows. | • provision of resources by the City to sports that are sustainable, and provide for sport based on actual needs to meet demand  
• enhance efficiency by adopting regional sporting hubs (north, central, south) based on strategic advantages and access |
| Increase in non-organised recreational activities leading to sports participation* | • opportunity to support more active, lifestyle and fitness uses in City sports fields and parks (e.g. individual fitness running ⇒ parkrun ⇒ Gold Coast Marathon) |
| More sedentary population and increased obesity levels across the city putting strain on the health system | • a more active and healthy community to reduce burden on the health system and become known as Australia’s leading active and healthy city where our lifestyle is to be ‘active’  
• opportunities for further development and attraction of sports events in city parks/beaches and sporting facilities |
| The need to provide accessibility - a connected city with active transport options | • continual access improvements for residents and visitors to sports infrastructure in the city including access to international airports and enhanced public transport options for sport tourism and sport events  
• connected pedestrian and cycle ways to increase active travel |
| Gold Coast’s climate and natural environment (ocean, mountains, beaches) combined with the growth of lifestyle, adventure and endurance sports - the trend of sports moving from “extreme to mainstream”* | • opportunity for the Gold Coast to be developed into Australia’s leading adventure/active sports city - capitalising on the city’s unique attributes in a sustainable manner  
• promotion of the city as the perfect location for sport and recreation year round by linking natural assets with our facilities and sport science / strength and conditioning capabilities  
• attraction of sports that are conducive to an active, outdoor training style, including endurance and beach sports  
• agreements with State Government for the responsible utilisation of State owned reserves and forests |
| Decentralisation of sport* - modification to the structure of the Australian Institute of Sport (AIS) for delivery of high performance sport programs | • attraction of National/State Sports Organisations (NSO/SSO) and National/State Sports Organisations with disabilities (NSOD/SSOD) and high performance training units and camps  
• increased international connections through the City’s trade and investment program, as well as through leveraging partnerships with key sports in the city |
| Corporatisation of sport* - sports organisations moving from smaller informal community groups to more formalised structures | • sustainable sports organisations (i.e. clubs, school sport) and sports administrators in the city  
• diversified sport business community that is connected and can adapt to change  
• export and investment opportunities using sport as a driver |
| Growth of Asia and the Middle East* as affluent sports consumers with increased wealth, participation and competitiveness in sport (e.g. growth of Asian Football League) | • increased international connections to Asian nations and emerging economies with a particular focus on football as the key sport played in many parts of Asia  
• export of knowledge (intellectual property) in the city around sport  
• attraction of training camps and competition through the growth of Asian Football League |
| Growth of competitors* (national and international cities and regional towns) who are developing plans for sport and events to generate economic and social benefits | • forward planned approach to target key sport sectors in the city to maximise returns and remain competitive as a sport city  
• build and enhance iconic city sports events to drive sport tourism and enhance city reputation through sport  
• promote and develop the city’s sport education capabilities |
| GC2018 | • a world class event and maximise infrastructure deliverables to include multi-purpose venues to be used by sustainable sports in the city  
• an effective legacy plan to capitalise on GC2018 pre, during and post event |
| Rise of social media and sports people as personalities* | • an enhanced city wide reputation through utilising new media to promote and showcase sport and sports ambassadors to sell the destination for tourism, investment and business attraction |

* As identified in the CSIRO Future of Australian Sport 2013 report - six mega trends in sport and recreation in Australia
Strategic sport markets

The City delivers programs and projects to encourage people of all abilities to become involved in sport and recreation whether participating in organised (traditional team sports, Olympic, Paralympic and Commonwealth Games sports) or non-organised (going to the gym, jogging, yoga) activity.

Sport and recreation provide a number of social, environmental and economic benefits to the city (as detailed in Attachment 1).

Investing in sport and recreation for the Gold Coast is paramount to deliver:

- an active and healthy community
- improved social capital, family and community connectedness, reduction of criminal activity
- economic benefits through sport business, sport tourism and sport events
- reduction in health care costs
- environmental benefits (reduced pollution through active travel, greater appreciation of the natural environment and enhanced liveability in local neighbourhoods)

The City will work with key sports to focus investment and develop opportunities that will grow:

- the quality of sports and recreation infrastructure
- the quality and sustainability of sports organisations, officials, participants and volunteers
- active and healthy initiatives and develop local sporting talent
- the Gold Coast’s reputation as a sport city
- international connections through exports and inward investment
- employment within the sport and recreation sector
- sports events and education tourism returns
- a strong volunteer culture
- the city as an adventure sport hub
To achieve these benefits, the City must continue to support and promote sport and recreation for the community. However with limited economic resources and latent opportunity to mobilise volunteers, the city needs to allocate investment into strategic sport markets to leverage opportunities and increase value for money outcomes. Consequently sports have been rated according to six key criteria to highlight these strategic sports and identify gaps where the City can work with sport to create more sustainable outcomes (refer diagram 1 right).

Definitions for strategic sport market criteria

- **Grassroots participation**: top 10 ABS children sports QLD, top 20 ABS adult sports QLD, excludes recreation activity, excludes gym/yoga/dancing
- **Major Event**: major tier 1 event currently in the city, increased city reputation outcomes
- **2nd/3rd tier event**: State, National or International event currently in the city, excludes QLD representative teams in ongoing competition
- **National Sport**: NSO, NSOD, National Sport Code, AIS high performance unit (located in the city)
- **International connections**: current focus for training camps, investment potential, trade missions, international coaches, intellectual property for export, international athletes live in the city
- **Adventure/action sport**: identified megatrend (CSIRO Future of Australian Sport Report)

From the age of 17 I have lived between Europe and the Gold Coast using the Mike Hatcher Raceway to train and compete in the sport of motorcycle speedway. I would retreat to the Gold Coast from competing in Europe over the summer to enjoy the great beaches and warm weather. Being close to the Runaway Bay Sports Super Centre provided me with the opportunity to cross train. I won my first junior title in 1990 becoming Australian Under-16 champion. I have been able to reach the pinnacle of my sport to become a three-time Speedway World Champion and a World Cup winner. I now call the Gold Coast home and I am passionate about ensuring the Gold Coast continues to provide facilities for motorsports to encourage future generations to participate and to help those with great skill progress to the elite level.

Jason Crump, three times World Speedway Champion

Photograph courtesy of Jarek Pabijan
<table>
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<tr>
<th>Sport</th>
<th>Grassroots participation</th>
<th>Major event</th>
<th>Host 2nd/3rd tier event</th>
<th>National sport</th>
<th>International connections</th>
<th>Adventure/ action sport</th>
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<tr>
<td>Adventure Racing</td>
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I'm proud to say I've grown up on the Gold Coast. I've paddled the coastline countless times and it always reminds me how lucky I am to call the Coast home. From running in the green valleys to ice bathing in the rock pools, surfing with the best in the world at D’bar to kayaking in beautiful water of the city's canals watching the amazing sunsets. Living here means I get to train and live out my dreams with the best kayak facility in the country, best landscape to support it and the most beautiful and happening city and community to bring the fastest training partners in the world to me!

Bernadette Wallace - 7th place World Championship Women’s K4 500m, National Champion K2 500m

My family moved to the Gold Coast when I was 10 and it was the best decision my parents have ever made. The Gold Coast was the only choice with its beautiful beaches, a choice of Olympic swimming pools, the AIS high performance facility and schools which support elite sport programs. The endless opportunities the coast presents from its unique structure and landscape has enabled me to train not only to be the best in Australia but the best in the world. I’ve been around the World more than a few times and it’s safe to say this is a perfect breeding ground for sporting success. There is no place like home.

Ken Wallace - sprint canoe World Champion 2013, Olympic Gold and Bronze Medallist 2008
Vision and objectives to 2023

The Gold Coast is Australia’s most active city, recognised internationally as a leading sport and recreation destination

The Sport Plan is based on developing a sustainable and inclusive sports economy through six strategic priority areas to achieve the 2023 vision. The strategic actions aim to deliver upon opportunities in key sport and recreation markets in the city, as well as deliver on sport and recreation legacy outcomes of GC2018 (outlined in detail in attachment 2).

<table>
<thead>
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<th>Strategic themes and objectives</th>
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<td><strong>1. Sport and recreation infrastructure</strong></td>
</tr>
<tr>
<td>To create a sustainable sporting community with quality fit for purpose facilities that provide for optimal sporting programs and activities to promote health and well being</td>
</tr>
<tr>
<td><strong>2. Active and healthy community</strong></td>
</tr>
<tr>
<td>To grow participation in sport and recreation within the city and lead the way in becoming Australia’s most active and healthy, sport and lifestyle city</td>
</tr>
<tr>
<td><strong>3. Sport and recreation industry</strong></td>
</tr>
<tr>
<td>To build capacity and quality of sports organisations, clubs, educational institutions and businesses to deliver a more sustainable and competitive sporting industry</td>
</tr>
<tr>
<td><strong>4. Thriving national sports codes</strong></td>
</tr>
<tr>
<td>To support strong financially viable and competitive national sports codes who engage the community and lead the sport and recreation sector in the city</td>
</tr>
<tr>
<td><strong>5. Sports events destination</strong></td>
</tr>
<tr>
<td>To build and leverage the City’s sport events portfolio (regional, state, national and international competitions) within strategic sport markets to drive economic returns and enhance the reputation of the Gold Coast as a leading sports event city</td>
</tr>
<tr>
<td><strong>6. International connections through sport</strong></td>
</tr>
<tr>
<td>To utilise opportunities in strategic sport markets by building international connections and attracting high performance training camps, sport business and sport tourism to raise the Gold Coast’s profile as a leading world class sports destination</td>
</tr>
</tbody>
</table>
The annual Gold Coast Airport Marathon is a hallmark event for the City. It attracts 28,000 participants from around the world and generates over 47,000 bed nights in tourism impact. Regarded as Oceania’s premier marathon, it is the only IAAF labelled road race in Australia. Over its 35 year history, it has showcased the Gold Coast’s event delivery capacity and appeal for international visitors.
1. Sport and recreation infrastructure

Objective:
To create a sustainable sporting community with quality fit for purpose facilities that provide for optimal sporting programs and activities to promote health and well being.

How:
Our Natural Playground - Parks Strategy to 2020 (including - Sustainability Framework Program, Strategic Land Acquisition Program, Community Venues Operational Plan, GC2018 Venue Infrastructure Plans, City Plan).

Context:
The City provides infrastructure for the provision of sport and recreation on the Gold Coast with the main goals of:

- assisting grassroots sporting organisations strive to reach current ‘best practice’ in governance, program and facility management and by doing so allow sports organisations to be better positioned to deliver quality sporting experiences to the wider community
- ensuring that all major sports venues and aquatic centres within the city (e.g. Carrara Sports Precinct, Gold Coast Athletics Track, Gold Coast Aquatic Centre) are managed and maintained to a high standard
- acquiring land for sport and recreation
- ensuring accessibility to sport and recreation infrastructure through active and public transport connections

The City supports sport as a partner in the provision, maintenance and renewal of sporting facilities, from community sports fields to major event sites, thereby contributing to the Gold Coast’s quality lifestyle and liveability. We also manage a number of major venues and aquatic centres which provide a base for many local sports clubs, fitness and sports coaches, along with venues for hosting state, national and international sports events and training camps.

With the continuing growth of the city and subsequent high levels of capacity at many sporting venues, the need to develop appropriate strategies to meet the ongoing demand for sport is required, including a more evidence based model for the sustainable provision of infrastructure which will be managed through the City Leaseholder Sustainability Framework (refer attachment 3).

GC2018 is providing opportunities for the City to redevelop and construct new sporting venues. This is providing the platform for the City to identify opportunities to look at new funding and management models to maximise use and efficiency of sporting infrastructure to deliver sustainable outcomes.

The growth of lifestyle, adventure and alternative sports presents an opportunity for the City through the leverage of existing National Sport Organisations (NSO) such as Surfing Australia and Skateboarding Australia, to tap into the youth market, provide infrastructure that services these growth sports and leverage our natural and built assets to enhance city reputation and drive outcomes from these sports in the city.

It is expected that the City will effectively manage and provide sport and recreational infrastructure to 2023 via the following key actions:

<table>
<thead>
<tr>
<th>Key actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Provide well maintained, managed and accessible sporting infrastructure according to approved Sustainability and Facility Management Plans developed in conjunction with each sport</td>
</tr>
<tr>
<td>1.2 Review planning scheme requirement to encourage greater use of non City sports infrastructure (i.e. partnerships with schools)</td>
</tr>
<tr>
<td>1.3 Develop a 10 year implementation plan that will develop the Gold Coast as Australia’s leading adventure/action sports destination linking to existing NSO’s and leveraging our natural and built infrastructure</td>
</tr>
<tr>
<td>1.4 Plan and develop additional sports and recreation infrastructure (including sport facilities and parks and reserves) to support population and grassroots demands as well as the sport events portfolio of the city including development of GC2018 infrastructure to include maximum use for events prior to and following GC2018</td>
</tr>
<tr>
<td>1.5 Manage and forward plan for the provision of major sports venues and aquatic centres including regional clusters for sport and recreation provision to maximise investment outcomes and connections between sports</td>
</tr>
<tr>
<td>1.6 Investigate alternative funding models for provision of future sports infrastructure including private sector investment and sponsorship opportunities leveraging the city’s domestic and international connections</td>
</tr>
<tr>
<td>1.7 Build on existing transport initiatives to ensure maximum access to sport and recreation infrastructure and events at all levels from grassroots to elite levels</td>
</tr>
</tbody>
</table>
As a mum of small children and a husband who already runs and bikes avidly, it is easy to get stuck 'supporting' them, but I found a 5km parkrun and signed up - this next decade I dedicate to keeping my spark of fitness alight - parkrun is a manageable distance, well-run, free and so fun! I loved it!

Theresa, Active and Healthy participant
## 2. Active and healthy community

**Objective:**
To grow participation in sport and recreation within the city and lead the way in becoming Australia's active and healthy, sport and lifestyle city.

**How:**
Active and Healthy Program, Vibe Youth Program, Sustainability Framework Program.

**Context:**
The Active and Healthy Program (AHP) is an established and comprehensive community based physical activity and healthy eating program managed by the City. The program aims to build healthier more vibrant communities and actively engages the broader community (individual residents, local organisations, sporting clubs, the health and fitness industry, schools, government and non-government agencies) to ensure inclusivity and accessibility.

The AHP activates public open space and community venues and facilities assisting to reduce barriers that prevent the community from participating in regular healthy lifestyle activities. The program demonstrates a commitment by the City to enhance community health and wellbeing positively contributing to the Gold Coast’s quality lifestyle attraction and liveability.

The Queensland Government Self Reported Health Status Report (Gold Coast 2012) shows that 53 per cent of Gold Coast residents are overweight or obese. This percentage is slightly lower than state (57 per cent) and national averages, however this equates to 218,000 overweight /obese Gold Coast adults and remains a key issue facing city wellbeing.

The AHP aims to address these statistics and create a city where an active and healthy lifestyle is normal practice and where our residents and visitors are informed of the accessible, everyday opportunities to incorporate physical activity and healthy eating practices in their daily lives. All residents, regardless of age, gender and ability, will be encouraged and supported in their choices of structured and unstructured physical activity, play or sport.

The City aims to continue to implement and grow the awareness of the AHP in partnership with key stakeholders to create Australia's leading active lifestyle city via the following key actions:

<table>
<thead>
<tr>
<th>Key actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1</strong> Refresh the Gold Coast Physical Activity Plan to produce and implement a 10 year Active and Healthy Lifestyle Plan for the city</td>
</tr>
<tr>
<td><strong>2.2</strong> Expand, deliver and promote the Vibe Youth Program and Youth Precinct activation plans to reduce barriers and encourage increased participation in sport and recreation for our young residents and visitors</td>
</tr>
<tr>
<td><strong>2.3</strong> Expand reach of the AHP to target new entrants and increase participation in sport and recreation as well as increase the awareness of sporting clubs within the community</td>
</tr>
<tr>
<td><strong>2.4</strong> Increase the effectiveness, profile and capacity of the Active and Healthy Alliance to work collaboratively with organisations contributing to increasing physical activity, participation and healthy eating choices (ie: Active After-school Communities Program)</td>
</tr>
<tr>
<td><strong>2.5</strong> Utilise the AHP to deliver key 2018 Commonwealth Games™ legacy outcomes associated with getting people more active and healthy, growing participation and growing our volunteer base before, during and after the event</td>
</tr>
<tr>
<td><strong>2.6</strong> Develop a policy for the use of City parks to create a successful and controlled approach to the use of the city’s open spaces leading to health and economic outcomes</td>
</tr>
</tbody>
</table>
The Gold Coast is the epicentre of surfing in Australia, so for cultural and commercial purposes it makes sense that we have our head office based here. Since moving to the Gold Coast in late 2009 the organisation has gone from strength to strength and we have been able to demonstrate that National Sporting Organisations can thrive outside of the major capital cities.

Andrew Stark,
CEO Surfing Australia
3. Sport and recreation industry

Objective:
To build capacity and quality of sports organisations, clubs, educational institutions and businesses to deliver a more sustainable and competitive sporting industry.

How:

Context:
Over the past 10 years the value added economic contribution of sport and recreation to the Gold Coast economy has increased by 23 per cent (refer attachment 4). This emphasises the need to continue to invest in this sector to drive economic outcomes for the city.

Volunteers: Although volunteers are not in paid employment within the industry, they significantly contribute in kind value. To optimise their worth, volunteers require skills and training to perform their role and contribute significant economic and social benefit to the city (in 2012, sport and recreation activities in Queensland employed approximately 40,000 persons, with an additional estimated 440,000 volunteers in sport and physical recreation organisations).

Sports organisations, coaches and officials: The City works with sports clubs and school sport as integral partners to the provision of sport within the Gold Coast. We work with sports to reach ‘best practice’ in governance, program and facility management, to create sustainability through agreed action plans to allocate funds according to prioritised needs to deliver value for money. Quality sports organisations, coaches and officials with high levels of organisational capacity are a key link in strengthening the pathways from junior sport through to elite competition. The City also works with sports organisations to prioritise projects to submit to State Government to access infrastructure grants.

Sport Business: The City works with sport business through one-on-one client engagement with high growth potential businesses, via the international trade and investment program, directly with sports clubs, school sport and associations as well as via more structured sports business groups such as the Sports Business Taskforce.

Strategic input: The City seeks direction from the Events Advisory Committee and the Gold Coast 2018 Commonwealth Games Legacy Advisory Committee (refer Attachment 5 for list of current members). There is a need to determine an appropriate structure for how the City plans for and deals with sport and recreation in terms of gaining strategic external input and advice to deliver long term benefits to the city.

The City must work with sport to actively leverage opportunities and create outcomes that benefit the community and the economy. It is expected this will be achieved through the following actions:

Key actions:

| 3.1 | Support improvements to the organisational capacity of Gold Coast sports organisations through a range of mechanisms including assisting with the development and implementation of sport Sustainability and Facility Action Plans |
| 3.2 | Develop a Volunteer Engagement Program to increase the number of sport and recreation volunteers, including identifying ways to harness capacity of retired and semi-retired people to increase skills and knowledge of sports organisations in the city |
| 3.3 | Develop a grassroots to elite sports connection program linking to universities, NSO’s and visiting sports teams to build the capacity of sports organisations, athletes, coaches and officials |
| 3.4 | Investigate the development of a City local athlete development program to support junior athletes to achieve elite levels of sports participation |
| 3.5 | Retain existing NSO’s and attract new NSO’s/NSOD’s/SSO’s/SSOD’s* to the city to increase sustainability and quality of those sports, leverage international connections and grow participation and community linkages |
| 3.6 | Develop a sport business engagement and workforce development program to build the capacity of sport business on the Gold Coast, including developing partnership plans with key strategic sports in the city |
| 3.7 | Further develop the Gold Coast as a leading sports education, sports technology, sports science and sports medicine city (with quality education institutions providing sport specific research, athlete friendly courses, and strategic partnerships to sporting teams and athletes) |
| 3.8 | Review current sport sector structure and provide recommendations for an effective solution to delivering a coordinated voice for the sport industry on the Gold Coast |

*National and State Sports organisations (NSO/SSO) National and State Sports organisations with disabilities (NSOD/SSOD)
In 2012 the Gold Coast SUNS completed over 5,000 hours of community work and activity through over 1,700 appearances.
4. Thriving national sports codes

**Objective:**
To support strong financially viable and competitive national sports codes who engage the community and lead the sport and recreation sector in the City.

**How:**
Business Engagement Program, International Trade and Investment Program.

**Context:**
As a city we are home to two national sports teams, the Gold Coast Titans (since 2007) National Rugby League team and the Gold Coast Suns (since 2011) Australian Football League team.

Hosting national teams in the city contributes social and economic benefits. These teams connect the community through grassroots and volunteer programs, provide role models for our youth and bring in sports tourists from around Australia as spectators. They also contribute to a positive city image and help grow the economy.

Whilst we have two national teams competing in the city, it must be stated that the Gold Coast has also lost two national codes - the Gold Coast Blaze National Basketball team (2007-2012) and Gold Coast United A-League Football team (2008-2012). The Gold Coast Blue Tongues (Australian Ice Hockey League) are also currently out of the national competition as their facility is not up to standard.

It is the aim of the City to therefore work in collaboration with the Gold Coast Suns and Gold Coast Titans and other key stakeholders to develop actions to assist them to grow and remain sustainable over the long term. There is also a need to facilitate linkages to Gold Coast businesses, universities and inward investment opportunities to create sport outcomes in the city for national codes and the city’s two major stadiums - Metricon Stadium and Skilled Park.

The intent of this plan is to create an environment that would allow for the potential for new national teams to enter the city in the future provided they are backed by good business models and consortium partners. This includes investigating the potential of a women’s national team to be based within the city, particularly in the lead up to GC2018.

It is expected that the City will work with the national codes, Metricon Stadium and Skilled Park, Stadiums Queensland and other key stakeholders to support viable national codes via the following key actions:

<table>
<thead>
<tr>
<th>Key actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Analyse issues relating to the viability of national teams in the city and identify actions to support national teams into the future including investigating integrated transport solutions for events</td>
</tr>
<tr>
<td>4.2 Leverage the city’s national teams to help deliver the city reputation strategy and drive sport tourism outcomes through increased visitation and expenditure in the region</td>
</tr>
<tr>
<td>4.3 Work with the national codes to target investment and export opportunities for the city</td>
</tr>
<tr>
<td>4.4 Attract new sports and business events to Skilled Park and Metricon Stadium</td>
</tr>
<tr>
<td>4.5 Develop a structured approach to planning for the long term attraction of new national codes to the city, including investigating the establishment of a women’s national team on the Gold Coast</td>
</tr>
<tr>
<td>4.6 Support and assist national codes to deliver community and game development programs, and enhance connections and partnerships with the city’s educational institutions (sports management, sports education, sports science and sports medicine)</td>
</tr>
</tbody>
</table>
Current major sports events – Gold Coast

- Pan Pacific Masters Games
- Gatorade QLD Tri Series
- Magic Millions
- Gold Coast RACV Australian Ladies Masters
- Burleigh Breaka Pro
- Quiksilver and Roxy Pro
- Gold Coast Triathlon – Luke Harrop Memorial
- Australian Surf Life Saving Championships
- Gold Coast Airport Marathon
- Australian University Games
- Gold Coast Sevens
- Coolangatta Gold
- Armor All Gold Coast 600
- Netfest
- Pan Pacific Championships
- Australian PGA Championships
- Polo by the Sea
- Gold Coast Festival of Cycling
- Kokoda Challenge
5. Sports events destination

Objective:
- To build and leverage the City’s sports events portfolio (Regional, State, National and International competitions) within strategic sport markets to drive economic returns and enhance the reputation of the Gold Coast as a leading sports event city.
- To host a world class 2018 Commonwealth Games event.

How:
Gold Coast City Events Strategic Plan, High Performance Sport Program, Gold Coast Tourism Sport and Event Plan, Transport Strategy.

Context:
The city has a reputation for hosting world class sporting events. Through ongoing delivery of the Gold Coast City Events Strategic Plan (ESP) the City aims to maximise event outcomes and their role in enhancing the liveability, economy and overall image of the Gold Coast.

The City provides support to events (sports, cultural and lifestyle) both large and small, international and local, held on the Gold Coast throughout the year. We work both unilaterally and in partnership with external stakeholders including, Tourism and Events Queensland (TEQ), Gold Coast Tourism (GCT), precinct management associations, community groups and events organisers to drive benefits from hosting sport and business events including:
- visitation attraction
- room night generation
- tourism expenditures – event build, staging costs, tour, attraction and dining expenditures
- city promotion through advertising and marketing activities
- national and international media coverage

The ESP provides the framework to guide efforts in gaining optimal benefits for the city through events and events attraction, categorising events into three areas (as detailed in attachment 5) and summarised as:
- Mega events • Major events (tier 1, 2 and 3) • Local events

Sporting events are a major contributor to the Gold Coast economy and therefore the Sport Plan needs to ensure that events are continually supported to foster these benefits into the future via the following key actions:

<table>
<thead>
<tr>
<th>Key actions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Continue to support, measure and build upon the major sports events portfolio for the city through implementation and revision of the City Events Strategic Plan to align to timelines of this plan</td>
</tr>
<tr>
<td>5.2</td>
<td>Develop a program to identify and attract second and third tier sporting events within strategic sport markets identified in this plan to drive sports tourism outcomes with a specific focus on events that build city reputation, encourage sports participation and drive economic returns</td>
</tr>
<tr>
<td>5.3</td>
<td>Investigate the best model and resourcing requirements for acquiring new sport events including analysing new funding, sponsorship and ROI models to help attract and retain sport events in the city</td>
</tr>
<tr>
<td>5.4</td>
<td>Using sport and education as a key driver, work with GCT and TEQ to grow, retain and leverage the city’s business Events portfolio to increase visitation and expenditure in the region (i.e. sports conferences and sport specific accommodation providers)</td>
</tr>
<tr>
<td>5.5</td>
<td>Work with sporting organisations, event managers and sport specific accommodation providers to increase capability and professionalism associated with attracting, retaining and hosting sport events in the city</td>
</tr>
<tr>
<td>5.6</td>
<td>Work with GOLDOC, the Queensland Government and other key stakeholders to host a world class GC2018, with a particular emphasis on delivering legacy outcomes pre and post event</td>
</tr>
<tr>
<td>5.7</td>
<td>Deliver a holistic city wide sports events listing annually to stakeholders and business to leverage outcomes and connections in the city through sport events – education, accommodation, supply chains</td>
</tr>
</tbody>
</table>
The Gold Coast provides high quality sporting facilities and thanks to the exceptional climate, have proved to be an ideal training base for the Westfield Matildas to prepare for major competitions both home and abroad.

Tom Sermanni (former Head Coach), Westfield Matildas Australian women's football team
6. International connections through sport

Objective:
To utilise opportunities in strategic sport markets by building international connections, attracting high performance training camps, sport business and sport tourism to raise the Gold Coast’s profile as a leading world class sports destination.

How:
International Trade and Investment Program (ITIP), High Performance Sports Attraction Program.

Context:
The City has a number of strategic advantages when it comes to sport and recreation and is therefore home to various National Sporting Organisations (NSO) including:

- Baseball Australia
- Skate and Skateboarding Australia
- Surfing Australia
- V8 Supercars Australia
- AIS – BMX, triathlon, canoe and kayak (high performance units)
- Oceania Athletics

Through the City International Trade and Investment Program (ITIP), existing and future sister city connections and international networks, the Gold Coast will utilise opportunities in sport and recreation to drive investment and export returns to the city.

In an increasingly competitive international economy, the City must be proactive in focusing economic development activities around the core strengths of the Gold Coast, including our natural assets – climate, rainforest, waterways and our built sports infrastructure to showcase opportunities and encourage inward investment and innovative partnerships. It is acknowledged that with limited resources the City will need to prioritise its investment and activities into strategic sport markets (as identified on page 11 of this plan). To be truly sustainable each strategic sport will aim to work with the City to achieve outcomes associated with the following:

- have an National/State Sports Organisations (NSO/SSO) and National/State Sports Organisations with disabilities (NSOD/SSOD) located in the city
- host international, national or state related championship or sport conference event in the city
- attract national and international high performance training camps
- link to Gold Coast education institutions (athlete/coach development, sport science and sport management)
- have solid programs for grassroots development (coaching, officiating, volunteering) and own intellectual property around sports administration
- have elite athletes and coaches who live and train in the city
- link with local businesses for supply chains
- work with the City to deliver a sport specific sustainability plan
- work with the City via positive sporting activity to enhance city reputation
- community engagement programs

The City will work with strategic sport markets on opportunities when assessing priority projects to create outcomes from all levels of sport from community through to elite, via delivering on the following key actions:

<table>
<thead>
<tr>
<th>Key actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Align and deliver the City’s annual ITIP activities to include participation in sports related events leading up to, during and after GC2018 showcasing the city’s capabilities</td>
</tr>
<tr>
<td>6.2 Develop and promote a prospectus of city opportunities in strategic sport markets to attract international investment with a focus on China, India and the UAE as key emerging sports markets</td>
</tr>
<tr>
<td>6.3 Target and attract national and international high performance sporting teams for Gold Coast based training camps according to the City’s strategic sport markets</td>
</tr>
<tr>
<td>6.4 Deliver a targeted sport business attraction plan including reviewing the City’s investment incentives program around sport to support the relocation of sport related businesses to the city</td>
</tr>
<tr>
<td>6.5 Leverage existing international connections of NSO’s and strategic sport markets to drive sport outcomes for the city (investment, export, training camps, exhibition games, sports and business events)</td>
</tr>
<tr>
<td>6.6 Foster existing and attract new international coaches, athletes, officials and administrators to live in and visit the Gold Coast to provide pathways and build the capability of sport in the city</td>
</tr>
<tr>
<td>6.7 Develop a marketing and digital media plan to promote and enhance the reputation of the Gold Coast as an international sport, education and events city – including applying for the Ultimate Sport City Awards (refer attachment 5)</td>
</tr>
</tbody>
</table>
City of Gold Coast structure for sport and recreation

Benefits

**Social**
- Community cohesion and connectedness
- Volunteer culture
- Increased physical activity and health

**Environmental**
- Less pollution through active transport
- Increased appreciation of natural environment

**Economic**
- Reduced health costs
- Increased GDP and productivity
- Platform to leverage economic development opportunities

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**City Responsibility**

**LEAD:**
- Special Events Unit
- Economic Development

**SUPPORT:**
- Community Venues Planning
- Commonwealth Games Unit
- Transport Planning
- Corporate Communications

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**City Responsibility**

**LEAD:**
- Special Events Unit
- Economic Development

**SUPPORT:**
- Community Venues
- Recreational Services

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**City Responsibility**

**LEAD:**
- Recreational Services
- Parks

**SUPPORT:**
- Property Services
- City Planning
- City Transport

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**City Responsibility**

**LEAD:**
- Parks (Active and Healthy Initiatives Program)
- City Transport
- Natural Areas Management Unit

**SUPPORT:**
- Property Services
- City Planning
- City Transport

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**City Responsibility**

**LEAD:**
- Parks

**SUPPORT:**
- Property Services
- City Planning
- City Transport

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**City Responsibility**

**LEAD:**
- Parks (Get people moving into more structured activity)
Gold Coast 2018 Commonwealth Games™ legacy requirements for sport and recreation

Winning the rights to host GC2018 represents a once-in-a-generation opportunity to re-brand the City nationally, showcase the Gold Coast on the world stage and deliver up to 30,000 new jobs and $2 billion in economic investment.

GC2018 will not only be the biggest sporting event in Australia for a decade, but also the largest ever hosted by the Gold Coast, delivering significant benefits for the city before, during and after the event.

Staging a successful 2018 Commonwealth Games will position the Gold Coast as a truly global city.

To ensure a unique and memorable Games that delivers the best possible legacy outcomes, the City formally established a dedicated Commonwealth Games Unit to work closely with the Queensland Government and the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC).

The City of Gold Coast in partnership with GOLDOC and the State Government aim to deliver and host a world class 2018 Commonwealth Games - and through the Gold Coast 2018 Commonwealth Games™ Legacy Strategy and Action Plan aim to maximise legacy outcomes pre, during and post GC2018, via the following actions:

- establish master plans and business cases for each new GC2018 venue within the city suite. Ensure these plans cater for delivery of sport and recreation to all levels of sport from community to elite (link strategic objective 1)
- Develop and promote appropriate programs in collaboration with sports clubs and school sport that advance grassroots sport within the city including, but not limited to, club and venue sustainability, athlete, coach and volunteer development and increased participation (link strategic objective 1, 3 and 4)
- encourage a more active population from youth through to adults (link strategic objective 2)
- recruit peak sporting bodies to the city highlighting infrastructure enhancements as a result of GC2018 and incentives offered through city programs (link strategic objective 3 and 6)
- recruit high performance sporting teams for Gold Coast-based training camps and acclimatisation programs (link strategic objective 3 and 6)
- develop partnerships with local and regional sporting associations (link strategic objective 3, 4 and 6)
- development and promotion of sports education and sports science capabilities of the City’s universities and other educational institutions (link strategic objective 3 and 4)
- attraction of major international and national events and sporting conferences based on the Gold Coast’s demonstrated events and conferencing capability and merit of global profiling through the City’s business/investment attraction activities (link strategic objective 5)
- align annual International Trade and Investment Program activities to include participation in sports related events leading up to, during and after GC2018 showcasing the city’s capabilities (link strategic objective 6)
- deliver a targeted business attraction strategy to support relocation of high performance sport-related businesses and supply chain requirements generated by GC2018 (link strategic objective 3)
- collaborate with State and Federal entities (e.g. Business Club Australia/Trade and Investment Showcase) to assist Gold Coast businesses market themselves to a global audience
- grow sports volunteers in the city of all ages and skill levels (link strategic action 1, 3 and 6)
## Leaseholder sustainability framework

**Aim:** For all leaseholders to reach current 'Best Practice' in governance, program and facility management

<table>
<thead>
<tr>
<th>Key objectives</th>
<th>Key actions</th>
</tr>
</thead>
</table>
| **High levels of organisational capacity** | • Identify current 'best practice' in organisational capacity  
• Engage leaseholders and identify current strengths and weaknesses  
• Attract, empower, encourage, support and nurture volunteers to improve capacity  
• Keep Council informed |
| **Well maintained leased assets** | • Identify assets of concern by condition grading  
• Ensure maintenance and rectification works are on-track and a priority  
• Identify and plan future renewal requirements  
• Project lessees financial capacity to sustain their leased assets and budget accordingly  
• Ongoing inspection program (no surprises)  
• Keep Council informed |
| **Evidence based future provision** | • Have a clear understanding of current levels of capacity and projected growth  
• Ensure efficient use of existing facilities (including schools) prior to investing in the development of new facilities  
• Embellishment based on 'needs' not 'wants'  
• Collective approach where applicable  
• Involve community in decision making wherever possible  
• Keep Council informed |

### Key Stakeholders

- Leaseholders
- State and Regional governing bodies
- City of Gold Coast Officers
- State Government Officers
- Councillors
- State Members

### Agreed values and behaviours

- Open and honest communication
- Listen to each others perspective
- Culture based on trust and respect
- All stakeholders work together toward agreed outcomes
Economic contribution of sport and recreation sector

**Industry sector analysis**

<table>
<thead>
<tr>
<th>Gold Coast City - sports and recreation activities - constant prices</th>
<th>2006</th>
<th>2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic measure</td>
<td>Gold Coast City</td>
<td>Gold Coast City</td>
<td>2006 - 2012</td>
</tr>
<tr>
<td>Employed total</td>
<td>6,320</td>
<td>7,240</td>
<td>14.5%</td>
</tr>
<tr>
<td>Employed (FTE)</td>
<td>5,364</td>
<td>5,916</td>
<td>10.3%</td>
</tr>
<tr>
<td>Output ($m)</td>
<td>629.2</td>
<td>689.1</td>
<td>9.5%</td>
</tr>
<tr>
<td>Value add ($m)</td>
<td>225.3</td>
<td>276.8</td>
<td>22.8%</td>
</tr>
<tr>
<td>Exports ($m)</td>
<td>368.4</td>
<td>413.1</td>
<td>33.1%</td>
</tr>
<tr>
<td>Exports (domestic) ($m)</td>
<td>351.6</td>
<td>392.7</td>
<td>11.7%</td>
</tr>
<tr>
<td>Exports (international) ($m)</td>
<td>16.8</td>
<td>20.4</td>
<td>21.4%</td>
</tr>
<tr>
<td>Imports ($m)</td>
<td>67.2</td>
<td>94.0</td>
<td>82.3%</td>
</tr>
<tr>
<td>Imports (domestic) ($m)</td>
<td>35.0</td>
<td>37.8</td>
<td>8.1%</td>
</tr>
<tr>
<td>Imports (international) ($m)</td>
<td>32.2</td>
<td>56.2</td>
<td>74.2%</td>
</tr>
</tbody>
</table>

**Source:** National Institute of Economic and Industry Research (NIEIR) ©2013. Compiled and presented in economy.id by .id the population experts

Includes:
- sports and recreation clubs and sports professionals – community and club sports organisations
- sports and recreation venues, grounds and facilities
- sports and recreation administration services (includes NSO/NSOD/SSO/SSOD and Leagues)
- health and fitness centres and gymasia
- horse and dog racing
- amusement and other recreational activities (i.e. outdoor adventure operations)

Excludes:
- value of volunteer system to the local economy, value of sport events and sport tourism to the local economy and value of sport manufacturers
Gold Coast 2018 Commonwealth Games™ Legacy Advisory Committee membership

Ten-person advisory board that will have major influence on the legacy the 2018 Commonwealth Games will deliver.

- Rob Borbidge, Former Queensland Premier (Chairman)
- Geoffrey Schuhkraft, influential sports marketer
- Ian O’Connor, Griffith University Gold Coast Vice-Chancellor
- Kerry Watson, Gold Coast Events Chairman and Gold Coast Arts Centre chairman
- Mick Veivers, Former Southport MP and rugby league great
- Ron Calver, Gold Coast Health CEO
- Tim Brailsford, Bond University Vice-Chancellor
- Tom Tate, City of Gold Coast Mayor
- Trevor Hendy, former Australian ironman and Gold Coast brand ambassador
- Vicki Batten, veteran charity worker and FSG CEO

Criteria for sports business ultimate sport city listing

Divide cities into bands based on their population size as per the below:

- XL (6 million or above)
- L (between 3 to 6 million)
- M (between 1 to 3 million)
- S (below 1 million) – Gold Coast would fit this category

Within each band the cities are then ranked against the following areas:

- hosting experience (evidenced by events hosted and to be hosted)
- venue stock
- transport links
- accommodation
- event strategy (based on interview or application from events body)
- legacy
- quality of life
- public sports interest
- security
- marketing/branding

Sport event tiers defined

Mega events:

Events of world wide significance (i.e. Olympic Games) due to infrastructure they demand, these events are not a target for the Gold Coast.

Major events:

Major events tier 1 (hallmark events and signature events)
- These are major events that fit the city’s image and goals, attract very large numbers of participants and visitors (generally over 5,000) usually over a period of several days (e.g. 5-7 days), or attract a smaller number of visitors/participants (e.g. over 2,000) with wide TV and media interest.

Major events tier 2
- These events fit the city’s image and brand, typically attract large numbers of visitors and participants (e.g. 1,000 to 2,000), and/or attract interstate and intrastate media coverage and are generally of a duration of 2-10 days

Major events tier 3
- Events in this category fit the city’s image and goals, but attract a smaller number of visitors (e.g. 500-1,000), significant local participation and niche media coverage. They often support other economic development or community development strategies and programs.

Local events:

Attract local city’s residents and are usually of short duration (1-2 days). Typically, their benefits are largely of a community or cultural nature.
## Sport plan measures 2013 – 2023

The Sport Plan will be implemented by the City of Gold Coast, with measures being reported annually. It is expected that there will be a major review of the plan in 2018.

<table>
<thead>
<tr>
<th>Outcome measures</th>
<th>Targets</th>
<th>Strategic theme</th>
<th>Measure owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Sport Sustainability and Facility Plans completed</td>
<td>5</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>Quality standards and venue service at the City’s major sports venues and aquatic centres maintained according to Asset Management Plan</td>
<td>Level 3 achieved</td>
<td>Level 3 achieved</td>
<td>Level 3 achieved</td>
</tr>
<tr>
<td>Condition Rating minimum level 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active and Healthy Program grow in activity numbers (25 per cent)</td>
<td>9,000</td>
<td>10,125</td>
<td>11,250</td>
</tr>
<tr>
<td>Active and Healthy Program grow in participation (50 per cent)</td>
<td>160,000</td>
<td>207,500</td>
<td>249,000</td>
</tr>
<tr>
<td>15 per cent increase in number of Gold Coast adults sufficiently active for health benefit</td>
<td>60.7</td>
<td>68.2</td>
<td>75.7</td>
</tr>
<tr>
<td>Gold Coast Sport and Recreation Volunteer Program (75 per cent retention of volunteers in program)</td>
<td>0</td>
<td>400</td>
<td>800</td>
</tr>
<tr>
<td>High performance training camps</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of teams</td>
<td>10</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Number of participants</td>
<td>400</td>
<td>520</td>
<td>680</td>
</tr>
<tr>
<td>Average spend</td>
<td>$200</td>
<td>$220</td>
<td>$234</td>
</tr>
<tr>
<td>Employment growth in sport and recreation sector on the Gold Coast</td>
<td>7,240</td>
<td>11,189</td>
<td>14,479</td>
</tr>
<tr>
<td>Increase in contribution of sport and recreation industry to the Gold Coast economy</td>
<td>$277 million</td>
<td>$494 million</td>
<td>$675 million</td>
</tr>
<tr>
<td>Percentage growth in direct economic impact of recurrent tier one major sport events</td>
<td>Baseline to be established</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Number of Gold Coast companies attending sport trade missions</td>
<td>10</td>
<td>20</td>
<td>30</td>
</tr>
</tbody>
</table>