

# **Beyond the Horizon** ***Outcomes Report***

**Future Gold Coast**

June 2016



# Contents

	<b>Page</b>
<b>Overview</b>	3
<b>Background</b>	4
<b>Key ideas per sector</b>	5
<b>Summary of key initiatives generated</b>	8
<b>Way forward</b>	12
<b>Appendices</b>	
1. RDA / Gold Coast city plans/projects	14
2. City of Gold Coast city plans	15

# Overview

## **Purpose of this report**

This *Outcomes* report summarises the ideas generated during the Future Gold Coast business community workshops held on 11 May 2016. It is to be used as a starting point for future discussions with project stakeholders.

Approximately 80 members of the Gold Coast business community across a broad range of sectors were invited to participate in the workshops, with the following objectives:

- To connect and network with peers and share ideas (the business community and private sector is integral to the growth and development of the city);
- To brainstorm 'out of the box' ideas and initiatives that align with and enhance current city plans so as to enhance the development and diversification of the city; and
- To prioritise key initiatives based on their potential to support the 2050 vision of the Gold Coast.

It is heartening to note that the majority of initiatives put forward by workshop participants as key priorities are either currently being undertaken by the City of Gold Coast (CGC) or well underway. Additionally, a number of the proposed projects are in CGC's forward plans and strategies.

The final page of this report considers the way forward in terms of ensuring that the local business community and government continue to collaborate to drive and support prioritised initiatives.

# Background

KPMG was engaged by Regional Development Australia Gold Coast Inc. (RDA) to undertake the Future Gold Coast *Beyond the Horizon* research project focussed on understanding the evolution of the Gold Coast and the future vision for the city. The project was a partnership between RDA and CGC with the Mayor Tom Tate and city leaders championing the initiative. Further information regarding project sponsors is detailed in the February 2015 *Beyond the Horizon* report.

## Beyond the Horizon report and roadshows

In February 2015 Australia's leading demographer KPMG Partner Bernard Salt outlined his vision for the Gold Coast at 2050 before one thousand guests. Bernard spoke with passion and conviction about a bigger Gold Coast, a more diverse Gold Coast, a more knowledge-worker-focussed city.

During 2015 Bernard presented the city vision detailed in the *Beyond the Horizon* report to national and international audiences at a series of roadshows. His vision was warmly received by business, the community, the media and by government.

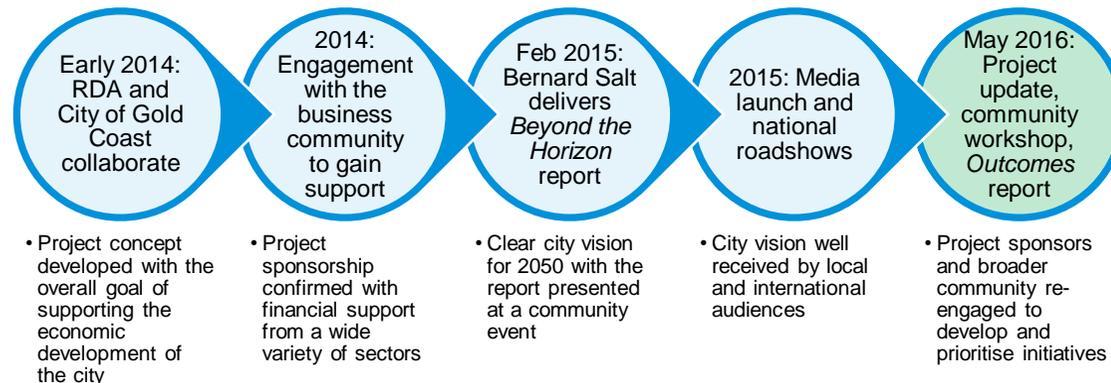
## Update twelve months on

In May 2016, just over 12 months after the launch of the *Beyond the Horizon* report, Bernard Salt delivered a presentation update to over 800 members of the business community summarising key achievements for the city in the last twelve months and further opportunities based on up to date demographic analysis.

Following the presentation, project stakeholders regrouped and along with city leaders participated in workshops to brainstorm and prioritise three key opportunities for the city across seven sectors that align with city plans already in play. Refer to the Appendices for a summary of current city plans.

## Key activities

The following diagram summarises the key activities that have been taken since the beginning of the Future Gold Coast *Beyond the Horizon* project.



[Beyond the Horizon report](#)



[Beyond the Horizon update](#)

# Key ideas per sector

Workshop participants in each sector were asked to discuss the top priorities to support the economic development and growth of the City. The following pages document the top three (or more) initiatives agreed per sector.



## Investment and development

1. Enhance transport infrastructure including:
  - light rail to the airport
  - cruise ship terminal
  - sky rail
  - M1 improvements
2. Leverage off the Commonwealth games to:
  - further develop a health and knowledge precinct
  - promote the commercialisation of research
  - continue to host global and national sporting events
3. Focus on business attraction to the Gold Coast through:
  - hosting a 'Festival of Enterprise'
  - focusing on our health and education sectors
  - decentralising Government departments such that more departments are based on the Gold Coast
4. Promote our arts, culture and innovation sectors through development of the Gold Coast's 'Green Heart' and hosting complimentary programs



## Education

1. Positioning of the city as an education destination through:
  - good news stories by tertiary, secondary, primary and VET sectors through all channels
  - lobbying government and industry bodies to increase funding for the sector
  - attracting teaching talent (STEM etc.) through specialist education
2. Connecting education and business community through internships and innovative programs
3. Development of new independent schools including specialist schools (e.g. sports, tourism, technology)



## Health

1. Promote the commercial opportunities and depth of the city's world class integrated health facilities, i.e. hospitals, universities, research centres
  - foster relationships between hospitals and universities
  - collaboration between public and private sector
  - mirror US model
2. Make the Gold Coast a location of choice
  - invest in innovation and research
  - promote medical tourism
  - collaborate with aged care sector
  - understand and leverage niche strengths
3. Facilitate new ways to drive health innovation including investment in virtual reality technology and data analytics – enablers for health innovation
4. Improve relationships between public and private hospitals
5. Healthcare to be recognised as important contributor to local economy
  - lobby for government support

# Key ideas per sector (continued)



## Tourism and retail

1. Drive city plans already in place (outcomes focussed)
2. Hold/promote unique events to increase visitation and spend
3. Address infrastructure requirements, including:
  - transport - light rail and pedestrian corridors connecting locations such as the Turf Club to culture precinct to Surfers Paradise
  - tourism – improved conference facilities, dive site, skyrail, cruise ship terminal
4. Improve the perception of the Gold Coast (in Brisbane, Sydney and Melbourne)
  - need to have a sales culture
  - advertise the diversity of the product (not just beaches and shopping)
  - requires ED involvement
5. Increase Government involvement/support (at all levels):
  - promote 2050 vision
  - hold roadshows in other cities



## Smart City

1. Super Connectors
  - City wide leaders group (with national and international representation) to build a network to link like-minded entrepreneurs and businesses. The group needs a young tech savvy social media guru to create visibility to the group and generate an international focus on the region as a place for entrepreneurs and investors - a smart city!
  - An ambassador for the Smart City - but who pays for this?
  - Could commence a competition similar to that done by Tourism industry for the Best Job in the World.
2. Physical Hub - possibly within the new Arts & Cultural Centre or Gold Coast Health & Knowledge Precinct
  - Entrepreneurs and tech people are creative, and need to have informal networking with other creative tech savvy people
  - Industry needs critical mass - opportunity for a Centre of Excellence
  - Should be led by business, not government
3. Encourage young entrepreneurs through:
  - education from primary schooling
  - Incubators to develop ideas – link kids to enablers
  - program to connect kids to super connectors - kidpreneurs

# Key ideas per sector (continued)



## Professional services

1. The Gold Coast to become the Venture Capital (VC) city of Australia – leverage large retiree population and entrepreneurial city – why can't we be famous as being the centre of the VC market in Australia? We need to incentivise this and promote ourselves as a VC hub
2. Promotion of Economic Zones through tax incentives and continued deregulation by local, state and federal government. (facilitate quicker investment)
3. Incentivise corporate investment/ sponsorship of infrastructure projects on the GC and continued industry consolidation. Is there an opportunity to use legacy infrastructure from the Commonwealth Games to create an IT Hub, or some other sector consolidation into one particular zone/area?



## Sport, community and arts

1. Improved transport connectivity across the city to enable efficient access to sporting and community events (reduce reliance on private vehicles)
2. Better communication between sporting organisations (sporting codes) and cultural organisations (event organisers). City of Gold Coast could play a more valuable role in creating more effective connectivity so that sporting and cultural groups aren't operating in silo's and can benefit from working together
3. Lobby 3 tiers of government for increased funding and support for the sports and cultural sector by demonstrating the economic value that the sectors contribute
4. Leverage the opportunity to maximise Commonwealth Games infrastructure assets for the benefit of sporting clubs and community organisations

# Summary of key initiatives generated

The table on the following pages summarise the initiatives arising from the business community workshops. There are significant overlaps in the ideas, many of which are either currently in play or proposed in City, State, or Federal Government plans/strategies. Each initiative has been identified as either a current, proposed or new project. Current and proposed projects have been linked to existing City plans where relevant and whether the idea is likely to be lead by the Public sector (three levels of government including RDA and other industry bodies) or Private sector (privately owned commercial businesses).

This table is to be used as a starting point for future discussions with project stakeholders. It is also important to note that some projects may have already been initiated by the Private sector and any current or proposed plans/strategies in place would need to be identified and considered as a part of future planning.

Priority initiative	City project (current, proposed - investigation/ planning underway, new)	Referenced in existing City, State and/or Federal Government plans/strategies	Lead (Public or Private)
Change the city perception by showcasing breadth of diversity – continue to promote 2050 vision (city pride)	Current	<ul style="list-style-type: none"> <li>Corporate Plan Gold Coast 2020</li> <li>Economic Development Strategy 2013–2023</li> <li>Gold Coast City Reputation Strategic Plan 2013-2023</li> <li>Economic Development International Plan</li> <li>Gold Coast Destination Tourism Management Plan 2014–2020</li> <li>Gold Coast Sport Plan 2013–2023</li> </ul>	Both public and private sectors have a key role to play
Light rail extension from Broadbeach to Gold Coast Airport and to connect to the heavy rail	Current	<ul style="list-style-type: none"> <li>Corporate Plan Gold Coast 2020</li> <li>Economic Development Strategy 2013–2023</li> <li>Gold Coast City Transport Strategy 2031</li> <li>Gold Coast Destination Tourism Management Plan 2014-2020</li> </ul>	Public sector lead with private sector support to lobby for State and Federal Funding
Maximise benefits from the newly developed Arts and Cultural Precinct	Current	<ul style="list-style-type: none"> <li>Economic Development Strategy 2013–2023</li> <li>Cultural Strategy 2023</li> <li>Gold Coast Destination Tourism Management Plan 2014–2020</li> </ul>	Public sector lead with private sector support
National and international event attraction	Current	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014-2020</li> <li>Economic Development International Plan 2015</li> </ul>	Public sector lead with private sector support
Improve conference facilities	Proposed	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014-2020</li> </ul>	Public sector and private sector collaboration with support from Gold Coast Tourism
Develop a 'green heart'	Proposed	<ul style="list-style-type: none"> <li>Corporate Plan Gold Coast 2020</li> <li>City Plan</li> </ul>	Public lead with private sector support

# Summary of key initiatives generated (continued)

Priority initiative	City project (current, proposed - investigation/ planning underway, new)	Referenced in existing City, State and/or Federal Government plans/strategies	Lead (Public or Private)
Positioning of the city as an education destination (good news stories, increased funding and attracting STEM teaching talent)	Current	<ul style="list-style-type: none"> <li>Gold Coast Corporate Plan 2020</li> <li>Workforce Framework 2014–2023</li> <li>Economic Development International Plan 2015</li> </ul>	Public sector led in collaboration with private sector and support from Study Gold Coast and Gold Coast Tourism
Connecting the education and business community through internships and innovative programs	Current	<ul style="list-style-type: none"> <li>Workforce Framework 2014-2023</li> <li>Economic Development Strategy 2013-2023</li> </ul>	Collaboration between private sector and public sector with support from Study Gold Coast
Development of independent (specialist) schools (e.g. sports, tourism, technology)	New		Private sector lead with public sector support
Establish structured programs to nurture and develop kid-preneurs	New		Private sector lead with support from the public sector and Study Gold Coast
Maximise benefits from the newly developed Gold Coast Health and Knowledge Precinct	Current	<ul style="list-style-type: none"> <li>Economic Development Strategy 2013-2023</li> <li>Economic Development International Plan 2015</li> <li>Workforce Framework 2014-2023</li> </ul>	Public sector lead with private sector support
Promote depth of world class integrated health facilities to attract talent and promote medical tourism, and aged care sector	New		Collaboration between private sector participants with public sector support
Promote, facilitate and drive the commercial opportunities of health, knowledge and medical research and clinical strengths within the city	Current		Private sector lead with public sector support
Facilitate new ways to drive health innovation, including investment in virtual reality technology and data analytics	Current		

# Summary of key initiatives generated (continued)

Priority initiative	City project (current, proposed - investigation/ planning underway, new)	Referenced in existing City, State and/or Federal Government plans/strategies	Lead (Public or Private)
Improve pedestrian corridors e.g. between the Arts and Cultural Precinct and the Turf Club	Current	<ul style="list-style-type: none"> <li>Corporate Plan Gold Coast 2020</li> <li>Gold Coast City Transport Strategy 2031</li> </ul>	Public sector lead with private sector consultation
Establish Smart City leaders group and physical hub (Centre of Excellence) – consider Smart City Ambassador or high profile competition	Proposed	<ul style="list-style-type: none"> <li>Corporate Plan Gold Coast 2020</li> <li>Economic Development Strategy 2013–2023</li> <li>Citywide Innovation and Commercialisation Network</li> <li>RDA Digital Work Hub Project Report</li> </ul>	Private sector and public sector collaboration
Establish city as a venture capital hub (leverage large retiree population and entrepreneurs)	New		Private sector lead with support from the public sector
Establish an annual Festival of Enterprise	Proposed	<ul style="list-style-type: none"> <li>Culture Strategy 2023</li> </ul>	Private sector lead with public sector support
Develop cruise ship terminal	Proposed		Public lead sector lead with private sector support
Promote economic zones through tax incentives so as to encourage increased development from the private sector	Current	<ul style="list-style-type: none"> <li>CGC Investment Attraction Program</li> </ul>	Public sector lead with private sector consultation
Incentivise private investment in public infrastructure	Proposed (tourism infrastructure)	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014–2020</li> </ul>	Public sector lead with support from the private sector
Improved transport connectivity for sporting and cultural events	Current	<ul style="list-style-type: none"> <li>Gold Coast City Transport Strategy 2031</li> </ul>	Public sector lead with private sector consultation
Attract government departments and national sporting organisations	Current	<ul style="list-style-type: none"> <li>Economic Development Strategy 2013-2023</li> <li>Gold Coast Sport Plan 2013-2023</li> </ul>	Public sector lead with support from private sector

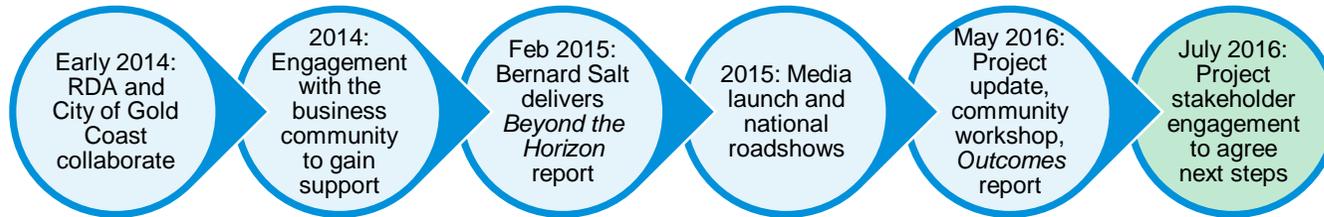
# Summary of key initiatives generated (continued)

Priority initiative	City project (current, proposed - investigation/ planning underway, new)	Referenced in existing City, State and/or Federal Government plans/strategies	Lead (Public or Private)
Develop dive site/s	Current	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014–2020</li> </ul>	Public sector lead with private sector consultation
Develop a Skyrail in the Gold Coast Hinterland	Proposed	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014-2020</li> </ul>	Public and private sector collaboration
Improved collaboration/communication between sporting and cultural groups	Current	<ul style="list-style-type: none"> <li>Gold Coast Destination Tourism Management Plan 2014-2020</li> </ul>	Public and private sector collaboration
Leverage Commonwealth Games 2018 infrastructure for sporting and community groups	Current	<ul style="list-style-type: none"> <li>Gold Coast Corporate Plan 2020</li> <li>Gold Coast Sport Plan 2013–2023</li> <li>Culture Strategy 2023</li> </ul>	Collaboration between sporting groups, private sector and public sector
Increase funding to support sporting and cultural events (demonstrate economic contribution)	Current	<ul style="list-style-type: none"> <li>Events Strategic Plan 2011-2015</li> <li>Culture Strategy 2023</li> <li>Gold Coast Sport Plan 2013-2023</li> </ul>	Increase funding to support sporting and cultural events (demonstrate economic contribution)
Continue with M1 upgrades	Current		Continue with M1 upgrades

# Way forward

## Next step

In the coming weeks project stakeholders will come together to discuss and agree the future course of action in order to realise the city vision.



Goal is to facilitate private and public sector working together to champion prioritised projects aligned with city plans

## Critical success factors

In 2015, the *Beyond the Horizon* report articulated a city vision and proposed a number of activities that could be driven by project stakeholders, including:

- The development of a forum for city business leaders to facilitate proactive and focussed collaboration between the public and private sector;
- Continued engagement with government, business, community, media, residents and visitors;
- On-going and refreshed communication via the Future Gold Coast social media and platform; and
- Public and Private sector collaboration to actively support and promote city strategies.

# Appendices

# 1. Regional Development Australia (RDA) city plans/projects

Title	Description
<i>RDA Gold Coast Regional Plan 2013-2016</i>	The Regional Plan responds to the current circumstances facing the region and incorporates feedback from Gold Coast community leaders.
<i>Analysis of the Gold Coast Long Distance Commuter Workforce</i>	RDA is looking to further understand the level of engagement by the Gold Coast regional workforce in employment in areas outside of their local area, with a focus on those people who travel long distances to their place of work.
<i>RDA Gold Coast Regional Profile</i>	The framework created identifies five significant priorities for the region: economic diversity, investment and infrastructure, digital innovation, workforce and sustainable communities.
<i>Labour Force Capability and Futures Assessment Final Report</i>	An analysis of the current and future skills requirements for the Gold Coast and how this may impact on the economic development potential of the region.
<i>Digital Work Hub Project Report</i>	This collaborative Regional Development Australia (RDA) Digital Work Hub Project between Sunshine Coast, Moreton Bay, Logan/Redland, Brisbane and the Gold Coast has examined opportunities and challenges for establishing a network of digital work hubs across the SEQ study area.

## 2. City of Gold Coast city plans

Title	Description
<i>Corporate Plan</i>	The Corporate Plan identifies what the City of Gold Coast needs to achieve between now and 2020 to bring the city vision to life. It is based on three key themes that reflect the advantage of where we live, our opportunities as a city and the importance of a strong community.
<i>Economic Development Strategy (EDS) 2013 - 2023</i>	The EDS provides the direction for the Gold Coast to become an international location of choice for businesses and residents.
<i>Economic Development International Plan</i>	The International Plan is a ten year guide to developing a globally connected regional economy aimed at raising the city's profile, leveraging partnerships, creating depth in priority markets and increasing inward investment.
<i>Gold Coast City Reputation Plan 2013 - 2023</i>	The City Reputation Strategic Plan sets out how we will align the city marketing and promotion with the plans, strategies and action of the City of Gold Coast and its partners and address how we will transform the Gold Coast and our city reputation into the future.
<i>Destination Tourism Management Plan (DTMP)</i>	The DTMP addresses the changing needs of the broader visitor economy, ensuring the sustainable success of the tourism industry and capitalising on key opportunities for the city.
<i>Sport Plan 2013 - 2023</i>	The Sport Plan details key activities to deliver sport infrastructure, development programs and attraction of high-performance sporting teams and events.
<i>Workforce Development Framework 2014 - 2023</i>	The Workforce Development Framework outlines the strategic direction to deliver a highly-skilled and diversified workforce to drive innovation and economic growth for the city.
<i>City Plan</i>	The City Plan is the strategic framework that represents the policy direction for the city and has a core role to play in protecting and enhancing the Gold Coast's outstanding lifestyle by ensuring appropriate and sustainable development in the plan area.
<i>Transport Strategy 2031</i>	The Gold Coast City Transport Strategy is the city's blueprint for our transport network and will guide transport policy and future investment decisions.
<i>Culture Strategy 2023</i>	The Culture Strategy presents three catalysts for change and four big ideas to achieve our vision of a city build on creativity and transformed by imagination.
<i>Ocean Beaches Strategy 2013 - 2023</i>	The Ocean Beaches Strategy consolidates a framework to maximise use, access to and enjoyment of the beaches and directs resources in the most appropriate manner to protect and improve the integrity of coastal elements.
<i>Events Strategic Plan 2011-2015</i>	The Events Strategic Plan recognises the benefits that events can provide to the City of Gold Coast's economy and residents, and this document sets out the City's plan for attracting and supporting appropriate events in the city and providing a suitable environment for their development.
<i>Investment Attraction Program</i>	The Investment Attraction Program supports and encourages new business investment to the city by delivering a suite of services to facilitate investment or business relocation.