

REIMAGINE GOLD COAST

JOBS | SKILLS | INDUSTRY



Photo by Matt Barrett on Unsplash

INSIGHTS REPORT

August 20, 2020

#reimaginegoldcoast







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***The Gold Coast represents
the new Australia. We are
innovative, entrepreneurial,
young and dynamic. We
represent both the future and
the potential of our nation.***



Hon Rob Borbidge AO



As Chair of the City Heart Taskforce convened in May 2020, I am immensely proud of the contribution made by the Taskforce Executive members. Fourteen city industry leaders have dedicated their time and knowledge to reengineer the pathway to our new-look economy.

“ Now is the time to reignite the thinking of our industry leaders. Now is the time for our city’s employers and educators, our movers and shakers to reimagine the future of Gold Coast jobs. ”

The opportunity is ours to grow new and emerging economic pillars in parallel with established industries. As tourism and associated industries like events, education, marine, small business and the night economy rebuild, others like manufacturing, construction, health and knowledge, arts and culture and sport, need to flourish and grow in an economy reshaped by the pandemic.

A City Heart Taskforce (CHT) led initiative, the Reimagine Gold Coast 2020 forum (a COVIDSafe event), was held on 20 August 2020 at the Gold Coast Convention and Exhibition Centre (GCCEC), convening over 100 of the city’s leading business minds. I congratulate them on the stellar job they did to deliver all the necessary layers of precautions to ensure the participants were welcomed safely.

Thank you to my federal colleagues including the Prime Minister, the Deputy Prime Minister, Minister Cash, Minister Andrews, Minister Robert and Dr Katie Allen MP for addressing our industry leaders. I thank City of Gold Coast Mayor Tom Tate for his support of this important initiative, sharing his vision and for listening to the CHT Executive Members deliver their key objectives.

In the short term we must learn how to live with COVID-19. It has changed our world and altered the Gold Coast forever. Now is the time to work together for our great city. Afterall, as Australia’s sixth largest city, we all want the same thing which is to grow, prosper and shine.

The traditional key economic pillars of the Gold Coast include tourism, small business and education which have been badly impacted. Whilst the Federal Government support measures are timely and necessary, we have a short timeline to ensure that we are focused on the road ahead. We need to look towards those emerging sectors that can grow quickly and the integration of 5G as the vehicle of the fourth industrial revolution.¹ We need to lift our heads up and look to the future.

Reimagine Gold Coast 2020 achieved an important step forward for the future employment landscape. There are many more steps ahead. Translating vision into action takes expertise and determined effort. It takes talent to get the job done. Fortunately, there is no shortage of entrepreneurial talent or spirit on the Gold Coast.

I celebrate this talent and spirit knowing that so much has already been achieved by Gold Coasters. Industry leaders are continuing to manage their challenges and together through the forum, we are already shaping our future.

Industry must generate the jobs and skills that families need because they are the fabric of our community. The forum has provided an important platform for industry to work with the Federal Government to create the environment to facilitate jobs of the future for Gold Coasters.

We cannot wait for outside influences to shape our future. This is a team Gold Coast moment and Reimagine 2020, was by us, about us and for us.

**Angie Bell MP, Federal Member for Moncrieff
Chair City Heart Taskforce**

1: https://www.aph.gov.au/Parliamentary_Business/Committees/House/Communications/5G/Report



The City Heart Taskforce was established in May 2020 to enable industry leaders across key sectors of small business, tourism, education, the night economy, construction, health and knowledge, marine, arts and sport to work collectively together to develop a cohesive framework with outcome focused strategies to hasten our recovery, create job opportunities and rebuild our 'city heart'.

The CHT is committed to a cross-disciplinary and localised approach to meet the challenges and take advantage of evolving opportunities. It enables one collective voice to all levels of government and community with a well-enunciated message on behalf of our industry sectors and individual associations.

The CHT has drawn on the wide range of research related to the central Gold Coast and industry. It is leading cross-industry collaboration through initiatives such as Reimagine Gold Coast 2020, that promote new ways of thinking, acting, and interacting to underpin jobs, skills and industry across the region.

There are a variety of committees with city, regional and state stakeholders, and so it is critical that sector information and resources are shared in terms of planning and strategic thinking. This ensures all industries can understand the new situation and consequences. New pathways and processes will need to be implemented to work cohesively towards an integrated industry recovery approach.



Key objectives of the City Heart Taskforce

- Identify key projects or issues that require CHT attention or advocacy
- Provide a cohesive cross-industry voice for key and emerging pillars to three tiers of government
- Keep lead industries apprised of new Federal Government policy and programs that can be disseminated to the industry sector
- Act as a conduit for Federal Government jobs and program delivery directly to small business
- Support industry sectors to create a new jobs landscape
- Provide members with a communication channel to government
- Share good news stories across the region
- Work as a collective to reshape the future of our city's engine room



Angie Bell MP
Federal Member for Moncrieff
Chair of CHT



Hon Rob Borbidge AO
Former Qld Premier
Chair of Study Gold Coast



Estella Rodighiero
Director
**Regional Development
Australia Gold Coast Inc.**



Paul Donovan
Chairman
Destination Gold Coast



Alfred Slogrove
CEO
Study Gold Coast



John Howe
Executive Director
iEDM



Matthew Schneider
Director
**Urbis, Property Council
of Australia Gold Coast**



Chris Mills
CEO
**Queensland Airports
Limited**



Adrienne Readings
General Manager
**Gold Coast Convention &
Exhibition Centre**



Professor Ned Pankhurst
Chairman
HOTA



Jan McCormick
CEO
Major Events Gold Coast



Martin Hall
President
**Gold Coast Central
Chamber of Commerce**



Ian Kennedy
President
**Southport Chamber of
Commerce**



Bernie Hogan
Chief Executive
**Queensland Hotels
Association**



Geoff Smith
Chairman
Sports Gold Coast Ltd.



Photo courtesy of Gold Coast Bulletin

Convened by the City Heart Taskforce, over 100 bright minds began the task of reengineering the pathway to jobs of the future. The cross-industry think tank was designed to reignite thinking, reimagine the future and develop targeted outcomes with a key focus on jobs, skills, and industry in the changed economic conditions.

Reimagine Gold Coast 2020 provided an inaugural business-led initiative during a pivotal window of time in the dynamic economic environment, in which to review and awaken new opportunities within key sectors to develop strategies for the Gold Coast's future.

“We’re home to diverse businesses: theme parks, clothing manufacturers, boat builders and breweries. Now is the time to think outside the square and play to our strengths.”

**The Hon Karen Andrews MP
Federal Member for McPherson**

Reimagine Gold Coast 2020, comprised a Gold Coast leaders breakfast and half-day industry forum. It was constructed as a platform for city key industry pillar leaders to connect and collaborate, through sharing knowledge about innovation, implementation and service delivery. The key emphasis was on jobs, skills, talent, economic diversification and investment attraction for the Gold Coast's future economy. The initiative was supported by key event partners, Gold Coast Convention and Exhibition Centre, Regional Development Australia Gold Coast, Study Gold Coast, Gold Coast Bulletin, Hot Tomato and Dreamweavers.

The COVIDSafe implemented program commenced with the Reignite Breakfast for 150 industry and civic

leaders. The program featured a targeted Gold Coast video message from the Prime Minister, the Hon Scott Morrison MP, with a Federal Government update delivered by the Hon Stuart Robert MP, Minister for the National Disability Insurance Scheme and Minister for Government Services. A ‘future city trends’ narrative was presented by Future State strategist James Tuma, with a visionary outlook for the Gold Coast provided by the eminent Dr. Soheil Abedian.

The forum component, attended by 110 leading business minds, was officially opened by the Hon Karen Andrews MP, Minister for Industry, Science and Technology. The plenary presentation featured a jobs and skills video update from Senator the Hon Michaelia Cash, Minister for Employment, Skills, Small and Family Business, and a national health update via Zoom from Dr Katie Allen MP Member for Higgins. A ‘reimagine industry’ outline was provided by former Queensland Premier Hon Rob Borbidge AO. Eleven key industry pillar breakout sessions ensued. Industry leaders and business representatives initiated discussion of issues and provocative ideas with a focus on targeted outcomes.

Centred on addressing and adapting to the rapidly changing economic conditions, each key industry pillar subsequently presented their key outcomes at the final plenary session attended by Minister Andrews and City of Gold Coast Mayor Tom Tate, who shared his vision for the city's future.

The momentum created from Reimagine Gold Coast 2020 and insights cultivated will allow the CHT to address and undertake carriage of key outcomes through its ability to advocate as one collective voice on behalf of our key industry sectors and individual associations.

The following page outlines the 11 key industry pillar themes presented by the CHT executive members.



REIGNITE our economy
REBUILD our workforce
REIMAGINE our future



Industry transformation and new infrastructure supporting industry.

Presented by Regional Development Australia Gold Coast Inc.

Engagement between industry and the education and training sector is critical to ensuring the city is producing work-ready graduates.

Presented by Study Gold Coast

The future for hospitality and accommodation.

Presented by Queensland Hotels Association

Harnessing the power of sport to produce long-term economic, social and health benefits for the Gold Coast.

Presented by Sports Gold Coast Ltd.

Southport as a CBD.

Presented by Southport Chamber of Commerce

Innovation and engineering - supporting new employment opportunities in both existing and new emerging markets and industries.

Presented by iEDM Integrated Event Delivery Management

Future of the Gold Coast post COVID-19. Rebuilding the Gold Coast through tourism numbers, tourism infrastructure, development, education and sport.

Presented by Destination Gold Coast

New challenges for major events of the future.

Presented by Major Events Gold Coast

Small to medium business roadmap to future opportunities and prosperity.

Presented by Gold Coast Central Chamber of Commerce

Exploring emerging opportunities for the Gold Coast property sector as a cornerstone of the city's economy.

Presented by Property Council of Australia Gold Coast Urbis Gold Coast

Arts and culture are vital to social and economic recovery. Creativity is also a key driver of innovation.

Presented by HOTA



Key Points from Reimagine Gold Coast 2020 Speeches

- The COVID-19 pandemic has brought about an unprecedented situation regionally, nationally and globally.
- As we work to rebuild the economy, planning for what our future workforce will look like, and, importantly, ensuring we have the skills we are going to need, is essential.
- In the engine room of the Gold Coast there are approximately 9,700 business relying on JobKeeper to keep their doors open (August 20, 2020 statistics).
- Gold Coast tourism, small business and education are amongst the key sectors most impacted.
- We need to 'reimagine' how our workforce will look and develop targeted skills outcomes for the future.
- The jobs created as we recover from the crisis are not likely to be the same jobs that existed before.
- Many job seekers will need to reskill or upskill to secure work.
- The Gold Coast has been among the regions hardest hit by COVID-19, with employment falling by 11,000 (or 3.4 per cent) between March and June and the unemployment rate rising from 4.1 per cent to 7.9 per cent over the period.
- The negative impact of COVID-19 on the Gold Coast is not entirely surprising, given around 11 per cent (10.5 per cent) of employment in the region is accounted for by the accommodation and food services sector, one of the industries that has been most heavily affected by COVID-19.

Key Industry Pillar Theme

Industry transformation and new infrastructure supporting industry.

Led by Regional Development Australia Gold Coast Inc. Director **Estella Rodighiero**

Key challenge **Update our city's value proposition**

Goals

Need a narrative – a city value proposition. One that articulates who we are and showcases industry transformation and knowledge-based employment opportunities relating to our biomedical clinical trials capabilities, advanced technology and high-tech industries, superyacht attraction support and advanced manufacturing capabilities.

Review the narrative regarding why investors choose the Gold Coast.

How can we support businesses to be globally competitive and sustainable on the Gold Coast?

Strategies

Development of an economic development bureau/advisory group that drives value proposition – be a voice for the Gold Coast incorporating all levels of government and industry.

Centralised advocacy - showcasing our knowledge-based industry capabilities such as:

- Space
- Biomedical
- Advanced manufacturing
- Scale-ups
- Superyacht/marine
- Related supply chains

Development of a special purpose vehicle (SPV) to help attraction, conversion and delivery of investment projects. Review funding models to support attraction and project investment.

Key challenge **Many voices to unite**


Goals

- Tell the story as a united city
- Promote the business and emerging industry strengths of the city
- Educate to recover – provide city collateral to stakeholders and businesses to use in their own meetings to share and promote the city story as a key location for business and industry

Strategies

- Create a central agency responsible for the collation of city data to share with local stakeholders and business
- Create funding models to support the united strategy aligned to the City's *Economic Development Strategy*²

2: <https://www.goldcoast.qld.gov.au/documents/bf/econmic-dev-strategy.pdf>



“ It is incumbent on us all to support and advocate for our city at every opportunity. ”

Rebecca Frizelle OAM

Key Industry Pillar Theme

Engagement between industry and the education and training sector is critical to ensuring the city is producing work-ready graduates.

Led by Study Gold Coast CEO Alfred Slogrove

Study Gold Coast led the discussions on education, with engagement between industry and our sector critical to ensure the city is producing work-ready graduates.

Discussion between education leaders identified the following key areas for future action:

- Funding for shovel ready projects in education that will keep the sector moving forward and innovating
- Co-funding for the Advanced Design and Prototyping Technologies (ADaPT) project located within the Gold Coast's Health and Knowledge Precinct
- A proposal to review the current industrial relations rules and regulations
- More support for better engagement between young people and industry-to provide the right pathways for work-ready graduates to meet the needs of what industry really wants
- A safe student corridor-advocating for the safe return of international students with the need to establish a plan at a Federal Government level

Key challenge **Empowering educators to innovate**

Goals

- Cultural shift
- Partnerships

Strategies

- Remove IR/red tape
- Government investing in careers education

Key challenge **Driving growth and diversity**

Goals

- Attract talent
- Secure jobs

Strategies

- Secure corridor for international students
- Champion support for minority groups

Key challenge **Seamless blend between industry and education**

Goals

- Improved student outcomes
- Increased employability



Key Industry Pillar Theme

The future for hospitality and accommodation.

Led by Queensland Hotels Association Chief Executive **Bernie Hogan**

Key challenge **Broaden the Place**

Goals

- Look west beyond the coastline for investment opportunities
- 20-40 y.o. age group - greater value to the economy
- See SEQ as support network not competitor

Strategies

- HOTA
- Sports
- Events (mid-season)
- Connectivity - connect Coolangatta with Canungra and Coomera

Key challenge **Work from home**

Goals

- Encourage companies use Gold Coast as a destination - live on the Gold Coast, work in Sydney or Melbourne
- Lobby for state department relocation including state government health department to align with industry

Strategies

- Incentivise companies to move
- Council must have land available for housing and companies
- Public transport must lead

Key challenge **Inflexible awards structure**

Goals

- Implement in 2021 so set up for decades to come
- Immigration rules - extend and significantly improve the system

Strategies

- Acknowledge process now but get out of the way
- If it is a good idea, it must be done now
- Extend six-month holidaymaker visas
- Significantly improve the system
- Immigration rules - compete with Miami, USA
- Business attraction and incentivise to encourage industry involvement
- Known as diverse culturally inclusive community



“Improved Australia-wide understanding of the value of Gold Coast tourism to the nation and modern employment and tax structures for jobs in every industry.”

Max Christmas AM

Key Industry Pillar Theme

Harnessing the power of sport to produce long-term economic, social and health benefits for the Gold Coast.

Led by Sports Gold Coast Ltd. Chairman **Geoff Smith**



Key challenge **Develop communication, collaboration and cooperation.**

- Between sport and other sectors of the Gold Coast i.e. business, government, education
- Within elite and grassroots sporting communities
- Within and across sporting codes
- Improve clarity for direction of sport in the city
- Require a clear plan and projects for collaboration

Strategies

- Develop a 10-year Sport Strategy Plan through the contribution of all sectors
- Build a platform for Gold Coast business to join with government and education in funding sport projects
- Build a boutique world class stadium for 5-8,000 seating capacity at a location that is in the best interest of the city
- Build two other boutique stadiums for 5,000 capacity as per Sunshine Coast model for northern and southern Gold Coast
- Develop a plan for sharing infrastructure e.g. training fields for growing demands in community sport
- Implement a Gold Coast sport membership so corporates and families can access Titans and Suns games as well as Big Bash
- Build a Football Centre of Excellence (soccer) to attract national and international teams to train and A League teams
- Build up tribalism between north and south Gold Coast with major derbies in football, league, netball etc with universities support e.g. Griffith supporting the north, Bond and SCU supporting the south

Key challenge **Reviewing or implementing plans City of Gold Coast and Federal Government i.e.**

- Sports plans
- Football plan
- Sports diplomacy plan
- Pacific link, soft diplomacy plan

Strategies

- All sectors provide funding for review and implementation with KPIs
- Home of the Pacific Sports Hub

Key challenges **Developing new models to support and develop community sport.**

- Clear avenue – process required to channel philanthropic support into sport (projects and community)
- Encourage and facilitate sharing of sporting infrastructure

Strategies

- Future planning – master planning, facilities and fields to ensure growth of sports from grass roots to elite can occur
- Include needs for national and internal event overlay

Key challenges **Branding the Gold Coast as a national and international sports destination. Building city pride -What does it mean to be a Gold Coaster? Building on the legacy of the Commonwealth Games.**

Strategies

- Promote Gold Coast as the women's sports capital of Australia
- Attract Matilda's to base their training facility on the Gold Coast
- Win the NRL and AFL Premierships
- Build a women's sports training academy for football
- Secure W League license
- Secure big bash team
- Promote women's pro surfing championship
- Promote Gold Coast as hub for e-sports with teams
- Build and secure regular interstate and international tournaments in yachting, cricket, rugby 7s, netball, football, basketball
- Identify key Gold Coast-centric sports i.e. surfing (now an Olympic sport), swimming, triathlon, sailing, women's football (all codes) and maximise facilities and events
- Clearer messaging for sport as a driver of health, success, social interaction, self-satisfaction. This message does not necessarily come from elite sportswomen
- Develop a Centre of Excellence for Women's Football

Key Industry Pillar Theme

Southport as a CBD

Led by Southport Chamber of Commerce President **Ian Kennedy**

Key Challenge **Lack of industries**

Goals

- Civic presence
- Arts / Live music
- Education hub
- Important to have a CBD for city

Strategies

- Council administration and chambers
- HOTA satellite
- Supreme Court and Federal Family Law Court
- Sports stadium at James Overell Park
- Decentralised government departments

Key Challenge **Lack of investment support**

Goals

- Repurpose empty offices
- New development for the future
- Landscape and streetscape
- Research and development incentives

Strategies

- CBD economic zone
- Review infrastructure charges
- Remove payroll tax
- Government guarantee of bank finance

Key Challenge **Lack of right built environment**

Goal

- Repurpose existing buildings to make more liveable, inviting and safe

Strategies

- Build for living and working
- Grow the CBD core first and fast
- Gold Coast Highway underground
- Review City of Gold Coast Priority Development Area (PDA)

“ Attraction to beauty and the creation of vibrant spaces that bring people together is what makes Gold Coast a true community. ”

Dr. Soheil Abedian

Key Industry Pillar Theme

Innovation and engineering - supporting new employment opportunities in both existing and new emerging markets and industries.

Led by iEDM Integrated Event Delivery Management Executive Director **John Howe**

Key drivers

Lifestyle, job opportunities, education facilities, business support, health facilities. Work, live and play on the Gold Coast.

Key challenge **Safe Harbour provisions**

Goal

- Extend director relief through Safe Harbour provisions

Strategy

- Provide extension to director relief through Safe Harbour provisions

Key challenge **Internet connection to the world**

Goal

- Fast internet service on a world scale

Strategy

- Report from federal department on the problem and major investment in upgrades

Key challenge **Funding for major traffic upgrades**

Goal

- Increased funding for fast tracking a multi-modal transport system to meet the new normal

Strategy

- Work with existing plans and be open to new funding means such as tolls etc.

Key challenge **Promotion and image**

Goals

- Promotion as a place to work, live and play

Strategies

- Establish a new funding mechanism to promote city as place to live and work
- Promote Southport CBD to Australian and international universities to set up regional bases
- Reduce red and green tape to proposed compliant green field development, both industrial and commercial
- Advocate for an Institute for Engineering, Science and Innovation



**“ The Gold Coast
can become a
world-leading centre for
biotechnology, drug and
vaccine discovery. ”**

Prof Mark von Itzstein AO

Key Industry Pillar Theme

Future of Gold Coast post COVID-19. Rebuilding the Gold Coast through tourism numbers, tourism infrastructure, development, education and sport.

Led by Destination Gold Coast Chairman **Paul Donovan** and Queensland Airports Ltd Executive General Manager Business Development and Marketing **Adam Rowe**

Vision

More people, more often, spending more

Key tourism infrastructure that opens natural assets

Layers of Gold Coast to ensure return visitations

Key challenge **Unlock and invest into key tourism infrastructure**

Goals

- Create new reason or offer to come back or for first time visitation
- Locally focused
- Future fund

Key challenge **Centralised local advocacy voice and economic development function which is empowered and funded to attract tourism**

Goals

- Locally focused future fund
- Centralised economic advocacy body
- IT infrastructure
- Flexible opening hours for restaurants

Key challenge **Talent drain versus talent incentivisation**

Providing opportunities to grow population across the demographic spectrum.

Goals

- Support key industry during this period
- Stay ahead of the transport curve
- High profile event attraction



“ This period has highlighted the tremendous role that tourism plays in both job creation and economic strength for both our city and state as never before. ”

Sir Frank Moore AO

Key Industry Pillar Theme

New challenges for major events of the future.

Led by Major Events Gold Coast CEO **Jan McCormick** and Gold Coast Convention & Exhibition Centre General Manager **Adrienne Readings**

Key challenge **Lead time for events roadmap to deliver events of scale**

Goal

- Government to deliver roadmap: 30 days - 24 months

Strategy

- Key industry representatives to identify where roadmap best sits with government e.g. tourism, investment, small business, economic development

Key challenge **Venue costs - stadiums**

Goal

- Subsidise venue cost for major events like film industry
- State Government to reduce costs

Strategy

- Meet with Mayor, council officers and State Minister for Development and Tourism

Key challenge **No events industry - government roadmap ownership**

Goal

- Development of a federal advocacy body to champion industry solutions for MEGC

Strategies

- Meet with Federal Member, Mayor, council, officers and state Minister for Development and Tourism
- Promote that we are a 'safe city' to host events and actively communicate
- Government support to keep industry viable and we will work together to be agile and support each other
- Share good news stories

The Gold Coast has moved to an unprecedented reputation as a city of relocation preference. A platform that the city must capitalise on immediately.

Andrew Bell OAM

Key Industry Pillar Theme

Small to medium business roadmap to future opportunities and prosperity.

Led by Gold Coast Central Chamber of Commerce President **Martin Hall**

Key challenge **Image**

Goal

- Promotion of place and opportunities including advocating for relaxation of restrictions

Strategies

- Promoting demand via incentivisation
- Light Rail Stage 3 strategy to be launched at targeted time
- Safe management allowing business to manage themselves safely
- Reimagining hubs/venues on the Gold Coast

Key challenge **Investment Support**

Goals

- Creation of Committee for Economic Development of Australia (CEDA) Gold Coast for better access to funds for local business growth (future fund)
- Start-up/scale up support
- Empty commercial spaces/attract new strategies led by business

Strategies

- Local government support including planning relaxation after hours to increase business square meterage to increase capacity
- Marketing campaign
- Local promotion
- Vouchers akin to TAS and NT current strategy. Also "Click Vic" campaign


Key challenge **Live local, support local**

Goals

- Vouchers (as above)
- Federal tax incentives – Fringe Benefits Tax (FBT) relief for quick, definite and powerful impacts on small GC businesses
- Flights
- Stimulate economy

Strategies

- 0 - 12 month strategy focus
- Formulation of Gold Coast CEDA
- Voucher system implementation
- FBT reform measures



**“ Our city will recover
when Industry leads
the way, when our people
lean into the way and
when Government gets
out of the way ”**

**The Hon Stuart Robert MP
Federal Member for Fadden**

Key Industry Pillar Theme

Exploring emerging opportunities for properties.

Led by Urbis Director and Property Council of Australia Gold Coast **Matthew Schneider**

Key Challenges

- Reprioritise economic development and investment attraction confidence and clarity
- Enshrine and support city identity and strong leadership
- Reduce red tape, strength and clarity of direction
- Rearticulate city identity

Goals and strategies

- Introduce a city strategy to activate strategic direction of city and ensure continuation of effect and alignment
- Introduce selective high growth neighbourhood plans (responsibility of CEO of City of Gold Coast)
- Strengthen city identity by focusing on place making and public realm
- GST reform to support build-to-rent sector on the Gold Coast (pilot program)
- Perform strata title restrictions to unlock medium density neighbourhoods (75%) - state government
- Establish a Gold Coast community housing company (joint venture between private and public sectors)
- Establish a channel for market-led proposals to be put to council and state that strike the right balance
- Reduce red and green tape in planning
- Recalibrate Southport CBD development scheme to align with market possibilities (10-20 storey development)
- State government land tax concessions for commercial landlords to soften landing post JobKeeper 2.0
- Develop dedicated quarantine facilities to capture market in COVID-19 and possible future pandemics and leverage lifestyle and health sector

“ As a key element of the Gold Coast action plan, create a resilient city and digital infrastructure to underpin lifestyle promise. ”

James Tuma

Key Industry Pillar Theme

Arts and culture are vital to social and economic recovery. Creativity is also a key driver of innovation.

Led by HOTA Chairman Professor **Ned Pankhurst**

Key Challenge **Brand**

How is arts and culture perceived? How hard do we work to protect it? Where does it sit in a hierarchy of needs?

Goal

- Recognition of arts and culture in every aspect of commercial, cultural, and social life

Strategies

- Arts and culture indelibly embedded in city planning and operations (get out of the way)

Key Challenge **Uncertainty**

How to manage people-dependent people-facing businesses in variable or uncertain environments

Goal

- Sustain and enhance arts and culture through periods of uncertainty of delivery and consumption

Strategies

- Flexibility of product (COVIDSafe delivery)
- Arts and culture is free (Medicare for the soul)

Key Challenge **Investment**


Who should pay and why?

Goals

- Articulation of investment strategies that make sense to those who pay for it longest (young people)
- Better public - private partnership for arts business

Strategies

- Investment in medium-scale production space (safe Hollywood)
- Better recognition of performers as a unique SME sector
- Decentralised federal and state funding of art support agencies
- Funded residences in innovation industries
- STEAM recognition of the critical role of arts in the development of technology innovation



“ We the silent majority need now more than ever to stand and be loud and proud. ”

Tony Hickey OAM



06 NEWS

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Former Premier Bob Borbidge, with Gold Coast Federal members Angie Bell, Stuart Robert and Karen Andrews, at the Reimagine Gold Coast Forum; and (inset) James Tuma. Picture: GLENN HAMPSON

Innovation a key to future

LUKE MORTIMER
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GOLD Coast, here's the hard truth – the city must innovate, educate and diversify to claw its way back from the economic devastation of the coronavirus pandemic.

Otherwise, the Coast risks being left in the dust on the global stage, according to Future State strategist James Tuma.

Mr Tuma delivered a blunt message to leaders hashing out a path forward at the Reimagine Gold Coast jobs, skills and industry forum yesterday.

"Our productivity ... year on year, by average, is going down. We're contributing less to the GDP of the country proportionately every year. I'm sorry, it's a sad fact," he said.

"We're also getting older. You geographically have quite an old population, so whilst your immigration and growth is high, it's not young

Allow new ideas to grow with established order

people. There will be a point where there's not enough productivity and there's a lot of older people and you won't be able to afford to run the city the way that you do."

Mr Tuma said the "productivity rut" could be partially addressed by backing the creation of "innovation clusters". But the city had low levels of educational attainment, putting STEM (science, technology, engineering and maths) innovation at risk.

He praised the Coast's "great global brand", but said the city has an "over reliance on natural assets" like beach and climate. Mr Tuma suggested the city could focus on potential strengths including events, health, medicine, pop culture and sports.

He said the Coast's identity revolved around tourism, construction and small busi-



ness, but it should also be sold on high-value jobs and a positive lifestyle proposition.

Mr Tuma's assessment came after a glowing appraisal of the city by Sunland Group chairman, developer Dr Soheil Abedian.

Iranian immigrant Mr Abedian spoke of his love for the Gold Coast and how the city was so well positioned to capitalise on attracting people here in a post-coronavirus

era. "I found Gold Coast and I fell in love with Gold Coast," he said.

"Because of the love that exists in the DNA of this city, because of the generosity of every single one of us that make this city the Gold Coast that we are so proud of. Because of the connectivity that we have," he said.

"We have now the opportunity to take it to the next stage, but this opportunity will only come if we accept that we are not imagining, that we are the best."

The Reimagine think tank by the City Heart Taskforce drew representatives from 11 "key economic pillars" to pitch their ideas to the Federal Government.

Federal MPs at the Gold Coast Convention and Exhibition Centre included Moncrieff MP and task force chair

Angie Bell, Government Services Minister Stuart Robert and Industry, Science and Technology Minister Karen Andrews.

"WE HAVE NOW THE OPPORTUNITY TO TAKE IT TO THE NEXT STAGE, BUT THIS OPPORTUNITY WILL ONLY COME IF WE ACCEPT THAT WE ARE NOT IMAGINING, THAT WE ARE THE BEST"

DR SOHEIL ABEDIAN

Also appearing over video was Dr Katie Allen with the National COVID-19 Health and Research Advisory Committee and Employment Minister Michaelia Cash.

Organisations represented

included chambers of commerce, Destination Gold Coast, HOTA, Major Events Gold Coast, Regional Development Australia, Study Gold Coast and Sports Gold Coast.

Key pillars included industry transformation, the future for hotels, pubs and clubs, Southport as a CBD and harnessing the power of sport.

Prime Minister Scott Morrison did not attend, but a video message was played.

A breakfast program with speakers, attended by about 120 people, was followed by Key Pillar Industry sessions and brief presentations from figureheads and Mayor Tom Tate.

Topics included revitalising the Southport CBD, industry transformation, infrastructure and rebuilding tourism.

Instead of the "new normal", Ms Bell welcomed "a new and exceptional future for the Gold Coast".

PM urges to businesses to withstand the crisis

LUKE MORTIMER

PRIME Minister Scott Morrison has spoken of the crippling hardship the Gold Coast faces due to COVID-19, saying the Government is keeping a close eye on the turmoil.

Mr Morrison, in a video message to the Reimagine

Gold Coast forum on Thursday, urged businesspeople to do all they could to keep their heads above water.

"We are facing a once-in-a-century pandemic, a health crisis and an economic one. Every part of this country is being hit, yours particularly," he said.

"Tourism, accommodation,

higher education, entertainment, events, hospitality have all been hit hard. Our government has been listening and I'll particularly pay tribute to your local (Moncrieff) MP Angie Bell. She's been listening too."

Mr Morrison thanked businesses "for everything you're doing".

"I know many of you are feeling burdened, stressed and even burnt out. I have a simple request: make sure you're talking to people," he said.

"I know it's taken strength to build your businesses and it will take that same strength to get through the pandemic and re-emerge on the other side."



Member for Moncrieff Angie Bell, addresses the Reimagine Gold Coast Forum on Thursday. Picture: GLENN HAMPSON

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REIMAGINE GOLD COAST

Tunnel leads to Coast recovery

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FROM burying the highway to quelling city plan discontent or branding the Gold Coast as a national leader in women's sport – dozens of ideas were floated at the Reimagine Gold Coast forum.

Politicians and dozens of business leaders converged on the Gold Coast Convention and Exhibition Centre on Thursday for a think tank on the future of the city in the wake of the economic turmoil wrought by COVID-19.

Key industry pillar presentations were delivered by 11 groups, including chambers of commerce, Major Events Gold Coast, Regional Development Australia, Urbis Gold Coast and the Queensland Hotels Association.

Ideas included putting the Gold Coast Hwy underground at Southport so that the CBD is connected with the waterfront, more targeted neighbourhood city plans to reduce community discontent, and selling the city as the women's sports capital of Australia.

The City Heart Taskforce will now pen a report for the Federal Government.

Federal Employment Minister Michaelia Cash spoke over video and said "we really do need to reimagine how our future will look."

Senator Cash said the city had lost 11,000 jobs and the unemployment rate had risen to 7.9 per cent.

She said 11 per cent of the city's jobs were in the accommodation and food services sector before the crisis and the Coast had been among the hardest-hit regions.

"As we rebuild the economy, planning for what our future workforce looks like and importantly ensuring we have the skills we're going to need is essential," Sen Cash said.

"The jobs created as we recover from the crisis are not likely to be the same that existed before. Many job seekers will have to re-skill and upskill to find work."

The taskforce chairwoman, Moncrieff MP Angie Bell, accompanied by Coast MPs Karen Andrews and Stuart Robert, said the event was about determining "the way forward for the jobs of the future for Gold Coast industry and businesses, and for those Gold Coasters who are unemployed now to work out what the future is going to look like for jobs."

"This forum is about Gold Coast working together," she said. "It's about us, for us and by us."

"We can't afford to sit back and wait for outside influences to move the city forward."

"We need to do this from the inside out."

Mayor Tom Tate said he was happy to back the forum but "we've got to have outcomes otherwise we're just going to go around in circles."

10 IDEAS FLOATED AT FORUM

- The Southport Chamber of Commerce suggested burying the Gold Coast Hwy (Marine Pde) underground so the business district could be linked with the waterfront to create a world class CBD.
- Urbis Gold Coast and the Property Council of Australia (Gold Coast) said Gold Coast City Council could reintroduce neighbourhood city plans in some capacity. The idea was pitched as a way to reduce pockets of discontent it said were undermining investment certainty.
- Sports Gold Coast wants to see the Gold Coast become the women's sport capital of Australia and brand itself as such. The idea came amid a reported 300 per cent increase in women's participation in AFL.
- Study Gold Coast sought better co-operation and collaboration between educational institutions, industry and individual businesses. This would lead to more employable graduates trained to tackle the jobs of the near future.
- Destination Gold Coast pushed for investment in key tourism infrastructure to add layers to the city's experience for visitors. The tourism body wants to open up the natural assets the city has and provide new products for the market.
- Major Events Gold Coast said venue costs are too expensive and limit the number of events held in the city. The organisation suggested the State Government could lower fees to encourage more events in the city.
- The Central Chamber of Commerce floated a "live local, support local" business voucher system to encourage Gold Coasters to shop local and prop up small business at an incredibly difficult time. It would be similar to a Northern Territory scheme.
- Regional Development Australia called for the creation of a new Gold Coast economic bureau made of up all levels of government. This could help stimulate investment and attract new industries.
- Urbis and the Property Council of Australia (Gold Coast) said that red and green tape must be reduced to allow the efficient building of light rail infrastructure and to bolster city investment.
- The Southport Chamber believes that moving Gold Coast City Council's chambers and administration from Bundall to Southport makes sense and would create a more identifiable CBD.

City Heart Taskforce chairwoman Angie Bell speaks to about 120 business leaders and politicians at the Reimagine Gold Coast forum. Picture: LUKE MORTIMER

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REIMAGINE GOLD COAST

PHOTO: Supplied

Industry leaders chart a way forward for the city at Reimagine Gold Coast forum

August 21, 2020 12:04 pm in Gold Coast by Carla Tooma

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WANT TO SEE YOUR BUSINESS ADVERTISED HERE?

Industry leaders from across the city came together at the Gold Coast Convention and Exhibition Centre yesterday for the 'Reimagine Gold Coast Jobs, Skills and Industry Forum'.

The think tank organised by the City Heart Taskforce saw representatives from 11 key economic pillars pitch their ideas to the Federal Government, with the Member for Moncrieff Angie Bell, Minister for Government Services and the National Disability Insurance Scheme Stuart

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The Reimagine think tank by the City Heart Taskforce drew representatives from 11 "key economic pillars" to pitch their ideas to the Federal Government.

Federal MPs at the Gold Coast Convention and Exhibition Centre included Moncrieff MP and taskforce chair Angie Bell, Government Services Minister Stuart Robert and Industry, Science and Technology Minister Karen Andrews.

JOBS | SKILLS | INDUSTRY

Moncrieff MP and City Heart Taskforce chair Angie Bell. Picture: Glenin Hampson

Also appearing over video was Dr Katie Allen with the National COVID-19 Health and











The City Heart Taskforce is committed to cross-industry and collaborative approaches to meet the challenges and take advantage of the opportunities presented by the new economic environment.

The remit of Reimagine Gold Coast 2020 is to now deliver outcomes charted during the key industry pillar sessions. The strongest issue highlighted at Reimagine 2020 was the need for an independent, apolitical economic development and advocacy body for the Gold Coast. The CHT has formed a satellite group to explore this option. Its task is to meaningfully engage with all relevant stakeholders in order to ensure effective ongoing advocacy for industry to three levels of government.

Several other dedicated satellite sub-groups of the CHT key pillars have been established and are working to investigate and achieve their outlined strategies. The CHT agenda is aimed not only at confronting problems, but implementing their solutions to move the city forward. The results as outlined below, will be communicated to key stakeholders and the interested public. Projects & results underway include:

Industry transformation & new infrastructure supporting industry.

From page 9 - Led by Regional Development Australia Gold Coast Inc. Director Estella Rodighiero

RDA GC recommended the creation of an economic development bureau/advisory group and centralized advocacy incorporating all levels of government and industry.

Goal

- Review the narrative regarding why investors choose the Gold Coast and to tell the story as a united city

Strategy

- Create a unified prospectus for investment attraction

RDA GC in conjunction with our Reimagine 2020 team are developing a document and PowerPoint presentation that highlights key snapshots for utilisation as collateral for the purposes of investment attraction to the city. This will be provided to council, business and industry as we work towards a unified presentation.

Goal

- How can we support businesses to be globally competitive and sustainable on the Gold Coast?

Strategy

- Industry 4.0 business and investment project – Completion mid October 2020

The Gold Coast consists of over 2,700 manufacturing companies employing 20,000 employees. The fourth industrial revolution, also known as Industry 4.0, is affecting almost every industry worldwide and is rapidly transforming how businesses operate. As a result of COVID-19, businesses have been forced to immediately review their operating models to remain viable. This includes the potential for business to research and engage with Industry 4.0 applications, creating an environment that supports technology and embraces innovation. The objective of this project is for Gold Coast

businesses to uptake Industry 4.0 technologies in order to gain competitiveness through improved productivity and efficiency resulting in higher investment and employment.

Stage 1 - Indicative early results show that there is a clear focus of Gold Coast businesses to invest in new technology that:

- Increases productivity
- Develops new products
- Improves supply chain management
- Accesses new markets

This focus is vital if the Gold Coast is to rely on productivity improvements to sustain future economic growth. The first phase of this project (survey and consultation) has been delivered and RDA GC is now incorporating the 2nd phase:

- Supply Chain Economic Evaluation
- Industry 4.0 Supply Chains
- Domestic Supply Chain Opportunities
- Required Enablers
- Workforce and Skills Requirements
- Digital and Smart City Requirements

Industry Connect – Informal industry voices.

As part of the industry transformation Reimagine 2020 team outcomes, key sector informal industry roundtables were formed. These are being held within space and aerospace, marine, health and biomedical, manufacturing and food processing sectors. The focus of these roundtables is to engage with each sector to listen to their concerns and advice. Our team comprises public servants from federal, state and local governments who are committed to support and influence to ensure the growth of their industries and improve employment outcomes.

RDA GC & Reimagine 2020 - Team commitment to support business. Gold Coast business impact and information survey – Reporting October 2020.

RDA GC has developed a survey in response to COVID-19 impacts on our business community, particularly in tourism. The questions presented were directly from SMEs affected and addressed issues and questions of concern to them. The survey questions focus was:

- Staffing problems
- JobKeeper
- Redundancy
- Revenue concerns
- Business banking
- Expenses and cash flow
- Insolvency and Safe Harbour
- ATO
- Council permits/rates
- State and federal licences
- Insurance
- Rental/lease
- Supply chain
- Health and wellbeing

This survey has supported SMEs affected by the downturn in business and tourism on the Gold Coast and the results will be relayed to the federal government. Respondents who required help or clarification were immediately referred to an appropriate agency or organisation for assistance.



Engagement between industry and the education and training sector is critical to ensuring the city is producing work-ready graduates.

From page 10 - Led by Study Gold Coast CEO Alfred Slogrove

Goal

- A safe student corridor

Strategy

- A plan for a COVIDSafe corridor for students specifically for the Gold Coast is underway for submission to State Government

Additional Outcome

- Employment facilitator for federal government Local Jobs Plan to work in collaboration with the CHT satellite group for skills, education and employment

Harnessing the power of sport to produce long-term economic, social and health benefits for the Gold Coast.

From page 12 - Led by Sports Gold Coast Ltd. Chairman Geoff Smith

Goal

- Develop a Centre of Excellence for Women's Football. The Gold Coast as the women's sport capital of Australia

Strategy

- Develop communication, collaboration and cooperation

Sport has a valuable contribution to make to the recovery from COVID-19. It not only positively impacts physical health and wellbeing but also contributes to better mental health outcomes, safer communities and economic development.³

The Sports Taskforce and the CHT are working together to support the Griffith University Centre of Excellence for Women's Football initiative for the four national codes of AFL, rugby league, rugby union and football.

Additionally, discussions continue between Sports Gold Coast and the City of Gold Coast to encourage collaboration across all levels of government to produce an updated and holistic Gold Coast Sports Plan. Planning is underway for a forum event to bring together stakeholders so that all sectors contribute and implement the Plan as soon as possible. Immediately, step one is to assess the feasibility of the Gold Coast as the 'Home of Women's Sport'. Step two is a 5,000 capacity boutique stadium and the best use and cost of using our sporting facilities. All of these projects are now underway.

Innovation & engineering - supporting new employment opportunities in both existing and new emerging markets and industries.

From page 14 - Led by iEDM Integrated Event Delivery Management Executive Director John Howe

Goal

- Advocate for an Institute for Engineering, Science and Innovation

Strategy

With a focus to build on the resource of the Gold Coast Health and Knowledge Precinct's ADaPT (Advanced Design and Prototype Technologies Institute), the new virtual institute would consult and capitalise on existing infrastructure, knowledge and collaboration across the disciplines of science and engineering to work with local universities and three tiers of government to further opportunities now and into the future. A key remit of the institute would be the valued integration of all levels of contributors in the fields of science and engineering to explore opportunities for new players in the education, university and research markets.

New challenges for major events of the future.

From page 16 - Led by Major Events Gold Coast CEO Jan McCormick and Gold Coast Convention & Exhibition Centre General Manager Adrienne Readings

Goal

- Government support to keep industry viable

Outcome

- \$50 million announcement by the Minister for Trade, Tourism and Investment to restart Australia's business events sector

On 11 September 2020, the Minister for Trade, Tourism and Investment Senator the Hon Simon Birmingham announced a \$50 million injection to help restart Australia's vital business events sector. Thousands of jobs across the tourism and hospitality industry will benefit from the funding.

Businesses will be encouraged to attend events, trade shows and conferences within Australia through grants to help cover the costs associated with exhibition spaces, the design and manufacture of displays, travel and accommodation.

³ <https://www.sportaus.gov.au/sportaus/about>



Small to medium business roadmap to future opportunities and prosperity.

From page 17 - Led by Gold Coast Central Chamber of Commerce President Martin Hall

Gold Coast Central Chamber of Commerce recommended the creation of Gold Coast Committee for Economic Development Australia (CEDA).

Goal

- Business voucher system

Meetings are underway with relevant stakeholders to push forward a support program for local small business.

Exploring emerging opportunities for the Gold Coast property sector as a cornerstone of the city's economy.

From page 18 - Led by Urbis Director and Property Council of Australia Gold Coast Matthew Schneider

Urbis recommended the reprioritisation of economic development and investment attraction confidence and clarity.

Goal

- Gold Coast to join the UNESCO Creative Cities Network as the world's first City of Popular Culture

Strategy

This initiative presents a valuable opportunity to build on the Gold Coast's rich cultural heritage and to galvanise the city around a shared focus and place arts and culture at the centre of our city's identity moving forward. Early steps have already been taken to build the partnerships across both industry and government that can drive this initiative forward.

Goal

- Establish economic development advocacy group

Strategy

There has never been a more important time to build on the foundation laid by the CHT to establish a lead cross-sector economic development advocacy group for the Gold Coast. Much groundwork has already been done and key parties must now come together to consolidate the effort and objectives of interested parties.

Goal

- Accelerate Build-to-Rent positioning

Strategy

Efforts to position the Gold Coast to become the Build-to-Rent capital of Australia continue and are gathering momentum as the upside for the city becomes better understood.

A Unified Approach



"Our city has faced challenging times before, from natural disasters, and economic challenges like the global financial crisis. Of course this is the biggest challenge we have experienced, but we can and will overcome the health, economic and social challenges we currently face, and protect and preserve the Gold Coast lifestyle we all love.

We know that we can no longer rely on traditional drivers to get us where we want to be as a city. To create a solid platform from which all Gold Coasters can prosper and grow, we must continue to broaden our approach. We must continue to encourage and nurture innovation and creative thinking and support the drivers behind these knowledge intensive sectors.

We are taking a transformative approach to growth through projects like the Gold Coast Cultural Precinct, optical fibre network, the Health and Knowledge Precinct and light rail. Our diversified economy will create new local jobs in education, health, marine, film and television production and sport.

We must invest in intellectual capital, whilst continuing to support our city's traditional industries. We must think more strategically about who we attract and how we do it to continue our path towards a more mature economy. This strategy is a point from which to move forward strongly and confidently. It demonstrates how we will achieve a more diverse economy, how we will drive productivity by working harder and smarter; and how we will continue to inspire that 'have a go spirit'.

As we face the ongoing challenge, let's remember that we are all in this together."

**City of Gold Coast Mayor
Tom Tate**



Local Jobs Program.

As small business is a key pillar of the Gold Coast economy, the CHT has worked closely with the Minister for Employment, Skills, Small and Family Business since it was formed in May 2020. The Federal Government is rolling out \$62.8 million for Jobs and Skills Taskforces across 25 regions including the Gold Coast. This will benefit our region greatly through ensuring the maximum number of people are placed in appropriate employment or training opportunities as quickly as possible to meet employer needs as labour markets recover.

The Federal Government's Local Jobs Program will focus on upskilling, reskilling and establishing employment pathways for those looking to return to work following COVID-19.

The impact of COVID-19 together with longer term trends throughout the economy that are changing skill requirements in many jobs and occupations means that there is a new urgency in assisting job seekers to navigate change.

Through the Local Jobs Program, a locally based employment facilitator will work with employers, local stakeholders, employment services providers and training organisations to develop employment solutions at a local level to get Gold Coasters back to work.

The program will create a Gold Coast Local Jobs and Skills Taskforce, which will identify key employment priorities, local labour needs and design potential solutions. The CHT jobs and skills satellite group will work closely with this initiative that will be supported through information provided by the National Skills Commission and the National Careers Institute, and forms part of the Federal Government's COVID-19 economic recovery plan. One of the key roles of the Taskforce will be to develop a Local Jobs Plan. There will also be a Local Recovery Fund to support small-scale projects. To be eligible for funding, project applications need to be valued between \$10,000 - \$200,000.

The Local Jobs Program will run until 30 June 2022.



Angie Bell MP, Federal Member for Moncrieff meets with Senator the Hon Michaelia Cash, Minister for Employment, Skills, Small and Family Business to discuss the Local Jobs Program for the Gold Coast following Reimagine Gold Coast 2020.

\$50 million Tourism Funding Announcement - \$10 million for the Gold Coast.

The Morrison Government is backing regional tourism with an announcement of a \$50 million support package for regional tourism.

The Gold Coast will benefit greatly, receiving \$10 million.

This funding will help attract more Australian tourists to the Gold Coast by adapting marketing and experiences to suit domestic visitors. It will build on the many other Morrison Government programs, including JobKeeper, that have been vital for tourism operators locally.

Future Forum Gold Coast Bulletin led initiative.

The Gold Coast Bulletin is at the forefront of championing our city as it begins its journey on the road to recovery.

In November, the Gold Coast Bulletin will launch the Future Gold Coast (Reset) campaign which will bring together all pillars of our city and help steer a united front to capitalise on the opportunities the Gold Coast now faces in a post-Covid era.



“ This campaign will continue the great work already done by the City of Gold Coast and the City Heart Taskforce’s Reimagine Gold Coast 2020 forum. Together, we will - and always will - put the Gold Coast first. ”

***Rachel Hancock
Editor Gold Coast Bulletin***



“ We cannot wait for outside influences to shape our future. This is a team Gold Coast moment and Reimagine 2020 was by us, about us and for us. ”

Angie Bell MP, Federal Member for Moncrieff
Chair City Heart Taskforce



Photo by Matt Barrett on Unsplash

Reimagine Gold Coast 2020 Key Industry Pillar themes, outcomes and recommendations are based on industry think tank sessions and do not necessarily represent the views of City Heart Taskforce individual members. The content of this document has been produced to be used as reference material for industry consultation and advocacy purposes.

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