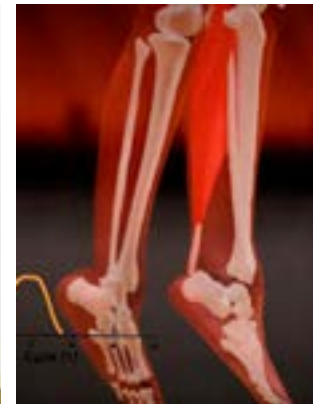
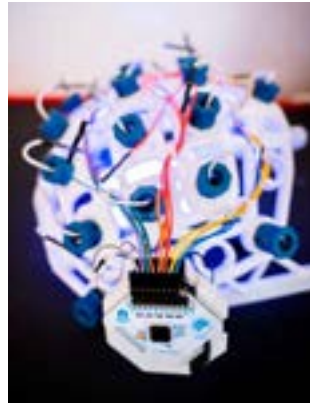


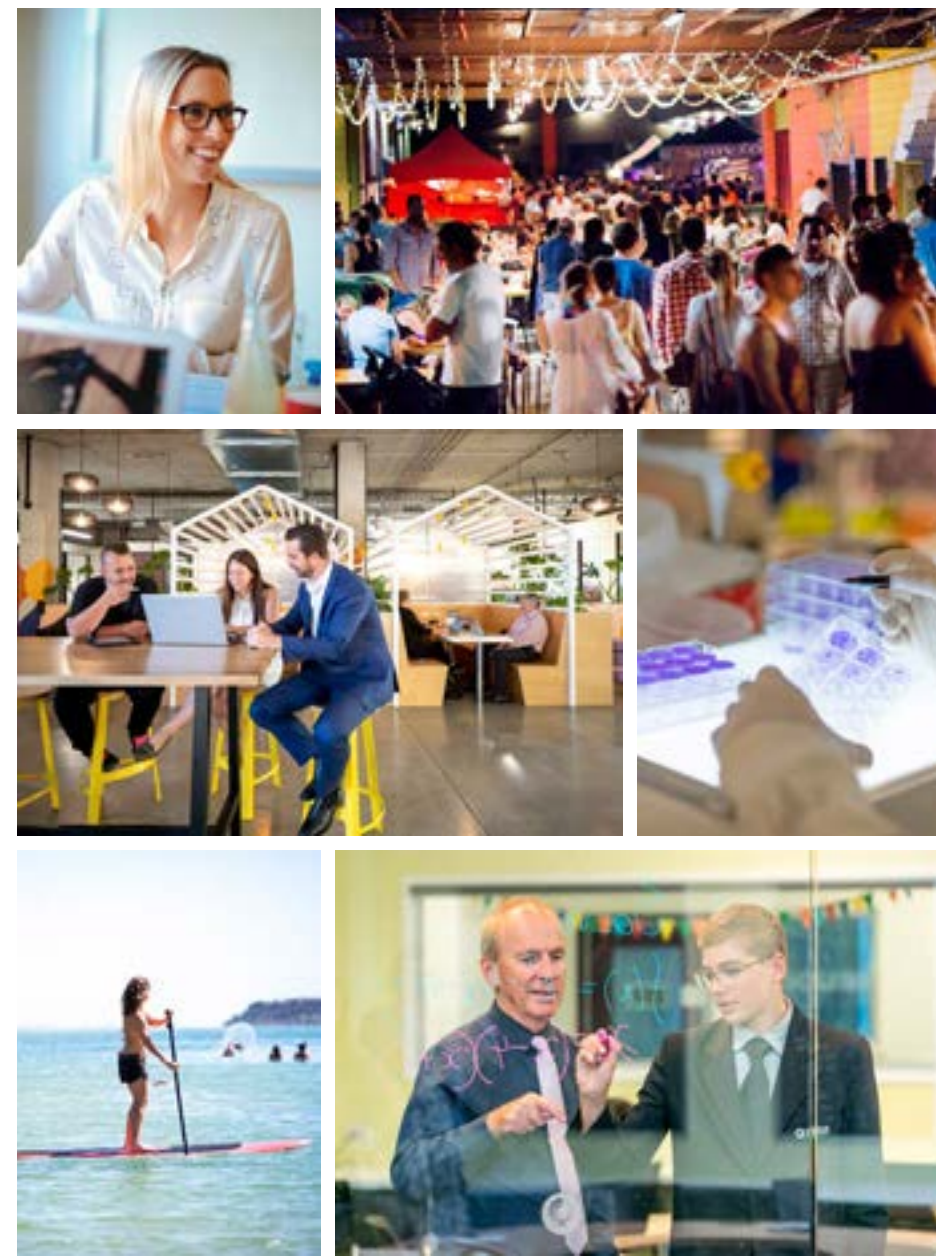
# **GOLD COAST HEALTH AND KNOWLEDGE PRECINCT STRATEGIC PLAN 2022 – 27**







Photos used throughout this Strategic Plan have been kindly supplied by our partners and Precinct occupants.



People transforming lives

## AUSTRALIA'S GOLD COAST

The Gold Coast is a city coming of age.

Home to 665,000 people and growing fast, the Gold Coast is a place of opportunity that is transforming into a global city, while retaining its enviable lifestyle and stunning natural environment.

The Gold Coast forms a vibrant part of the dynamic South East Queensland (SEQ) region, a conglomeration of 3.5 million people that will play host to the 2032 Olympic and Paralympic Games.

A natural fit for innovators and a magnet for talent from around the globe, the city's economy benefits from strong integration within a growing SEQ innovation ecosystem.

Queensland's management of the COVID-19 pandemic ensures the state is well-positioned nationally and internationally as we look towards the future.

Diverse, resilient and future-focused, the Gold Coast is ready for new opportunities.



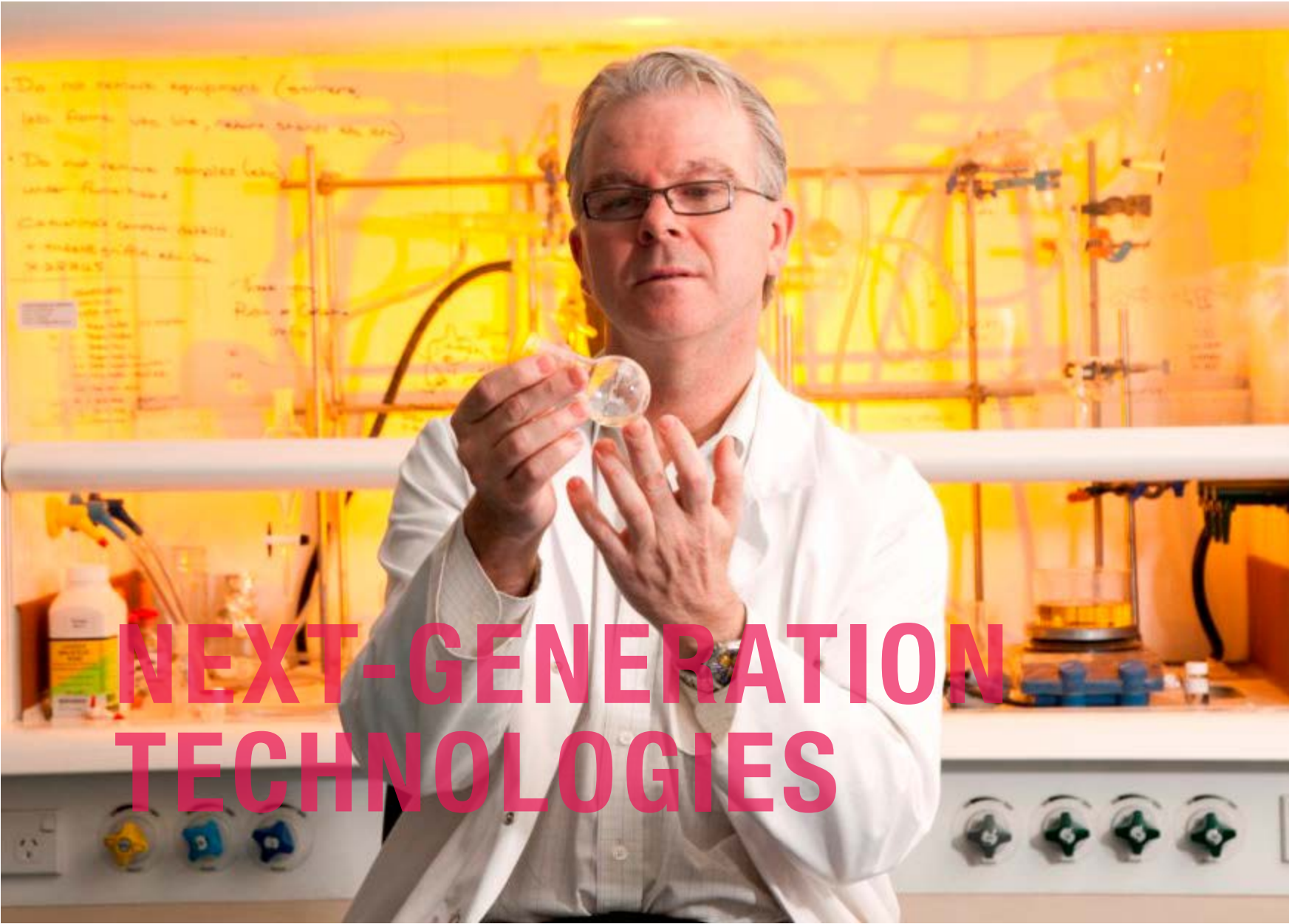


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ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and pay respects to the people of the Yugambeh language region of the Gold Coast and all their descendants both past and present. We also acknowledge the many Aboriginal people from other regions as well as Torres Strait and South Sea Islander people who now live in the local area and have made an important contribution to the community.



Professor Mark von Itzstein AO, Director, Institute for Glycomics, Griffith University.





**STEVEN MILES**  
DEPUTY PREMIER  
MINISTER FOR STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL  
GOVERNMENT AND PLANNING AND MINISTER ASSISTING THE  
PREMIER ON OLYMPICS INFRASTRUCTURE

**Working together, protecting the health of Queenslanders  
and creating jobs are the fundamental pillars of the  
Palaszczuk Government’s economic recovery plan in the  
wake of the COVID-19 pandemic. The innovative work  
happening in the Gold Coast Health and Knowledge  
Precinct is a great example of these goals.**

Attracting and developing knowledge-based industries is critical to achieving the sustained economic growth and high-value knowledge sector jobs that will generate prosperity for generations of Queenslanders to come.

In a world recovering from a once-in-a-lifetime health event, investment in health innovation has also never been more important.

As a legacy of the 2018 Commonwealth Games, the Gold Coast Health and Knowledge Precinct is living proof of the economic outcomes that can be delivered when the State works in collaboration with its partners and the private sector.

In addition to the Queensland Government’s original \$5 billion investment that created the key pillars of the Precinct, a further \$5 million has been invested in the COHORT Innovation Space that has already created a home for over 250 occupants across more than 85 companies – results that saw this unique space awarded the 2021 Award for Government Leadership by the Property Council of Australia.

The State’s 16 development-ready sites are projected to contribute an extra 12,000 jobs and an additional \$1.4 billion to the state’s economy over the next 10 to 15 years. Since the land, known as Lumina, became available, interest from occupants, developers and investors continues to grow with half of the development sites already earmarked for health, knowledge and technology occupants.

Projects facilitated in the Precinct by Economic Development Queensland (EDQ) include Griffith University’s Advanced Design Prototyping Technologies Institute (ADaPT); Proxima, Australia’s first integrated children’s health, research and education centre; and an integrated residential aged care and key worker training facility. These three projects will create more than 500 construction jobs, over \$200 million in private sector investment and bring more than 2,000 additional workers into the precinct.

The Queensland Government’s legacy of investing in first-class knowledge-based facilities is clear including the Herston Health Precinct, the Boggo Road Precinct encompassing the Ecosciences Precinct, the Princess Alexandra Hospital and the Translational Research Institute.

The continued development of Gold Coast Health and Knowledge Precinct will be game-changing in the growth and diversification of the local economy. The impacts of this Precinct will be far-reaching into the lives of Queenslanders and beyond.

As the landowner, master developer and development assessment authority for Lumina, the commercial heart of the precinct, the Queensland Government is ready to fulfil its role to continue to create a globally-recognised health and knowledge community here on the Gold Coast.

The Queensland Government looks forward to supporting Queensland’s knowledge economy now, and for future generations, through the visionary partnership that is the Gold Coast Health and Knowledge Precinct.



**TOM TATE**  
GOLD COAST MAYOR

Our city is changing rapidly and with change comes opportunity.

Since 2012, we have worked tirelessly to broaden our economy. We are doing that so today’s, and tomorrow’s, Gold Coasters can stay, live, invest and raise their families in this great city of ours. A broader economy helps our city meet the challenges of social and economic change in the years ahead.

Key to our planning is creating more ‘smart jobs’ in areas such as health, medical research, sports science and tertiary education.

The Gold Coast Health and Knowledge Precinct is the beating heart of our ‘smart jobs’ strategy with strong partnerships being formed at State and Federal levels as well as through Griffith University, the Gold Coast University Hospital and private sector medical institutes.

The Precinct invites your business to become part of our exciting future as we take the coast on to the world stage in medical research and technology.

To help you achieve greatness, we have minimised red-tape associated with development approvals and have a team in place to ensure you can become a part of the Precinct for decades to come.

As Mayor, I invite you to the table and will ensure that our shared vision for this world-class precinct is part of your business success story.



**PROFESSOR CAROLYN EVANS**  
GRIFFITH UNIVERSITY VICE CHANCELLOR AND PRESIDENT

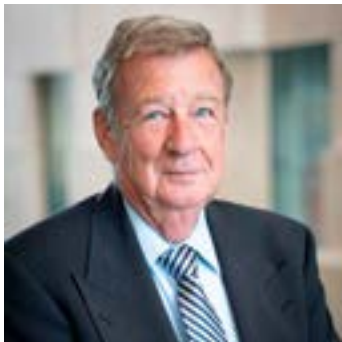
Queensland’s Gold Coast is undergoing an extraordinary transformation. The region – often noted for its lifestyle and natural beauty – is now positioning for long-term economic growth based on innovation.

The Gold Coast Health and Knowledge Precinct is a bold initiative, bringing together an exciting set of enterprises and industry partners committed to building a new future for Southeast Queensland. It leverages one of Australia’s newest and most technically sophisticated hospitals, one of its largest Councils, and our own highly-ranked University, guided and supported by the Queensland Government. The vision outlined in this 2022-27 Strategic Plan is an immensely exciting one: to build Australia’s newest innovation precinct as a platform for the next generation of health technologies and companies.

All the building blocks are now in place; the team has achieved much, bringing in innovative companies and securing commitments to key investments. The 2022 – 27 Strategic Plan outlines the vision and articulates how the Precinct will benefit the Precinct partners and the Gold Coast community while advancing the region as a central player to the nation’s rejuvenation in the post COVID-19 environment.

The Precinct is critical to the transformation and growth of the Gold Coast providing stimulus and diversification to become an economic powerhouse. We thank and commend our partners in this great endeavour and look forward to working with them on the implementation of this Strategic Plan.





**IAN LANGDON**  
GOLD COAST HEALTH BOARD CHAIR

Future generations need us to invest in health technology now. Digital health innovations of today are going to help us meet the increasing demands of healthcare in the future.

The Gold Coast Health and Knowledge Precinct is at the heart of the smartest address on the Gold Coast; a melting pot of talent that brings our clinicians together with academic researchers and health and medical technology companies to innovate and lead the future of healthcare.

The opportunities from within the Gold Coast Health and Knowledge Precinct will lead to better patient outcomes and transform lives with precision medical solutions across a variety of specialties.

This positions the Precinct to allow Gold Coast Health to adopt a transformational culture, that encourages agility, innovation and rapid knowledge translation so we can ensure high reliability healthcare delivery that meets community needs and ensures patient safety.

**INTRODUCTION AND ACKNOWLEDGMENTS**

Our vision is to be “internationally recognised for transforming lives through healthcare innovation, new knowledge and next-generation technologies”.

The Precinct was envisioned as a transformational project for the region that would bring together the city’s health, knowledge and technology sectors to yield one of Queensland’s leading innovation precincts. This vision is now being realised.

Our Precinct’s strategy is based on the attraction of small and medium enterprises (SMEs) and their multi-national partners. This has proven successful in the midst of the worldwide pandemic, which has served as a catalyst for migration of new businesses to the Gold Coast, including international companies. Synergies with Precinct partner activities are paramount and strategic projects that coalesce this expertise are highlighted.

The Precinct partners ensure that in curating new occupants we stay true to our values of building on new insights, frontier technologies and healthcare innovation to transform lives. We are also committed to fulfilling our Precinct’s role in the Queensland innovation system and to aligning with state and federal priorities for economic growth and social development.

The 2022-2027 Strategic Plan is ambitious and has set some aspirational targets based on the core elements of Community, Curation and Commercialisation. The strategy is creating and will grow an ecosystem that is highly connected, skilled and supported to deliver transformation for global impact, creating the jobs of the future and diversifying the Gold Coast’s economy.

This Plan positions the Precinct for the challenges that lie ahead. The Partners wish to acknowledge the work of the Precinct Project Office, Precinct Team and our Strategic Advisory Group who have brought the Precinct to life over the last few years.





ABOUT THIS PLAN

Developed by our Precinct partners, this aspirational plan charts the direction for a period of post-pandemic growth, and forms the basis for future prioritisation, decision making and governance. Our strong and proven governance arrangement is one of our key points of difference that supports coordinated partnerships, investment and curation.

Precinct vision:

WE ARE INTERNATIONALLY  
RECOGNISED FOR  
TRANSFORMING LIVES  
THROUGH HEALTHCARE  
INNOVATION, NEW  
KNOWLEDGE AND NEXT-  
GENERATION TECHNOLOGIES.

OUR  
VISION

Precinct mission:

WE ARE CREATING A HIGHLY  
CONNECTED, SKILLED AND  
SUPPORTED PRECINCT OF  
PUBLIC AND PRIVATE SECTOR  
PARTNERS AND COMMUNITY  
MEMBERS, TO DELIVER  
TRANSFORMATION FOR GLOBAL  
IMPACT, CREATING THE JOBS OF  
THE FUTURE AND DIVERSIFYING  
THE GOLD COAST’S ECONOMY.

Aligning with our vision and mission

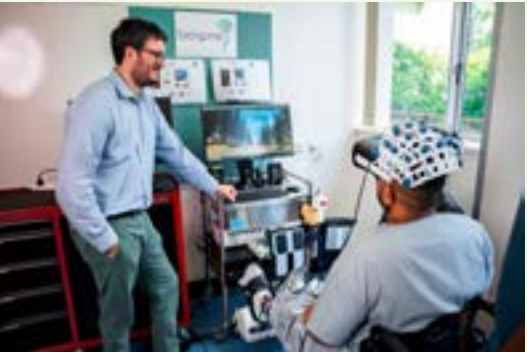
As a transformational project for the Gold Coast economy, the Precinct is focused on raising the global profile of the Gold Coast within the health, knowledge and technology sectors to create the jobs of the future. We seek to partner with businesses, developers and investors that add value to the existing capabilities of Precinct partners, and to leverage the Gold Coast’s spectacular growth as Australia’s fastest growing major city with access to capital, but without the legacy constraints of a capital city.

Our people are the foundation of this plan and our reputation. Their collaborative efforts within our Precinct and with external partners will underpin our success. This plan sets out how we will support our valuable human capital with physical and digital infrastructure and investment, to build strategically on Precinct strengths. United in purpose and values, we will achieve real-world impact through commercialisation of new technologies and interventions that deliver globally significant economic, social and environmental value.

The following pages outline our Precinct now and in the future. Key objectives clustered under the themes of ‘Community’, ‘Curation’ and ‘Commercialisation’ address the core aspects of the Precinct’s future growth.

“It is that synergy between health professionals, academics and industrial researchers that’s going to create world-class healthcare.”

RON CALVERT, CEO, GOLD COAST HEALTH



Beyond Spinal Cord Injury – hope through reimagining rehabilitation and regenerative medicine

A working therapy for Spinal Cord Injury remains a bold vision for two teams of Precinct researchers at Griffith University who are developing a novel, highly-personalised approach to neurorehabilitation involving thought-control, and a regenerative therapy that includes a patented 3D nerve bridge technology.

“We are integrating a digital twin, thought-control, electrical simulation, and drug therapy in an attempt to restore function in paralysis. In five years, we hope to have a working therapy that has restored function, and in five years, maybe I’ll be standing up talking about it.”

DR DINESH PALIPANA OAM, QUEENSLAND 2021 AUSTRALIAN OF THE YEAR, QUADRIPLAGIC DOCTOR, RESEARCHER AND DISABILITY ADVOCATE

OUR PRECINCT KEY STRENGTHS



VACCINES,  
DRUGS AND  
DIAGNOSTICS



NEW MATERIALS  
AND SENSOR  
TECHNOLOGIES



ADVANCED DESIGN  
AND PROTOTYPING  
TECHNOLOGIES



ARTIFICIAL  
INTELLIGENCE (AI)  
AND DIGITAL HEALTH



TOURISM AND  
HOSPITALITY  
RESEARCH



ADVANCED  
NEURO-  
REHABILITATION



CLINICAL  
TRIALS  
(PUBLIC HOSPITAL,  
UNIVERSITY AND PRIVATE)



NURSING AND  
MIDWIFERY,  
ALLIED HEALTH



NEUROVASCULAR  
TREATMENTS AND  
TECHNOLOGIES

EMERGING CAPABILITIES:

- ENVIRONMENTAL SOLUTIONS
- HIGH PERFORMANCE SPORTS TECHNOLOGIES
- ROBOTIC SURGERIES
- AERO SPACE

GOLD COAST UNIVERSITY HOSPITAL

- Ranked No 7 hospital in Australia and ranked in the Top 250 hospitals in the world.
- First Australian Health Service to earn Magnet Recognition for nursing and midwifery excellence.

GRIFFITH UNIVERSITY

- Ranked in Top 2% of universities globally.
- Nursing & midwifery ranked No 1 in Australia and No 2 in the world.
- Hospitality and Tourism Management ranked No 1 in Australia and No 5 in the world.

**IN 2022**

**FROM A VISION FIRST CONCEIVED OVER TWENTY YEARS AGO, THE 200-HECTARE GOLD COAST HEALTH AND KNOWLEDGE PRECINCT (THE PRECINCT) HAS BECOME A PIVOTAL INITIATIVE FOR A CITY THAT IS RAPIDLY DIVERSIFYING ITS ECONOMY BEYOND THE TOURISM AND CONSTRUCTION SECTORS.**

With over \$5 billion invested by the public and private sectors in the past decade, the Precinct has been the catalyst to significantly advance the city's health, knowledge and technology sectors. It has become one of Queensland's leading innovation hubs, now emerging onto the global stage.

Our precinct is anchored by Griffith University, ranked in the top two percent of universities worldwide (Times Higher Education, 2021); the Gold Coast University Hospital, a major Australian teaching hospital and Top 250 World's Best Smart Hospitals (Newsweek, 2021); and the innovative Gold Coast Private Hospital.

The Lumina commercial cluster offers 9.5 hectares of development-ready land for co-location of life sciences, health and technology businesses.

In 2019, 14,921 people were working in the Precinct, including 1,000 researchers. We contribute \$3.4 billion in value-add to the Queensland economy and support over 21,000 jobs on the Gold Coast, making our precinct a significant economic contributor.

Our 20,000 students at Griffith University's Gold Coast campus and the Queensland Academies Health Science campus, a selective secondary college, represent the skilled workforce of the future.

We provide world-class healthcare to the community, as recognised in Griffith University's World No 2 ranking for nursing and midwifery and Gold Coast University Hospital's prestigious international Magnet recognition for nursing and midwifery excellence.

Australia's first build-to-rent community, Smith Collective, provides a vibrant mix of residential accommodation together with new retail and dining. Extensive parkland, entertainment opportunities, including the Southport Sharks Sports Club, and two light rail stations, make our precinct the ideal place to live, work, study and play.

We have a strong focus on nurturing and attracting small and medium sized enterprises (SMEs), particularly through the Queensland Government's Cohort Innovation Space, which won Economic Development Queensland (EDQ) the 2021 National Property Council of Australia award for government leadership. It offers co-working spaces and laboratories and delivers innovation programs for business growth.

One success story is data-driven technology company Datarwe, based at Cohort, which is developing a world-leading acute care medical research platform. Datarwe is partnering with Griffith University PhD researchers, to translate valuable data into life-saving health applications.

A second example is featured in Lumina's first private sector led development, Proxima - the realisation of our philosophy of curating developments to accommodate specialised capabilities and facilitate collaboration amongst partners. Proxima will be home to an early learning and child development 'living lab'. It is set to combine education and health research with an inclusive childcare centre offering special support to children with additional needs, along with a range of paediatric allied health services.

From this growing base, the Precinct is well-positioned to market and differentiate specialised strengths and exceptional talent. We will foster a culture of innovation and shared vision among partners to make a global impact in transforming lives.

**INVESTING  
IN THE  
FUTURE**



**“Positioned in the heart of the Gold Coast Health and Knowledge Precinct, the Institute for Glycomics is home to over 200 researchers and support staff and is discovering, developing and commercialising drugs, vaccines and diagnostics for some of the world’s most intractable diseases. We are proud to have several drug and vaccine technologies to combat various infectious diseases already in human clinical trials, with many of our home-grown technologies partnered and being co-developed with domestic and international biotechnology and pharmaceutical companies.”**

**CHRIS DAVIS, GENERAL MANAGER,  
INSTITUTE FOR GLYCOMICS**

*People transforming lives*

**“After coming back from the US where we work very closely with the world-renowned Texas Heart Institute, to see the expansion of this area was really attractive for us to bring our technology back to work with a world-leading laboratory at Griffith. We’re going to be able to create a device where the heart is unlikely to fail, and the patient is able to rely on their implanted artificial heart to pump the blood they need for the rest of their life.”**

**DANIEL TIMMS, CEO, BIVACOR**





OUR GOVERNANCE

Our Precinct governance has been established to provide a collaborative approach to decision-making between partners and a framework for working together at all levels to achieve our vision.

Most importantly, it has been established so that we can work together, in a clear and coordinated way, with those groups that wish to become part of our Precinct.

The **Precinct Partnership Group (PPG)** comprises CEO level representatives from our four partners – the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) (represented by Economic Development Queensland); City of Gold Coast; Griffith University and Gold Coast Hospital and Health Service. This group sets our vision and strategy and are ambassadors for our Precinct.

The **Strategic Advisory Group (SAG)** also comprises representatives of the four partners at a Senior Leadership level to guide the implementation of the vision and strategy and provide advice on key initiatives to the PPG. The SAG is a conduit for, and facilitates input from, other government agencies and key stakeholders. It has a curatorial role in assessing, progressing and supporting opportunities in the Precinct.

The **Precinct Team** comprises a range of experienced people across a variety of specialties from all Precinct partners to identify investment opportunities, progress priority projects, collaborate and develop recommendations for SAG and collectively implement the Precinct’s strategy.

The **Precinct Project Office** is the ‘front door’ to our Precinct and coordinates activities amongst partners to assist businesses, developers and investors make connections in the Precinct.



MAKING  
CONNECTIONS

OUR CURRENT PRECINCT ECOSYSTEM



15,000  
JOBS



\$3.4  
billion  
VALUE ADD TO  
QUEENSLAND



20,000  
STUDENTS



300  
PARTNERSHIPS



7,500  
CLINICIANS



2,500  
RESIDENTS



2  
LIGHT RAIL  
STATIONS



120  
CLINICAL  
TRIALS



800  
RESEARCH  
STUDENTS



9.5ha  
LAND AND  
LEASING



1,000  
RESEARCHERS



30+  
FOOD AND  
RETAILERS



7ha  
PARKLANDS



40+  
SMES



ULTRA  
HIGH-SPEED  
INTERNET



## BY 2027

### UNLIKE THE PAST DECADE WHEN CAPITAL INVESTMENT IN THE PRECINCT WAS LARGELY PUBLICLY FUNDED, THE NEXT DECADE WILL BE FOCUSED ON ATTRACTING PRIVATE SECTOR INVESTMENT, TOGETHER WITH TARGETED GOVERNMENT SUPPORT.

Whilst individual partners have their own priorities, we unite to drive key opportunities that can only be achieved together. This strong alignment is our distinctive advantage and has attracted young companies to locate in the precinct to grow and mature - migration that is creating a culture of industry-led innovation.

Appropriate investment in this ecosystem will enable our emerging companies and precinct to grow from good to great. Our aspiration is nothing less than national leadership in place-based, business-driven transformation.

Attracting investment in the post-pandemic climate hinges on creating conditions of both opportunity and stability, seen very much as an advantage for our precinct.

By being both forward-thinking and pragmatic, we will align our ambitions to government, including the imperative to enhance modern manufacturing capabilities and strengthen sovereign supply chains.

As a primary enabler for a new era of Industry 5.0 growth within the region, we will continue to have a significant impact on the Gold Coast and Queensland economies.

We will focus on extending our existing areas of specialisation, leveraging current partnerships and building new ones, aligned to existing and emerging research and clinical strengths. We will add value and de-risk ventures to realise commercialisation.

With a total of 16 sites available for development, current concepts are underway that will progress a number of sites with focus areas including biomedical technologies,

advanced prototype development, early childcare and paediatrics, aged care, mental health and specialist facilities for advanced rehabilitation and clinical trials.

Our areas of strategic excellence will bring together new and existing partners with an expanding pipeline of SME innovators in health and medical, digital and modern manufacturing technologies to support these exciting new developments.

This approach will enable us to achieve maximum local and global impact through the commercialisation of research and healthcare innovation that improves lives.

Our vibrant lifestyle appeal will be extended through expanded community facilities, including a significant Southport Sharks redevelopment that aspires to create one of the world's leading urban visitor destinations in a specialised mixed-use precinct of global standing.

The outstanding capabilities of our people will be promoted and leveraged to ensure a compelling value proposition for collaboration, investment and physical location in our precinct.

As one of three key Queensland precincts identified by the State Government, alongside the Herston Health Precinct and the Boggo Road Precinct (including the Ecosciences Precinct, the Princess Alexandra Hospital and the Translational Research Institute), we will make a significant contribution to the 'innovation dividend' earned through generating high-value jobs of the future.

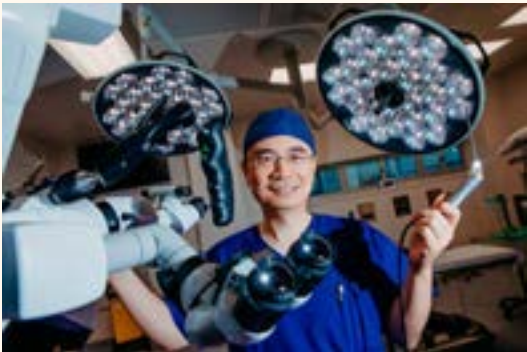


#### Revolutionising stroke treatment

Our Precinct leads the way in non-invasive treatments for brain aneurysms and strokes, with our globally renowned neurovascular specialists undertaking world-first clinical trials, including the use of high-tech robotics for remote procedures. Together with industrial design experts, they've pioneered the innovative design and use of 3D-printed models for surgery planning and training.

"The 3D printed models help us to very realistically simulate these complex lifesaving procedures, bringing to life what we see on screen in the operating theatre during an actual treatment. Pioneering teleoperated robotic endovascular brain aneurysm and stroke treatments for patients outside of metro areas is driving our team to accelerate the use of technology."

**ASSOCIATE PROFESSOR HAL RICE, DIRECTOR OF INTERVENTIONAL NEURORADIOLOGY GOLD COAST UNIVERSITY HOSPITAL**



#### Gold Coast Private Hospital embraces high-tech

Neurosurgeon Dr Lee Yang (above) of Gold Coast Private Hospital, with his 'million-dollar baby' - a Zeiss Kinevo 900, which combines microscope and endoscope to eliminate 'blind spots' allowing surgeons to 'see around corners'.

The hospital boasts a range of high-tech equipment, including a new surgical robotic system, aka ROSA, complementing the MAKO (orthopaedic) and da Vinci (general, gynaecology, urology and ENT) robots.

"Gold Coast Private Hospital not only provides up-to-date services with outstanding doctors but is always looking forward and scanning the international horizon to ensure we are at the forefront of introducing new technologies that will improve clinical outcomes for our patients. This includes the use of robotics, artificial intelligence and participating in clinical research trials, so that we are at the forefront of new treatments."

**KIMBERLEY PIERCE, FORMER GENERAL MANAGER, GOLD COAST PRIVATE HOSPITAL**



#### Tackling Covid-19 in the lab and on the frontline

Precinct researchers and clinicians have been at the forefront of the COVID-19 response. Clinicians at Gold Coast Health, led by former Director of Infectious Diseases, now Queensland Chief Health Officer, Dr John Gerrard, treated some of Australia's first pandemic patients and established early isolation, testing and treatment protocols.

An international team led by Griffith University Professors Nigel McMillan and Kevin Morris has developed an experimental direct-acting antiviral therapy to treat COVID-19, Griffith has been named as a Global Virus Network Centre of Excellence, while Institute for Glycomics Principal Research Leader Professor Michael Good AO, was appointed to the National COVID-19 Health and Medical Research Advisory Committee.

Development of a universal COVID 19 vaccine based on an attenuated live virus, in collaboration with Indian Immunologicals Ltd, is progressing well.



#### LuminaX – accelerating the next generation of health technology innovators

"Delivered by Cohort Innovation Space, LuminaX is a 14-week accelerator for ambitious founders who are solving big problems in health. LuminaX is designed to refine and launch 10 Australian healthtech startups each year, supporting them with the networks, expertise, space and resources to build, grow and launch successful businesses.

The accelerator aims to foster the emerging industries of medtech and healthtech by attracting and growing 50 startups over the next five years, with the economic aim of diversifying the Gold Coast's economy and creating more knowledge-based jobs for the city. LuminaX is on track to become Australia's leading healthtech accelerator, and in the coming years will help cement the Gold Coast Health and Knowledge Precinct's reputation as Queensland's home for healthtech."

**ARIANA MARGETTS, GENERAL MANAGER, COHORT INNOVATION SPACE**



OBJECTIVE 1 – COMMUNITY

Our People are highly regarded

Our people are our biggest asset and key to our reputation, future development and long-term success. We invest in and celebrate our people with a focus on diversity and inclusion and know that we are at our best when we work together. Our people will provide the conduits between Precinct partners and will form lasting interdisciplinary relationships into the future.

Key commitments:

- 1.1 Ensure the Precinct’s talent pipeline through programs which bring university graduates and students into businesses and activities within the Precinct.
- 1.2 Increase innovation, entrepreneurship and mentoring initiatives .
- 1.3 Attract and retain industry leaders to connect with Precinct partners.
- 1.4 Implement initiatives to introduce our workforce to new technology.
- 1.5 Develop a joint Precinct Marketing Strategy combining the resources of all partners.
- 1.6 Integrate with other Queensland Innovation Precincts to enhance the State’s overall capabilities and ensure collaboration, not competition.

Key outcomes:

- By 2027, we will have:
- 1.7 3,000 more people working in the Precinct.
  - 1.8 2650 undergraduate internships and clinical placement instances with companies and organisations based in the Precinct.
  - 1.9 25 post-graduate internships with companies based in the Precinct.
  - 1.10 Five entrepreneurship, innovation and/or digital literacy programs being run in the Precinct.
  - 1.11 Three key industry leaders with adjunct appointments at Griffith University or Gold Coast University Hospital to interconnect Precinct partners.
  - 1.12. A working Precinct Marketing Strategy that involves all Precinct Partners.



“My experience in education has shown me that young people are an inspiration. As Principal of the Queensland Academies Health Sciences (QAHS) Campus in the Gold Coast Health and Knowledge Precinct and having the opportunity to work with these students and staff, I believe I have been given the chance to change the world.”

VANESSA REBGETZ, PRINCIPAL, QAHS

“Griffith University has always been collaborative, and the future is all about collaboration. The Precinct perfectly positions Griffith to work together with partners to create global solutions and the jobs of the future for our students.”

PROFESSOR CAROLYN EVANS, VICE CHANCELLOR AND PRESIDENT, GRIFFITH UNIVERSITY

OBJECTIVE 2 – CURATION

Our Precinct is distinct

Our Precinct will grow sustainably by progressing new public and private developments that support the full lifecycle of industry and build community, consistent with Precinct values. We will shape our future through strategic areas of excellence that combine talent, catalyse growth and enhance reputation by delivering solutions. Our focus is both internal and outward facing, through meaningful engagement locally, nationally and internationally.

Key commitments:

- 2.1 Work alongside developers to progress highly integrated new developments with Precinct partners.
- 2.2 Develop new buildings and facilities that support the full lifecycle of industry.
- 2.3 Build an integrated community in which to live, work, study and play, supporting services across the lifespan.
- 2.4 Invest in new facilities and specialised equipment to support strategic areas of excellence which will lead to commercialisation and interventions to improve quality of life and reduce costs to society.
- 2.5 Deliver the Precinct Wayfinding Strategy to ensure the Precinct has optimal external visibility and a strong sense of identity and connectivity.
- 2.6 Connect Precinct partners to improve sustainability of buildings and infrastructure across the Precinct.

Key outcomes:

- By 2027, we will have:
- 2.7 \$250 million in new private sector developments in the Precinct.
  - 2.8 Contributed \$440 million in value-add to the Queensland economy.
  - 2.9 One new dedicated facility or space is available within the Precinct specifically designed to support the scale up and growth of our health and technology companies.
  - 2.10 Five multi-national or publicly listed companies with staff located within the Precinct (health and knowledge focus).
  - 2.11 All new buildings in the Parklands Priority Development Area (PDA) to reach an equivalent 5-star sustainability rating.
  - 2.12 10 existing buildings in the Precinct to be adapted to meet or exceed sustainability benchmarks.



Proxima – the Precinct’s Early Childcare Centre of Excellence

Integrating childcare catering for up to 400 children, including those with additional needs, together with paediatric researchers from Griffith University and clinicians from Gold Coast Health, Proxima provides a ‘living lab’ to promote child development and a one-stop shop for families to access early childhood education and allied health services.

“We are about assisting clinicians to make informed decisions at the patient’s bedside. These data-enabled innovations will build upon the talent and expertise in our hospitals giving patients more personalised medical care.”

STEVE WOODYATT, CEO, DATARWE



### OBJECTIVE 3 – COMMERCIALISATION

#### Real world economic and societal impact

We focus on our research, clinical and industry strengths, attracting aligned companies and partners who share our expertise and values. We leverage existing connections and offer distinctive value propositions for global companies, while nurturing our SMEs through creating a connected and collaborative eco-system. Working towards the goal of real-world impact, we will develop and validate health and medical, modern manufacturing and sustainable energy technologies and interventions as mature enterprises that will generate both economic and societal value in the future.

#### Key commitments:

- 3.1 Develop medical technologies and diagnostics for commercial application.
- 3.2 Formulate health intervention strategies that improve quality of life and reduce costs to society.
- 3.3 Advance sustainable green energy technologies.
- 3.4 Develop digital twinning technologies, artificial intelligence and big data analytics for health care intervention and sustainable living.
- 3.5 Align with and leverage key Government industry priorities for medical technologies and modern manufacturing and prototyping.
- 3.6 Attract, grow and retain start-ups and SMEs within the Precinct.

#### Key outcomes:

- 3.7 Annual commercial research income generated by the Precinct of over \$46 million.
- 3.8 Recruited ten new companies aligned with our key commercialisation commitments.
- 3.9 Assessed the viabilities of technologies for spinal injury repair, peripheral nerve damage and neurovascular intervention through biomedical engineering/robotic technologies and drug and cell therapy.
- 3.10 Added value and de-risked five technologies/ interventions.
- 3.11 Validated and prototyped two technologies with Technology Readiness Levels (TRLs) of 6-7 and one technology with TRL of 8-9.
- 3.12 50 start-ups and 50 SMEs based within the Precinct (new technology, health and knowledge focused).
- 3.13 Increased staff at companies based in the Precinct by 25 percent (new technology, health and knowledge focused).



#### A new generation of aerospace technologies will help launch Australia into space

Griffith University’s Aerospace program is led by Professor Paulo de Souza, a former Commonwealth Scientific and Industrial Research Organisation (CSIRO) Chief Research Scientist who was part of a National Aeronautics and Space Administration (NASA) team that designed and developed sensors deployed on two Mars Rover missions. It includes a major partnership with local company Gilmour Space Technologies to send a significant satellite into low earth orbit in 2023.

“This project is about demonstrating to Australia that we can build and launch a significant-sized satellite. It is also about working with local partners like Griffith to educate the next generation of space engineers who take us to orbit.”

**ADAM GILMOUR, CEO, GILMOUR SPACE TECHNOLOGIES**

“Materialise is always attracted to a certain type of skillset and the group at ADaPT at Griffith University have a skillset that is not seen elsewhere in Australia. With the openness of the Gold Coast Health and Knowledge Precinct to engage business to attract this skillset it was very attractive for Materialise to move ourselves here as our Australian base.”

**KYLE SHAPLAND, BUSINESS MANAGER, MATERIALISE AUSTRALIA**





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Please join us in building our Precinct

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