

100 Day Review

Brisbane 2032 Olympic and Paralympic Games Infrastructure

REPORT | 8 March 2025



Acknowledgment

The Games Independent Infrastructure and Coordination Authority acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia, and their connection to land, water and community and pay respect to Elders past, present and emerging.

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8 March 2025

GAMES INDEPENDENT
INFRASTRUCTURE AND
COORDINATION AUTHORITY

The Hon. Jarrod Bleijie MP
Deputy Premier
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations
1 William Street
Brisbane QLD 4000

Brisbane 2032 Olympic and Paralympic Games - 100 Day Review Report

Dear Deputy Premier

The Games Independent Infrastructure and Coordination Authority (GIICA) Board recognises the significant responsibility and trust placed in us to help position the Brisbane 2032 Olympic and Paralympic Games (Games) for success, leaving a transformational legacy for all of Queensland.

In accordance with the Terms of the Reference, the draft Review report was submitted to you on 22 February 2025 for two weeks of consideration by the Government, which was followed by engagement between the GIICA Board and Queensland Government. We appreciated the feedback received including that provided in your letter dated 7 March 2025 which we thoroughly considered in the finalisation of our recommendations.

I am pleased to present our final Report following the 100 Day Review requested by the Queensland Government. The Report contains recommendations that respond to the Terms of Reference and are informed by an extensive public consultation process, robust assessments of relevant technical evidence and data, hundreds of hours of meetings with key stakeholders, and numerous site visits to view firsthand the opportunities across the State.

The Board is grateful for the overwhelming response to our public consultation process. The diverse and informative ideas and proposals shared have been invaluable. Many offered views supporting or opposing potential locations for large and small events venues. Diverse views were not surprising and were welcomed. We thoroughly considered and respected all views, mindful that major infrastructure projects throughout history have necessarily generated strong debate. However, history also shows that such debate quickly subsides when the completed projects meet and exceed the expectations and requirements of a growing and vibrant community.

The Board is acutely aware of its responsibility to ensure value for money in the cost of delivery of generational infrastructure for the Games and for all of Queensland. Our extensive assessment of the appropriate infrastructure and locations considered the Games delivery in the challenging current and forecast Queensland construction environment, the limited time remaining for delivery and the increasingly prevalent cost escalations that have eroded the real value of the original Games budget. In the context of the fixed budget envelope, this made the task much more difficult.

We hold the widely shared view that this cost is an investment not just for delivery of the Games, but it also represents a long overdue and crucial uplift in venue infrastructure for Queensland's rapidly growing population. The investment will enable Queensland to move beyond ageing facilities and stand alongside other Australian states in a competitive national and global entertainment and sports market. We must deliver for the Games; yet Queensland's requirements extend well beyond the Games and this report presents actionable recommendations in this regard.

During our consultations and continued discussions with so many Queenslanders, they have once again demonstrated a high level of support for the Olympic and Paralympic Games. Queensland has much to look forward to in the lead up to and hosting of the Games. We are committed to Queensland hosting a world class and uplifting event in 2032 which will make Brisbane, Queensland, and Australia proud.

We also know we must now move quickly from debate to delivery.

May I take this opportunity to compliment and thank my fellow Board members for their extraordinary commitment and work ethic, in collaboration with an impressive and hard working GIICA team. On behalf of the Board, I thank you, Deputy Premier, for the opportunity to serve Queensland by undertaking the work presented in this report and to assist in positioning Queensland for 2032 and beyond.

Yours sincerely

A handwritten signature in blue ink, consisting of a large, stylized 'S' followed by a series of horizontal and vertical strokes, ending with a small dot.

Stephen Conry AM
Chairman
Games Independent Infrastructure and Coordination Authority

1 Executive Summary

1.1 The Games hosting opportunity

Hosting the Olympic and Paralympic Games (Games) in 2032 offers Brisbane and Queensland an unparalleled opportunity to unite the community in celebration of athletic excellence and cultural diversity.

Beyond the four-week program of competition days and the runway of pre-Games events, the Games also present a unique opportunity to accelerate investment in generational infrastructure that will drive economic development, social uplift and enhanced connectivity.

As Queensland's population is projected to reach almost seven million by 2041, the need for significant investment in generational infrastructure that delivers long-term benefits across Queensland is an opportunity too significant to ignore.

Importantly also, the Games will generate economic and social benefits for Queensland. KPMG quantified these benefits in a 2021 analysis that concluded the Games can drive \$8.1 billion in social and economic benefits for the state, an estimated \$4.6 billion boost in tourism and trade and \$3.5 billion in quantifiable social benefits for residents.

Crucial to unlocking these benefits is the delivery of world-class venues and critical infrastructure that will offer an exceptional visitor experience during the Games and will improve the lives of Queensland citizens for decades to come.

1.2 The 100 Day Review Task

The Games Independent Infrastructure and Coordination Authority (GIICA) and its Board were appointed by the Queensland Government on 29 November 2024 to conduct a comprehensive 100 Day Review (Review) into the critical infrastructure required for the Games.

The Terms of Reference required GIICA to achieve the following seven objectives during the Review:

1. Assess infrastructure demand alignment
2. Assess connectivity and integration
3. Evaluate affordability
4. Evaluate deliverability
5. Identify priority projects
6. Maximise long-term benefits
7. Assess Games governance.

Expressed most simply, GIICA was required to *"confirm that infrastructure projects are strategically chosen based on demand, ensuring they are located in the right places to meet the needs of the Games and support Queensland's long-term legacy outcomes ... within the agreed \$7.1 billion funding envelope from the State and Australian governments"*.

In accordance with the Terms of the Reference, the draft Review report was submitted on 22 February 2025 for consideration by the Government over a two-week period involving engagement with the GIICA Board and team. GIICA appreciated the formal feedback provided on 7 March 2025 (refer Appendix 5) which was considered in the finalisation of the report recommendations.

1.3 Methodology

GIICA approached the Review with appropriate regard for the foundational documents on which the Games hosting proposition is based:

- The commitments and undertakings provided by the Queensland Government in the Future Host Questionnaire submission (2021)¹ prepared during the bid phase, which were enshrined in the Olympic Host Contract with the International Olympic Committee (to which the Queensland Government, Brisbane 2032, Brisbane City Council and Australian Olympic Committee are signatories).
- The Intergovernmental Agreement between the Australian and Queensland Governments which provides a framework for the Commonwealth and Queensland to establish an enduring partnership and to fund key projects and initiatives which will support the successful delivery of the Games and its benefits.
- The work undertaken during the last two years on the development of project business cases and Project Validation Reports (noting that this work was suspended for the period of the Review, with the exception of the Brisbane Arena project due to its critical program and budgetary considerations).
- The Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, Elevate 2042.

GIICA adopted an evidence-based, data-driven approach and also considered:

- The outcomes of significant engagement with subject matter experts including sports venue specialists, cost estimators, transport planning experts, architects, civil engineers, quantity surveyors and specialists with expertise in infrastructure finance, delivery models and complex planning approvals.
- Detailed analysis of thousands of pages of technical inputs.
- The outcomes of the Sport Venue Review² undertaken in 2024 under the leadership of former Brisbane Lord Mayor Graham Quirk.
- The outcomes of direct engagement with more than 150 key stakeholders
- More than 5,800 public submissions received from individuals and organisations, representing the largest public consultation process undertaken to date on infrastructure to inform the Games.
- 23 site visits across nine locations in multiple regions.

1.4 Challenges of the operating context

The passage of time

In July this year four years will have passed since Brisbane was awarded the rights to host the 2032 Olympic and Paralympic Games. While some early planning work has been undertaken and procurement activities have commenced, no substantive work packages have been awarded, and no venue construction activities have commenced. Since July 2021, the construction market has become increasingly challenging, characterised by rising building costs, supply chain pressures and workforce shortages.

¹ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

² Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

In the meantime, there remains a non-negotiable deadline for delivery of the program of Games works.

The funding envelope

The \$7.1 billion funding envelope comprises a fixed contribution of \$3.45 billion from the Australian Government, with the Queensland Government funding the balance of \$3.65 billion.

However, that funding envelope was quantified on the basis of venue costings current at February 2023 and incorporated an allowance for cost escalation that assumed delivery would commence immediately after that date. An independent technical assessment of the cost impact of the subsequent delay, using current industry escalation assumptions, identified a figure of approximately \$1.1 billion³. In other words, it would cost today \$8.2 billion to deliver the same outcomes.

GIICA recognises the current economic uncertainty, budget constraints and cost of living challenges, while being acutely aware of the need for responsible investment in Games infrastructure that will deliver substantial long-term returns through increased economic and social prosperity. For the Queensland Government, the total budgeted amount represents approximately 0.4% of the Queensland Government annualised four-year capital budget of \$129.9 billion⁴, to be expended over a seven-year period and deliver benefits to Queenslanders for generations to come.

The legacy versus affordability tension

GIICA has actively sought to identify a program of infrastructure works that meets the needs of the Games and supports Queensland's long-term legacy outcomes (objective 1 of the Terms of Reference), while ensuring the program is economically viable and represents value for money (objective 3 of the Terms of Reference).

While it is critical to balance the legacy and affordability objectives, it is clear that maximum enduring social and economic benefits, forecast to be billions of dollars, will only be realised through a world class Games experience in 2032.

1.5 The key findings

1.5.1 Main stadium

Investigations and consultation undertaken throughout the Review have given GIICA confidence there is overwhelming support for a new oval stadium in Brisbane. This strong backing from the community is evident, even noting the Queensland Government's preference to avoid the construction of a new stadium. The most recent major works at Queensland's main oval stadium, The Gabba, were completed in 2005 and this asset, established in 1895, is expected to come to the end of its useful life by 2030. It already falls well short of other Australian stadiums in terms of accessibility, basic facilities and hospitality offerings. GIICA re-examined the possibility of redeveloping The Gabba and concluded, as previous studies have indicated, that there is no longer adequate time to enable a full deconstruction and rebuild at The Gabba site before the Games in 2032 and the result would be a compromised legacy outcome in any regard.

³ RLB Tender Level Index (TLI))

⁴ 2024-25 Queensland Government Budget Update

GIICA recommends a Main Stadium with a legacy seating capacity of 63,000 be delivered at Victoria Park, Herston, benefiting from strong transport connectivity from the busway network, adjacent Brisbane Metro stations and the Exhibition Railway Station. Integrated within a master-planned park with city views, Victoria Park is an unparalleled choice for a new sporting and entertainment venue. The stadium siting within the park prioritises the preservation of public parkland to ensure ongoing community and public amenity. Investing in an iconic Brisbane Stadium in this location close to the CBD will invigorate greater public usage and overall community benefit. A stadium in Victoria Park stands to become the heart of the city.

1.5.2 Brisbane arena

There has been extensive public discussion over many years about the future of the Brisbane Entertainment Centre (BEC) at Boondall, and several business cases and reviews have assessed and supported the need for a new arena in or near the CBD, regardless of hosting the Games. The development of a new, modern arena that meets contemporary standards would better serve the community and ensure Brisbane remains competitive in attracting world-class events and visitors.

GIICA analysed several arena options, including the current proposal at Roma Street Northern Parklands. The Review concluded that the former GoPrint site at Woolloongabba provides superior legacy outcomes, given its location within a well-known and proven event destination, close to the existing Gabba stadium and conveniently located within the Cross River Rail Woolloongabba Railway Station precinct. Further connections via a combination of public transport and pedestrian connections will ensure flexible, convenient and sustainable transport options during patron arrival and dispersal.

GIICA recommends a world-class arena, with legacy seating capacity of 17,000, be delivered at the former GoPrint site, Woolloongabba, opposite The Gabba stadium.

For the Games, the arena would be transformed into a 15,000-seat swimming venue with the installation of a drop-in pool, similar to the concept utilised at the Paris 2024 Olympic and Paralympic Games and planned for the Los Angeles 2028 Olympic and Paralympic Games.

GIICA acknowledges the feedback from the Queensland Government, received following the submission of the draft report, indicating that Government does not accept that the arena is essential infrastructure for the Games. However, GIICA remains of the view that a new arena would enable an enhanced event experience befitting swimming, one of the most popular Olympic events for an Australian and global audience, and to present Brisbane appropriately on the world stage. The arena will also deliver a much-needed, iconic, world class venue and a lasting legacy for Brisbane.

In response to the Government's concerns about a lack of legacy outcomes for aquatics from the arena solution for swimming, GIICA notes that the 100 Day Review recommendations also include a new High Performance Aquatic Centre at the Chandler Sports Precinct that will host the balance of Games aquatics competition not staged at the arena (water polo preliminaries, diving and artistic swimming). This facility will provide an enduring, right-sized aquatic centre legacy in a high performance sporting precinct.

1.5.3 Minor Venues Program

The Review confirms the requirement for the delivery of a variety of indoor and outdoor venues of varying sizes and specifications. Responding to funding constraints and the IOC's New Norm⁵ policy, GIIICA has actively prioritised the use of existing venues and proposes new venues be established only where no suitable existing option exists, a strong legacy can be demonstrated and there is compelling community and economic justification for investment.

Guided by those principles, **GIICA has critically assessed all previously identified Games venue plans and recommends delivery of a minor venues program comprising:**

- Four major indoor sport centres, modelled on the well-utilised community facilities delivered for the Gold Coast 2018 Commonwealth Games, at the Sunshine Coast, Moreton Bay and Logan, as well as a facility at Broadwater Parklands funded and delivered by the City of Gold Coast
- A world class whitewater facility at Redland
- A High Performance Aquatic Centre and a dedicated Para-Sport Facility at Chandler Sports Precinct
- A mountain bike centre at the Sunshine Coast
- Major upgrades to the existing Sunshine Coast Stadium, Barlow Park (Cairns), Toowoomba Showgrounds, Queensland Tennis Centre and Gold Coast Hockey Centre (the latter funded and delivered by the City of Gold Coast), and
- A program of minor venue upgrades required to ensure the balance of existing competition and training venues are fit-for-purpose for Games use.

1.5.4 Regional benefits

During the Review, GIIICA reviewed a large volume of submissions from regional communities and undertook extensive stakeholder engagement, including consultation with regional councils and representative bodies.

Consistent with the commitment to make the Games an event for all Queenslanders, a range of Games events will be staged in regional locations. In addition to hosting football preliminaries in Cairns and Townsville, the Review yielded additional Games hosting opportunities in Toowoomba (equestrian competition) and the Cairns Convention Centre (indoor sport). GIIICA notes also that further analysis of temporary venue options can be undertaken, with Brisbane 2032, to identify potential regional hosting opportunities where appropriate.

GIICA's analysis concluded that there are also significant Games-related procurement, tourism and workforce capability opportunities for the regions.

To drive a long-term benefit for regional communities, **GIICA recommends the Queensland Government extends and enhances the Games On! Fund to enable the delivery of new or upgraded sporting infrastructure, and associated programs, for regional communities and** proposes an investment of between \$750 million and \$1 billion be committed in the period leading up to 2032.

⁵ International Olympic Committee, The New Norm, (2018) p.1.

1.5.5 Villages

The Olympic Host Contract mandates provision of an accommodation solution for up to 16,400 athletes and officials during the Olympic Games and 6,600 athletes and officials during the Paralympic Games. Three legacy villages for the Games are proposed in Brisbane, Gold Coast and Sunshine Coast. Each has a strong permanent housing legacy proposition, supporting the needs of SEQ's growing population, and collectively there are opportunities to leverage private sector delivery partnerships.

For all three legacy villages, planning is not yet well advanced, and already significant time and cost challenges have been identified. During the Review, submissions for alternate options at each location were received and warrant further assessment. GIIA proposes an assessment of alternative sites is undertaken by the Department of State Development Infrastructure and Planning (the department responsible for delivery of Games Villages) as an immediate priority following the Review.

1.5.6 Transport

The Games are an essential catalyst that can bring forward the delivery of a suite of much-needed infrastructure projects and transport solutions to address the current and future transport needs of the growing Queensland population.

During the Games, more than nine million international, domestic and local spectators and workers will navigate the state, in addition to Queenslanders' regular daily travel. Public transport will need to accommodate 90% of that transport demand, highlighting the urgent requirement for expansion and enhancement of transport networks and services.

GIICA's assessment of the strategic and operational transport task for Games-time has identified nine critical programs that must be delivered by 2032:

- An upgrade of:
 1. Brisbane public transport
 2. Gold Coast public transport (inter-city and intra-city)
 3. Sunshine Coast public transport (inter-city and intra-city)
 4. Sections of the road network with a focus on the Games Route Network (GRN).
- Implementation of:
 5. A SEQ Transport Coordination Centre (TCC)
 6. An expanded European Train Control System (ETCS).
- An uplift of:
 7. Public transport fleet and facilities
 8. Active travel aligned to the Games Master Plan
 9. Accessibility aligned to the Games Master Plan.

The delivery of the identified nine programs of work will enable the efficient movement and a positive experience for athletes, visitors, spectators and Queenslanders before, during and after the Games and will leave a much needed transport legacy.

1.5.7 Governance

Delivering a complex program of infrastructure and events requires strong collaboration and effective governance. Queensland can set a new benchmark by adopting efficient governance that aligns with global best practices. Clear accountability, well-defined roles and central coordination will ensure smooth delivery, while involving the right entities in decision-making will enhance efficiency and drive success. Central to that success will be a shared vision and strong leadership.

GIICA recommends a single Games vision be developed between all Games partners and the governance structure is streamlined to strengthen coordination. A master list of commitments and a Games Coordination Plan will help provide clarity on roles and responsibilities. Leveraging existing sector expertise and consolidating programs wherever possible will drive efficiency.

A Games Coordination Unit within GIICA will provide dedicated support across the Games task and will ensure visibility and stability of roles and responsibilities. By leading and aligning efforts across the Queensland Government and the broader Games ecosystem, GIICA will ensure resources are used effectively, driving success and creating lasting benefits for communities across the state.

1.6 Implications of the key findings

The total requirement

In making these recommendations, GIICA considers that both a new stadium and arena, delivered in time for the Games, are fundamental to delivering a world class Games event and optimal legacy outcome for the state of which Queenslanders will be proud. The additional and diverse elements of the Minor Venue Program are also essential to meet the specific requirements of the Games and to deliver a high-quality Games experience for athletes and spectators.

For Queenslanders, this is too important an opportunity to forego. For Games visitors, this experience is key to shaping perceptions about the State and building its enduring profile.

As anticipated, while the proposed program of works is not substantially different to the program previously contemplated, the current cost of this total investment has increased significantly since Brisbane was awarded the rights to host the Games in 2021 and the funding arrangements were subsequently finalised in February 2023.

The updated program costs are:

Stadium	\$3.785 billion
Arena	\$2.385 billion
Minor Venues	\$2.621 billion
Total	\$8.791 billion

Cost

GIICA acknowledges that the total costings outlined above exceed the designated funding envelope of \$7.1 billion. The Intergovernmental Agreement between the Queensland and Australian governments, is also acknowledged and respected. During the Review, GIICA engaged with the Queensland and Australian Governments on the potential implications of the updated program for the Intergovernmental Agreement and recognises that any modifications to the quantum and/or funding allocations within that agreement would be a matter for discussion and agreement directly between the two Governments (noting that \$2.5 billion of the total Australian Government contribution is tied directly to the Arena).

Private sector participation opportunity

GIICA is confident that private sector participation (such as public private partnership (PPP) arrangements) can be leveraged to reduce the overall upfront capital financing requirement from the government for the major assets such as the proposed stadium and arena, subject to resolving any issues in relation to the Intergovernmental Agreement. Such arrangements have been successfully implemented in other Australian states, most recently in Western Australia for the Optus Stadium in Perth. Preliminary market sounding suggests that up to half of the capital cost of these two assets could attract such external participation.

GIICA acknowledges the Queensland Government advice that any such private sector participation will be treated as government debt. It will therefore not increase the size of the available funding envelope. Regardless, benefits can be derived from accessing private sector capabilities and innovation, ultimately enhancing the project time and cost management. The upfront capital contribution of government is also reduced.

The proposed way forward

During the Review, GIICA attributed equal weighting to the seven objectives of the Terms of Reference, and the recommendations contained in this report represent the solution that GIICA considers best meets those objectives collectively. Any departure from the GIICA recommended solution is expected to compromise both the Games experience and legacy benefits.

GIICA remains committed to ensuring every investment decision represents best value for money and will continue to pursue opportunities for private sector participation and any opportunities for cost savings through innovative packaging, procurement and delivery solutions.

GIICA is grateful for the consultation that occurred with the Queensland Government during the last two weeks of the 100 Day Review following the submission of the draft report in accordance with the Terms of Reference. The correspondence from Queensland Government dated 7 March 2025 is acknowledged and all feedback has been reviewed. In particular, the Queensland Government's assertion that it is not practical to construct an arena within the \$7.1 billion funding envelope is noted.

On the basis that the Queensland and Australian Governments have agreed the changes that would be required under the terms of the Intergovernmental Agreement to repurpose the Australian Government contribution, GIICA is obliged to explore an alternative solution for hosting Olympic and Paralympic swimming competition and Olympic water polo finals.

Assessment undertaken during the Review to identify the optimal location for Games swimming competition led GIICA to a clear conclusion that a new arena was the optimal solution. Of the other options examined, a new High Performance Aquatic Centre at the Chandler Sports Precinct was identified for hosting the other aquatics disciplines (other than swimming and water polo finals). An expansion of that facility would enable swimming to be hosted also (refer to Chapter 5.10).

While this is considered an achievable solution, the Games experience will be significantly compromised, and therefore the enduring social and economic benefits will not be fully realised. Further, the significant investment required is likely to result in an overcapitalisation of aquatics infrastructure (a total of five pools would be required) in a precinct that is designed to cater not only to swimming, but also to a suite of other high-performance sports. For these important reasons, further analysis is warranted.

GIICA maintains that the Olympic and Paralympic swimming competition will be amongst the most popular and high profile of all 2032 Games events, particularly in Queensland, home to some of the world's most decorated swimming champions. Staging the swimming competition in a world class arena in the centre of Brisbane would showcase this talent to the world in an iconic facility befitting a global city. It would make Queenslanders feel justifiably proud, not just during the Games, but for generations to come.

1.7 Looking ahead

Queensland has a once-in-a-generation opportunity to define its global identity for decades to come through delivering a world-class Games experience. The benefits are significant and two-fold: the immediate benefit is realised through increased tourism, investment and global recognition; and the profound long term legacy benefits include improved infrastructure, sustained economic growth, enhanced liveability, iconic precincts and places, improved connectivity, an enduring sense of collective pride and a strengthened position as a global city.

GIICA was tasked to identify the critical infrastructure projects needed to deliver an exceptional Games experience and to maximise the lasting social, community and economic benefits for all Queenslanders that this opportunity presents.

The Review has carefully examined the legacy infrastructure Queensland needs and has articulated a program of works that represent the best long-term return on investment and can be delivered on time and on budget.

GIICA has also considered how to bring together the jigsaw pieces: necessity, location, feasibility, delivery approach, overlay requirements and long-term legacy benefits, and an evaluation of connectivity to transport systems as well as governance initiatives.

Extensive stakeholder engagement has informed all aspects of this report, and GIICA commits to ongoing engagement with all stakeholders and Games Delivery Partners in the lead-up to the Games.

The following chapters of this report will outline the technical and qualitative inputs that have guided decision making, the detailed findings of GIICA and its Board and a comprehensive suite of recommendations to deliver the Games infrastructure.

Over the past 100 days the engagement, research and analysis undertaken by GIICA has clearly demonstrated that Queenslanders are excited about the Games and eager to embrace the many benefits that come with hosting an event of such global significance.

GIICA seeks Queensland Government endorsement of these recommendations, and **we stand ready to move forward from debate to delivery.**

1.8 Consolidated Recommendations

Table 1 - Consolidated Recommendations

Consolidated recommendations	
Venues and Villages	
Main Stadium	
1.	Victoria Park becomes the preferred location for the Main Stadium at an estimated cost of \$3.785 billion (excluding associated precinct and transport infrastructure costs).
2.	The Main Stadium progresses with a minimum Games mode capacity of 60,000 seats (gross), noting this results in a legacy mode capacity of approximately 63,000 seats (gross) (subject to final design).
3.	Further investigations and due diligence be commenced as soon as possible following the Review to enable procurement processes to commence in 2025 and potential alternative sources of funding to be investigated.
Arena	
4.	The former GoPrint site, Woolloongabba becomes the preferred location for the Gabba Arena at an estimated cost of \$2.385 billion (excluding associated precinct and transport infrastructure works), or \$2.562 billion (if including precinct and transport works).
5.	The Gabba Arena progresses with a minimum Games mode capacity of 15,000 seats (gross) and a legacy sports mode capacity of ~17,000 seats (gross) (subject to final design).
6.	Further investigations and due diligence be commenced as soon as possible following the Review to enable procurement processes to commence in 2025 and potential alternative sources of funding to be investigated.
Venues: Minor Venues Program	
7.	GIICA recommends six existing indoor sport centres be included in the venues plan, including the Brisbane Entertainment Centre, Coomera Indoor Sports Centre, Gold Coast Sports and Leisure Centre, Gold Coast Convention and Exhibition Centre, State Netball Centre and Cairns Convention Centre.
8.	GIICA recommends the Brisbane Convention and Exhibition Centre continues to be utilised for the Main Press Centre (potentially expanded) and other Games operational requirements and does not host Games competition.
9.	GIICA recommends the proposed new Gold Coast Arena, fully funded and delivered by City of Gold Coast, be nominated as a Games competition venue.
10.	GIICA recommends the previous proposals to develop new Indoor Sports Centres in central Brisbane (Brisbane Indoor Sports Centre) or at the Chandler Sports Precinct (Chandler Indoor Sports Centre) do not proceed on the basis that alternate existing venues represent greater value for money.

Consolidated recommendations	
Moreton Bay Indoor Sports Centre	
11.	GIICA recommends the Moreton Bay Indoor Sports Centre project proceeds to procurement.
Sunshine Coast Indoor Sports Centre	
12.	GIICA recommends the Sunshine Coast Indoor Sports Centre proceeds, subject to the Queensland Government investigating the value for money of the integrated village and arena proposal at Maroochydore.
Logan Indoor Sports Centre	
13.	GIICA recommends the Logan Indoor Sports Centre project proceeds to procurement.
Gold Coast Arena	
14.	GIICA recommends the proposed Gold Coast Arena that is being developed by the City of Gold Coast, and fully funded by the City of Gold Coast, be included as an Olympic and Paralympic competition venue.
Chandler Sports Precinct	
15.	GIICA recommends Chandler Sport Precinct is utilised to its maximum capacity and recommends the investigation of expansion opportunities to create a multi-sport centrepiece of the Games.
16.	GIICA recommends precinct works are undertaken to optimise the functionality of the site.
Brisbane High Performance Aquatic Centre (Chandler Sports Precinct)	
17.	Deliver a new High Performance Aquatic Centre on the adjacent disused velodrome site that is capable of hosting Olympic water polo preliminaries, diving and artistic swimming.
18.	Following the opening of the new High Performance Aquatic Centre, decommission and demolish the Brisbane Aquatic Centre, which is at end-of-life (retaining the existing outdoor 50m pool and associated facilities), to open up future re-development opportunities on the site.
Anna Meares Velodrome and BMX Supercross Track (Chandler Sports Precinct)	
19.	GIICA recommends the minor upgrades to the Anna Meares Velodrome and BMX Supercross Track proceed.
Brisbane International Shooting Centre	
20.	GIICA recommends the Brisbane International Shooting Centre upgrade proceeds, subject to a decision on the optimal solution for the outdoor range (permanent or temporary).
Para-sport Facility	
21.	GIICA recommends a dedicated community para-sport facility proceeds, in line with the pre-Games commitment, through an upgraded arena facility within the Chandler Sports Precinct.

Consolidated recommendations	
New Venues and Major Upgrades: Other venues	
Queensland Tennis Centre	
22.	GIICA recommends the upgrade of the Queensland Tennis Centre to deliver provision for a temporary show court and six permanent additional practice courts proceeds.
23.	GIICA recommends access to Queensland Government land adjacent to the site, to facilitate space for temporary Games overlay, is formalised as soon as possible.
Equestrian Venue	
24.	GIICA recommends the upgrade to Toowoomba Showgrounds proceeds to enable the venue to host Games equestrian disciplines.
Flatwater Rowing Venue	
25.	GIICA recommends the Wyaralong Flatwater Centre upgrade and the associated temporary Athletes Village project at Kooralbyn do not proceed.
26.	GIICA recommends the Games flatwater competition be hosted at the Sydney International Regatta Centre.
27.	GIICA recommends the allocation of funding to enable upgrades to the Wyaralong and Rockhampton rowing facilities to deliver a positive legacy outcome for the two primary rowing training and competition venues in the state.
Redland Whitewater Centre	
28.	GIICA recommends the Redland Whitewater Centre project proceeds to procurement.
Hockey Venue	
29.	GIICA recommends Olympic Hockey competition is hosted at the Gold Coast Hockey Centre, noting that the required upgrade will be fully funded by the City of Gold Coast and leave Hockey a lasting legacy.
Sunshine Coast Stadium	
30.	GIICA recommends the Sunshine Coast Stadium project proceeds to procurement.
Sunshine Coast Mountain Bike Centre	
31.	GIICA recommends the Sunshine Coast Mountain Bike Centre project proceeds.
Barlow Park Stadium	
32.	GIICA recommends the Barlow Park Stadium project proceeds to procurement.

Consolidated recommendations	
Critical Games non-competition venues	
International Broadcast Centre	
33.	It is recommended GIICA continues to work with Brisbane 2032 to identify the optimal site for the International Broadcast Centre.
Main Press Centre	
34.	GIICA recommends the Main Press Centre be housed in the Brisbane Convention and Exhibition Centre as proposed.
Existing venues (no major upgrades)	
State Netball Centre (Nissan Arena)	
35.	GIICA recommends the State Netball Centre at Nathan is included in the venues plan as a Games competition venue for indoor sport.
Cairns Convention Centre	
36.	GIICA recommends the Cairns Convention Centre is included in the venues plan as a Games competition venue for indoor sport.
Sailing Venue	
37.	GIICA recommends further analysis be undertaken by Brisbane 2032 to identify the optimal location for sailing events, with specific consideration of weather conditions and regional showcasing opportunities.
3x3 Basketball Venue	
38.	GIICA recommends Brisbane 2032 considers identifying an alternative site for 3x3 Basketball competition, noting the potential for creation of an urban park space with other sports.
Ballymore Stadium	
39.	GIICA recommends Brisbane 2032 consider Ballymore as a potential option for alternate Games use.
Training Venues	
40.	It is recommended the program for minor upgrades of training venues is reviewed progressively as detailed training venue planning is progressed.
41.	GIICA recommends the allocation of additional funding to enable upgrades to key Games training facilities, with a particular focus on Perry Park and Queensland Sport and Athletics Centre (QSAC).

Consolidated recommendations	
Athlete Villages	
42.	It is recommended GIICA works with the Queensland Government to clearly define villages planning, delivery and governance roles and responsibilities, noting GIICA's responsibility to monitor and ensure the delivery of villages.
43.	GIICA recommends the Department of State Development, Infrastructure and Planning (DSDIP), Brisbane 2032 and GIICA work together as a matter of urgency to refine the athlete numbers for each of the Athletes Villages in accordance with the recommendations of the Review to enable timely progression of the villages planning.
Brisbane Athletes Village	
44.	GIICA recommends the Department of State Development Infrastructure and Planning undertakes alternative site assessments for the Brisbane Athletes Village, confirms a preferred site and commences procurement as soon as possible to enable contract close by early 2027.
Gold Coast Athletes Village	
45.	GIICA recommends the Department of State Development Infrastructure and Planning undertakes alternative site assessments for the Gold Coast Athletes Village, confirms a preferred site and commences procurement as soon as possible to enable contract close by early 2027.
Sunshine Coast Athletes Village	
46.	GIICA recommends the Department of State Development, Infrastructure and Planning investigates the options for the Sunshine Coast Village, works with relevant stakeholders to confirm the preferred location and delivery model, and consults with the Sunshine Coast Council to resolve the village development strategy.
Satellite Athlete Accommodation	
47.	It is recommended that Brisbane 2032, supported by GIICA, undertakes further work to identify suitable athlete and official accommodation, including hotel options, outside South East Queensland.
Transport	
Critical transport programs	
48.	Immediately progress the following nine critical transport programs as outlined in recommendations 49 to 57 below.
49.	Upgrade Brisbane public transport - Deliver infrastructure and/or operational improvements to service the: - Eastern corridor with a bus priority solution (Old Cleveland Road – Coorparoo to Capalaba) - Northern corridor with a bus priority solution (Gympie Road - Kedron to Carseldine). - Brisbane high frequency bus network. - Investigate improvements for Brisbane Airport connectivity.

Consolidated recommendations	
50.	Upgrade Gold Coast public transport - Deliver the: - Logan to Gold Coast Faster Rail project (Kuraby to Beenleigh). - Deliver infrastructure and/or operational improvements to service the: - East-west corridor with a bus priority solution (Nerang to Broadbeach) - East-west corridor with a bus priority solution (Robina to Miami) - Gold Coast high frequency bus network.
51.	Upgrade Sunshine Coast public transport - Deliver direct public transport capability from Beerwah to Maroochydore and the Sunshine Coast Airport including: - The Direct Sunshine Coast Rail Line Stage 1 and 2 Projects (Beerwah to Caloundra – 19km and Caloundra to Birtinya – 7km) - A final public transport link from Birtinya to Maroochydore and the Sunshine Coast Airport to be delivered by 2032. - Deliver infrastructure and/or operational improvements to service the: - Sunshine Coast High Frequency Bus Network.
52.	Deliver Road Upgrades for the Games Route Network - Continue to upgrade the Games Route Network including: - Bruce Highway upgrades (Gateway Motorway to Uhlmann Road) - M1 Pacific Motorway upgrades (Gateway interchange) - Gateway Motorway upgrades (Old Cleveland Road interchange).
53.	Build a SEQ Transport Coordination Centre - Plan and deliver a: - TCC upgrade (new upgraded facility) - Transport systems upgrade - Digital capability uplift.
54.	Implement an expanded European Train Control System (ETCS) - Plan and deliver: - ETCS Level 2 across the Sector 1 network.
55.	Uplift Public Transport Fleet and Facilities - Increase - Bus and train fleet manufacturing and procurement. - Upgrade - Bus depots, handling and layover sites.
56.	Uplift Active Travel aligned to the Games Masterplan - Expand inner-city and venue active travel corridors - Illuminate and shade inner city paths - Create bike and micro-mobility venue parking.

Consolidated recommendations	
57.	Uplift Accessibility aligned to the Games Masterplan a. Increase the accessible taxi and ride-share fleet b. Undertake bus and railway stations accessibility upgrades c. Implement inclusive wayfinding systems d. Update the customer service support programs.
Transport Delivery	
58.	Utilise innovative delivery models Alternative delivery models that drive efficiencies and enable delivery to the fixed timeline of the Games should be explored by all delivery partners to suit the specific needs of the Games program.
59.	Implement a strong governance system Effective governance is required with a commitment to collaboration between delivery partners with accountability and transparency in decision-making.
60.	Modernise procurement processes Improved and highly efficient procurement processes, including fit for purpose and streamlined/accelerated planning and approvals (both internal to government and external), are essential, including tender processes, early engagement of delivery partners and a targeted approach to attract and secure required resources.
61.	Utilise the Private Sector Strengthen partnerships with the private sector for the delivery solutions of all critical transport projects, including Public Private Partnerships as a potential financing and/or funding source.
62.	Transport and Main Roads (TMR) should be appropriately resourced for planning and delivery.
Games Governance	
63.	Establish a joint, whole-of-Games vision that brings together the aspirations for the event, infrastructure and legacy to ensure a unified direction across all Games entities, providing a clear line of sight from strategy to delivery.
64.	Establish whole-of-Games governance, including mobilising the proposed Games Leadership Group (GLG) and Games Executive Group (GEG), replacing the existing Government Partners' Leadership Group and Government Partners Executive Group.
65.	Review and streamline strategic governance groups to enhance efficiency and effectiveness of decision making, including considerations to: a. reduce membership on the Brisbane 2032 Board and establish an executive sub-committee b. establish a Queensland Government Ministerial Committee focused on Games matters.
66.	Ensure governance arrangements are fit-for-purpose, updating membership to align with relevant roles and responsibilities and ensure appropriate decision-making processes.
67.	Establish the master list of commitments and the Games Coordination Plan to align with roles and responsibilities and contribute to a single source of planning truth for the Games.

Consolidated recommendations	
68.	Clarify roles, responsibilities, and accountabilities, ensuring programs, projects and any other initiatives have a single point of accountability.
69.	Update delivery governance and work organisation to maximise efficiency, including consolidation of First Nations and Accessibility and Inclusion programs under the Legacy Program and leveraging existing capability in the Queensland Government.
70.	Establish a Games Coordination Unit within GIIICA to support the Games wide governance ecosystem.
Regional legacy	
71.	The Queensland Government extends and enhances Games On! with an investment of between \$750 million and \$1 billion until 2032 to deliver new or upgraded sporting infrastructure, and associated programs for regional communities, with GIIICA representation to be included on the advisory panel to ensure Games legacy outcomes are optimised.
72.	A clear framework and guidelines for the Games On! fund be developed by the Queensland Government (in collaboration with GIIICA), noting a significant number of regional submissions seeking funding for sporting infrastructure were received as part of the Review process.
73.	Regional sporting content: a. Existing commitments to host Football Preliminaries in Cairns and Townsville, as per the Future Host Questionnaire submission (2021), remain. b. Further analysis be undertaken by Brisbane 2032 to identify the optimal location for Sailing events, with a specific consideration of weather conditions and regional showcasing opportunities. c. Cairns Convention Centre be included in the venues plan as one of six existing indoor sports centres. d. Further analysis of existing venue options be undertaken with Brisbane 2032 to identify other potential regional hosting opportunities.
74.	The Queensland Government and Games Delivery Partners undertake supply-demand analysis across the Games procurement process to establish how supply requirements align with workforce skillsets and the capability/capacity of regional Queensland businesses.
75.	The Queensland Government establishes the following initiatives to ensure Queensland workforce and business capability and capacity: a. Games Apprenticeship Scheme – Create a scheme with training opportunities across the State to develop the necessary skills for the Games. b. Capability Building – Provide training and support for business across the State to enhance their capability uplift. c. Capacity Development- mechanisms to create an environment where businesses can grow and develop in response to Games requirements, such as reviewing the Queensland Action Plan on digital connectivity.
76.	GIICA be represented on relevant Games-related governance groups, committees and working groups to assist a coordinated effort to maximise opportunities and outcomes for regional Queensland.

Consolidated recommendations	
77.	GIICA to maintain structured and sustained engagement with the regions to ensure opportunities are identified and regional voices are heard through all stages of Games planning and delivery of venues.
Delivery challenges and solutions	
78.	Where appropriate, the Queensland Government leverages existing streamlining mechanisms, to ensure that planning and other approval requirements are obtained in a timely and efficient manner as are typically utilised for major projects of State significance and public benefit.
79.	GIICA immediately progresses further investigations into appropriate delivery models, a delivery partner approach and funding models to swiftly move to the design development and construction stage.
80.	GIICA is provided with the ability to request exemptions to adopt flexible procurement approaches to ensure timely and cost-effective delivery of venues and infrastructure.
81.	Queensland Government works with GIICA and the Australian Government to secure streamlined funding approval processes and timeframes, and the ability to adopt flexible procurement approaches, where necessary, to ensure the timely and cost-effective delivery of co-funded venues and infrastructure.
82.	Queensland Government supports a Delivery Partner model to ensure projects will be delivered on time for the games.
83.	Queensland Government sequence the public sector pipeline of major projects to ensure a sustainable deliverable flow of projects across the varying asset types, without comprising the delivery of essential housing and other critical projects.
84.	To support the pipeline of works, including but not limited to Games infrastructure, GIICA recommends Government considers: the implementation of a targeted skilled migration strategy to attract skilled construction workers to supplement Queensland workforce resources.
85.	Bolstering the construction workforce and business capability and capacity building, through delivery of a program such as through a Games Apprenticeship Scheme.
86.	Address barriers to private sector investment across all asset types through streamlining regulation, reducing red tape, and reviewing prohibitive taxes and charges for projects delivering social and economic benefit to Queensland.

2 Introduction

2.1 Showcasing the city and region

The Brisbane 2032 Olympic and Paralympic Games (Games) is a unique, once-in-a-lifetime opportunity to showcase the best of Queensland, its cities and its regions to the world, while creating an enduring legacy for decades beyond the Games.

Great cities around the world are defined by their iconic venues - landmarks that host major sporting and entertainment events while contributing to urban vitality, jobs, tourism and global recognition. These stadiums and venues are unifying spaces that bring communities together, anchor vibrant precincts and enhance economic and cultural opportunities.

Queensland has experienced significantly less investment in recent decades in major sports stadiums and events infrastructure relative to other Australian states and cities, resulting in the loss of sporting matches and blockbuster events.

New and upgraded venues will service the needs of the growing population and meet modern athlete and fan expectations to continue to attract visitors to Queensland.

2.2 Timeline of the Brisbane 2032 Games hosting proposition

2.2.1 Games Pre-Feasibility Study – 2015

In 2015 the Council of Mayors South East Queensland (CoMSEQ) launched investigations for a regional SEQ Olympic and Paralympic Games bid as a catalyst to fast track the delivery of generational infrastructure to support rapid population growth, promote economic development and raise the region's profile on the international stage. In 2016 a Games Pre-Feasibility Study was released confirming the region's capability to successfully host the Games.

2.2.2 Games Feasibility Study and Value Proposition Assessment – 2019

CoMSEQ released the full Feasibility Study into hosting the Olympic and Paralympic Games in February 2019, confirming that the region could not only host a successful Games, but that the event would deliver a positive legacy for the region through generational infrastructure brought forward to be delivered in time for the Games, not for the Games. This study was accompanied by a People Mass Movement Study that identified required transport projects to accommodate the growth of the region, regardless of the Games.

The Queensland Government provided support for the Brisbane 2032 bid and finalised the Brisbane 2032 Olympic and Paralympic Games "Value Proposition Assessment" (VPA) in December 2019, which outlined the significant value proposition of hosting the 2032 Olympic and Paralympic Games and the enduring legacy for all of Queensland.

2.2.3 Brisbane 2032 Candidature – May 2021

In February 2021, the International Olympic Committee (IOC) established a Brisbane 2032 Future Host Commission to evaluate the Brisbane 2032 candidature as part of a targeted dialogue process.

On 25 May 2021, the then Queensland Premier and Minister for Trade, The Hon. Anastacia Palaszczuk MP, wrote to Mr Thomas Bach, President, IOC, providing several guarantees in relation to hosting the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) and a response to the IOC's Future Host Questionnaire⁶. The final Brisbane 2032 Future Host Questionnaire submission (May 2021) was submitted to the IOC and outlined how Brisbane 2032 proposed to deliver the Olympic and Paralympic Games across SEQ and Queensland.

Submitted as part of the candidature, the Brisbane 2032 Master Plan (Games Master Plan) identifies the location and details for competition venues, non-competition venues and transport required to host the Games and was submitted to the IOC as part of the final response to the Future Host Questionnaire.

Guarantee letters outlining State, Local and Federal Government commitments to support the Future Host Questionnaire submission (2021) were provided by the Premier of Queensland, Lord Mayor of Brisbane and the Prime Minister respectively.

2.2.4 Future Host Commission and award of the Brisbane 2032 Games – July 2021

The Future Host Commission presented their report to the IOC Executive Board on 10 June 2021 which documented the Future Host Commission's support for the Brisbane 2032 bid as well as areas where further improvements or changes could be made to the Games proposal.

Queensland was awarded the hosting rights for Brisbane 2032 by the IOC on 21 July 2021, following a majority vote of IOC members at the 138th IOC Session in Tokyo, Japan. On the same day, the Premier, Lord Mayor of Brisbane City Council (BCC) and the President of the Australian Olympic Committee (AOC) executed the Olympic Host Contract⁷ with the IOC.

Under the Olympic Host Contract, the IOC entrusts the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032), the State of Queensland, Brisbane City Council and the Australian Olympic Committee with the planning, organising, financing and staging of the Games, in accordance with the terms of the Olympic Host Contract and the IOC's Olympic Charter.

2.2.5 Organising Committee – December 2021

The Brisbane 2032 corporation and its board was created in December 2021 through the passing of the *Brisbane Olympic and Paralympic Games Arrangements Act 2021*. Brisbane 2032 was established to undertake and facilitate the organisation, conduct, promotion and commercial and financial management of the Games.

⁶Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021)

⁷International Olympic Committee, Brisbane City Council, Queensland Government and Australian Olympic Committee, Olympic Host Contract for the Games of the XXXV Olympiad 2032, (2021).

2.2.6 Brisbane 2032 Intergovernmental Funding Agreement (IGA) – February 2023

The Intergovernmental Agreement⁸ (IGA) for the Games provides a framework for the Commonwealth of Australia and Queensland Government to establish an enduring partnership and to fund key projects and initiatives which will support the successful delivery of Brisbane 2032 and its benefits.

The Intergovernmental Agreement came into effect on 17 February 2023, when it was signed by the Prime Minister of Australia, the Hon. Anthony Albanese MP, and the Premier of Queensland, the Hon. Annastacia Palaszczuk MP.

2.2.7 Sport Venues Review – March 2024

More than two years after being awarded the Games, the Queensland Government commissioned an independent review of the Brisbane 2032 Olympic and Paralympic Games venue infrastructure⁹, completed by an independent panel led by former Brisbane Lord Mayor, Mr Graham Quirk. The review of proposed new and significantly upgraded venue infrastructure investments was assessed against value for money, fit-for-purpose, deliverability and community legacy criteria. The review did not consider temporary venues and overlay, athlete villages, the International Broadcast Centre and Main Press Centre, or minor upgrades which may be necessary for existing sports venues.

More than 900 submissions were received during the review, while the panel held 130 meetings with stakeholders, assessed numerous studies, and conducted 28 site visits. The final report was released publicly on 18 March 2024. On the same day, the Queensland Government released its response to the review.

2.2.8 Establishment of the Delivery Authority – July 2024

After three years of planning for Games infrastructure being undertaken across multiple departments, the Queensland Government established a centralised delivery authority, the Games Venue and Legacy Delivery Authority, on 01 July 2024 through an amendment to the *Brisbane Olympic and Paralympic Games Arrangements Act 2021*.

Following the State election in October 2024, the new Queensland Government established the Games Independent Infrastructure and Coordination Authority (GIICA) on 29 November 2024 through an amendment to the *Brisbane Olympic and Paralympic Games Arrangements Act 2021*.

2.2.9 Games Independent Infrastructure and Coordination Authority (GIICA) - November 2024

On 29 November 2024, the Queensland Government announced the Board of GIICA and tasked them with undertaking a 100 Day Review into infrastructure for the Brisbane 2032 Games.

⁸ Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

⁹ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

2.3 Scope of the 100 Day Review

The Terms of Reference for the 100 Day Review (review) of Brisbane 2032 Olympic and Paralympic Games Infrastructure¹⁰ prescribe the following scope:

- **New, upgraded and temporary venues:**
 - Assessment of the necessity, location, feasibility, delivery approach, overlay requirements and long-term impact of proposed venues (including all projects identified within the Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games).
 - Evaluation of their connectivity to transport systems, training venues, and villages.
- **Olympic and Paralympic villages:**
 - Analysis of the number, location, design, feasibility, delivery approach, overlay requirements and legacy outcomes associated with the villages.
 - Evaluation of their connectivity to transport systems and venues.
- **Transport infrastructure:**
 - Identify and assess critical transport projects to be constructed prior to the Games, ensuring alignment with long-term mobility and transport strategies.
- **Games governance:**
 - Evaluation of the current governance arrangements for the Games, including the various games entities' roles and responsibilities.

2.4 Methodology

2.4.1 Games Master Plan

The Games Master Plan comprises the new, existing and temporary sites proposed for the conduct of all Games competition, training and non-competition activities. These include:

- **Main stadium:** the high capacity Games hosting centrepiece, accommodating Olympic and Paralympic athletics competition as well as the opening and closing ceremonies, and hosting global, national and local sporting and entertainment content in legacy
- **Arena:** the major indoor venue in the inner city, built to provide a world-class sporting and entertainment platform, enhancing Brisbane's entertainment and cultural scene
- **Minor venues:** the new, existing and temporary venues that host the balance of Games sports and provide important community and sporting legacies
- **Athlete villages:** the Games-time accommodation facilities for Olympic and Paralympic athletes and officials, typically delivered through permanent legacy housing projects.

Brisbane's Future Host Questionnaire submission (2021)¹¹ for the Games identified the requirement for the Games Master Plan to address:

¹⁰ Department of State Development, Infrastructure and Planning, Terms of Reference: 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure, (2024) pgs.1-4.

¹¹ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

- Significant upgrades to The Gabba to "future-proof" the stadium for its post-Games use by upgrading its seating capacity and deliver a new seating bowl with direct connections to key transport network designed to support a capacity crowd. Those upgrades would also trigger the requirement to comply with *the Disability Discrimination Act 1992 (DDA)* requirements.
- New indoor arena in Brisbane's Central Business District (CBD) was necessary to support the region's entertainment centre. As a direct replacement of the Brisbane Entertainment Centre (BEC), which is located at Boondall in Brisbane's outer suburbs, a new Brisbane Arena was proposed above Brisbane's public transport hub (Roma Street), served by suburban and interstate rail and bus networks, Brisbane Metro and Cross River Rail.

A reassessment of the Main Stadium and Arena were undertaken during the Review to ensure the venues leave a long-term legacy for Queensland. Conducted in alignment with the Review Terms of Reference, the evaluation considered cost, deliverability, legacy impact and stakeholder priorities to determine the most viable option.

In addition, the Terms of Reference required a reassessment of the entire minor venues program and the proposed Athlete Village solutions.

2.4.2 Assessment approach

GLICA utilised technical experts across key disciplines to support a comprehensive and objective assessment of all Games venues and villages. The assessment involved a mix of:

- Review of the Sports Venue Report (2024)¹², existing project plans, business cases, Project Validation Reports (PVRs), cost assessments, gateway reviews and other relevant project documentation.
- Review of commitments related to the Games, including those within the Olympic Host Contract and Intergovernmental Agreement.
- Evaluation of relevant sporting federation requirements and Games requirements for venues.
- Engagement with key stakeholders, including Brisbane City Council, Brisbane 2032, Department of Transport and Main Roads, Queensland Police Service and Stadiums Queensland, and considering stakeholder feedback and public submissions.

Inputs to support the assessment included:

- **Master planning** – precinct analysis, planning, architectural and technical input
- **Legacy considerations** – legacy demand and community analysis
- **Transport** – assessing connectivity and accessibility to integrate the venues into the broader Games Route Network
- **Programming** – development of estimated timelines and sequencing for arena delivery and operational readiness, particularly having regard to time and industry capacity constraints
- **Quantity surveying** – cost estimation to support funding analysis
- **Planning** – supporting review of tenure and appropriate planning pathways for the project.

¹² Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

The assessment of options for all venues involved a structured framework consistent with the Terms of Reference, ensuring an objective and transparent evaluation.

The approach included:

- establishing detailed assessment criteria and weightings aligned with the Terms of Reference
- identification of long list options
- initial shortlisting of options, and agreement on options for further analysis
- evaluation of shortlisted options using a Multi-Criteria Analysis (MCA) against the agreed assessment criteria.

Specifically for the Main Stadium and Arena, the MCA included the following criteria:

- A demand and scope assessment of the proposed infrastructure and its connectivity to ensure alignment with both the immediate needs of the Games and the long-term legacy objectives.
- A deliverability assessment that considered project timelines, site selection, land acquisition, resource availability, delivery models and market capacity, policy and Games commitments and risk.
- A legacy impact evaluation which considered community benefits, long-term use of infrastructure, opportunity for economic growth.
- A stakeholder analysis, based on known and likely issues relating to each option.
- A cost analysis, including infrastructure capital costs, displacement costs, operational costs incurred during the Games (including staff, logistics, government services) and ongoing operational costs post-Games.

At different stages of the assessment process, the evaluation necessarily focused on different criteria. As more information became available, all criteria were utilised for the final shortlisting process.

2.4.3 Transport infrastructure

GIICA utilised technical experts to evaluate connectivity of transport systems and capacity to meet Games requirements. The assessment involved a mix of:

- reviews and assumption testing of strategic transport demand models
- assessments of existing business cases, project validation reports and other supporting documentation
- reviews of government transport policies and plans
- consideration of public submissions and stakeholder feedback
- research and benchmarking from prior Games including insights from transport experts with Games experience and formal documentation
- current state analysis including physical site visits.

2.4.4 Games governance

The governance review methodology included:

- Document review: Review of current governance arrangements and establishing documents for Games entities and governance groups. GIICA also benchmarked previous large-scale sporting events, with a focus on the Sydney 2000 and London 2012 Olympic and Paralympic Games, and the Gold Coast 2018 Commonwealth Games, which offered valuable insights for Games editions within similar systems of government.

- Stakeholder consultation: Targeted engagement was undertaken with Games entities in relation to the existing governance arrangements across the three levels of government, the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032), the Australian Olympic Committee and Paralympics Australia to gather insights on effectiveness of current governance arrangements.
- Independent assessment: GIICA undertook evaluation about insights collected from the above activities to identify gaps, risks and opportunities to form targeted recommendations. This included an independent review by a governance expert to validate findings and recommendations, ensuring pragmatic and actionable solutions that address gaps and enhance decision-making are provided.

2.4.5 Regional benefits

GIICA analysed existing data and insights, considered public submissions and undertook stakeholder engagement to support the identification and assessment of initiatives to deliver regional benefits for the Games. The assessment involved a mix of:

- Reviewing and analysing existing data and insights, including Elevate 2042¹³: Brisbane 2032 Olympic and Paralympic Legacy Strategy and other regional legacy plans; Games-related surveys and reports undertaken by peak bodies such as LGAQ and Business Chamber Queensland; information received as part of the Senate inquiry into Australia's preparedness to host the Olympic and Paralympic Games and other related plans and strategies such as the development of Destination 2045: Queensland's Tourism Future¹⁴.
- Review and consideration of public submissions related to regional benefits as well as other commitments made about ensuring a Games for all Queensland such as in the Future Host Questionnaire submission (2021).
- Engagement with key stakeholders, including regional Councils, peak bodies, government agencies and relevant sporting organisations.

2.4.6 Stakeholder engagement

Guided by the Terms of Reference for the Review, GIICA undertook two major streams of consultation:

- **Public submission process:** A formal five-week public submission period, via a dedicated submission portal open to all Queenslanders and beyond, from 10 December 2024 until 10 January 2025.
- **Targeted stakeholder meeting program:** A program of targeted stakeholder meetings and site visits with Board Directors and GIICA staff, from December 2024 to February 2025.

Public submissions

During the submission period over 5,800 submissions were received. Each submission was assessed against a range of criteria, including:

- whether the submission referenced an existing proposal or project, or a new idea
- whether the submission contained new or updated information not already held by GIICA

¹³ Queensland Government, Australian Government, Council of Mayors Southeast Queensland, Brisbane City Council, the City of Gold Coast, Sunshine Coast Council, Australian Olympic Committee, Paralympics Australia and Brisbane 2032 Organising Committee, Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, (2023).

¹⁴ Queensland Government. Destination 2045: Queensland's Tourism Future Discussion Paper (2025) p.18.

- whether the idea or proposal was considered to have high impact, influence or create a long-lasting legacy.

Submissions were then provided to technical teams for further consideration and assessment to inform a final recommendation on suggested action, such as the need for additional investigation, or a meeting with the submitter.

Stakeholder meetings

The stakeholder meeting program aimed to gather detailed information by hearing directly from stakeholders and inspecting potential sites. The process included:

- proactive meetings: initial meetings with targeted stakeholders, in accordance with the Terms of Reference¹⁵
- site visits: inspections of existing or proposed venue and village sites
- additional meetings: further meetings to gather more information based on submissions received.

Stakeholder meetings were prioritised based on the Terms of Reference, urgency and uniqueness of the information needed, and in consideration of the comprehensive information readily accessible for some venues.

2.5 Promoting Brisbane's profile and stature

The profile of Brisbane is already enhanced as an Olympic and Paralympic Games host city. This will only increase over the coming seven years. The opportunity to maintain this is a vital legacy opportunity. The city can continue to vastly increase the recognition of the name "Brisbane", before and beyond the Games, and therefore promote the city to a national and global audience.

An obvious and effective approach would be utilising the name "Brisbane" in the naming of current and proposed venues for the Games. Naming rights are of enormous promotional, branding and economic value, as demonstrated by city skylines and major sporting and entertainment venues around the world. For stadiums and other well patronised and highly visible sporting and entertainment infrastructure, the city can adopt the naming rights for its own long term benefit, rather than for the benefit of corporate entities seeking to promote their own brands (noting also the specific 'clean venue' requirements that necessitate the removal of any commercial branding at Games-time).

Accordingly, GIIA proposes:

- **Brisbane's world class new stadium be named "Brisbane Stadium" in perpetuity.**
Under this arrangement, commercial naming rights would not be made available, irrespective of the seemingly attractive remunerative arrangements which might be offered. Any financial sum offered to name a stadium is one which the city can afford to reject, as the sought-after value to any corporate entity is of much more value and importance to the city of Brisbane. The use of the name "Brisbane Stadium" in conversations and media coverage nationally and globally before, during and after major events is a vital branding opportunity for Brisbane which should not be given away.

¹⁵ Department of State Development, Infrastructure and Planning, Terms of Reference: 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure, (2024) pgs.1-4.

GIICA acknowledges that "Brisbane Stadium" is currently the name that can be used to describe "Suncorp Stadium" for certain global events that do not allow the use of venue commercial naming rights. A review of any such arrangement would be undertaken to ensure complete clarity for the future.

- **The new arena be named "Gabba Arena"**, as homage to the longstanding iconic Gabba stadium currently located opposite the recommended arena location (the former GoPrint site in Woolloongabba).

A new arena similarly offers a valuable branding opportunity. However, a name "Brisbane Arena," in addition to a new "Brisbane Stadium," has the potential to cause confusion. Accordingly, the use of the iconic "The Gabba" in its name is recommended. Millions of people around Australia and globally are likely to recognise the history of the name and its Brisbane location by the use of the name "Gabba".

- **Chandler Sports Precinct be renamed "Brisbane Sports Park"**, highlighting the city, the precinct use and its attractive green space environs.

This important sporting facility has served Brisbane since the 1982 Commonwealth Games. It is known as the Sleeman Sports Centre, although often also referred to as "Chandler" being the suburb in which it is situated. A rebranding would reflect its proposed upgraded and expanded use for, and after, the Games, while also proudly promoting the city.

3 Venues: Main Stadium

Relative to population growth, demand, and the quality and quantity of interstate assets, Queensland has seen significantly less investment compared to other jurisdictions in major sports stadiums and event venues over the last 30 years. Our main oval stadium (for Cricket and AFL), The Gabba, had its seating, stands and general structure built from 1993 through to 2005. Stadiums Queensland (the owner and operator) has advised that The Gabba is an ageing asset, particularly relative to the expected useful life of a stadium. In 2018, the Stadium Taskforce Report¹⁶ found that The Gabba had a remaining useful life of 11.6 years (circa end of 2030).

Table 2 – Stadium Taskforce Report¹⁷

State	Stadium	Approx. capacity	Year opened / renovated	DDA compliance
Victoria	MCG	100,000	Renovated 2006	Fully compliant
	Marvel Stadium	55,000	Redeveloped completed 2024	Fully compliant
	Kardinia Park (GMHBA Stadium)	40,000	Redevelopment completed 2024	Fully compliant
	AAMI Park	30,000	Opened 2010	Fully compliant
New South Wales	Accor Stadium	83,500	Renovated 2003	Fully compliant
	Sydney Cricket Ground	48,000	Renovated 2013	Disability Action Plan developed; Venues NSW is working to address compliance
	Allianz Stadium	42,500	Rebuilt 2022	Fully compliant
	McDonald Jones Stadium	30,000	Renovated 2011	Fully compliant
	CommBank Stadium	30,000	Opened 2019	Fully compliant
Western Australia	Optus Stadium	60,000	Opened 2018	Fully compliant
South Australia	Adelaide Oval	53,500	Renovated 2014	Fully compliant
Queensland	Suncorp Stadium	52,500	Renovated 2003	Fully compliant
	The Gabba	42,000	Renovated 2005	Not compliant

The Gabba is Brisbane's main stadium for AFL and Cricket. The original Gabba structure was constructed to a 50-year design life with a tolerance of +/- 20% (40 years minimum). At the low end of that range, The Gabba will reach this milestone in the next 5-10 years (i.e. by circa 2030).

¹⁶ Queensland Government, Stadium Taskforce Report (2018) p. 124

¹⁷ GIICA, multiple sources. (2025).

Through previous investigations, particularly during the Sport Venue Review (2024)¹⁸, it has been identified that there is a range of work required to resolve issues with The Gabba, including:

- the roof structure (especially the tensioned fabric construction) is coming to the end of its design life, noting that some of the roof failed in 2008 and requires replacement and strengthening
- there is localised degradation in sections of the steel structure which will need to be further assessed and addressed
- steel structure corrosion protection is at the end of its protective life with areas of surface corrosion needing repair as part of regular maintenance
- cooling and ventilation plant and equipment is at the end of its life and requires replacement
- lighting and services infrastructure needs upgrading to meet changes in sporting requirements
- lifts and vertical transport suffer from performance and reliability issues
- fire life safety systems will require upgrading to meet changes in standards following further assessment
- it is not compliant with the *Disability Discrimination Act 1992 (Cth)* (DDA).

While these issues are not insurmountable in their own right and may be considered typical for a stadium of this age, there is a significant volume of work required to address the known issues with The Gabba, making The Gabba not a credible option.

GLICA considers a new, modern (Tier 1) Brisbane (oval) stadium will better support the long-term needs of the growing city, providing a new home for AFL and Cricket that rivals the best interstate venues. Offering a range of events and activations including sports, concerts and functions, the stadium will be a vibrant entertainment destination for years to come and the centrepiece of the Games. The design will be guided by placemaking and city-shaping principles which will support the delivery of not just a stadium, but a precinct and inclusive space for the community to enjoy year-round.

The stadium will grow Brisbane's oval sport capacity from 37,000 (in AFL mode) at The Gabba, to 60,000–65,000 at a new stadium for sports events. In concert mode, the capacity can increase to 70,000. A larger stadium enables more patrons to enjoy more content each year and matches the forecast growth in AFL and Cricket viewership and membership.

Historical data suggests that the introduction of new stadiums can have a significant impact on event attendance. For example, the opening of Perth Stadium resulted in a 36% growth in AFL match attendance, while Adelaide Oval experienced a 53% boost following its upgrade as the home for AFL in South Australia. International Cricket test match attendances experienced the same growth, for example the recent India and Australia test match played in December 2024 had attendances across the first two days of the test which ranged between 35 – 45% higher than the maximum capacity of the previous Western Australian Cricket Association (WACA) ground. This highlights the potential for increased attendance and fan engagement in Brisbane with the development of a new stadium.

¹⁸ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024) .

3.1 Case Study – Economic impact of Optus Stadium

Construction of Optus Stadium in Perth was completed in late 2017. A report on the economic impact of Optus Stadium¹⁹ was completed mid-2019 that assessed the first 12-months of operations of the stadium and projected economic impacts of over 30 years. Key findings included:

- Attendance - 68.9% increase in event attendance with 1.97 million event attendees in the first 12-months, including 805,000 people would not have attended an event if Optus Stadium had not been built. 25.6 million additional attendees were expected in the following 29 years.
- Visitor Attraction - 23,700 additional visitors to Western Australia contributing an additional \$47.1 million additional spend in the first year. 38,000 additional visitors were expected to spend an additional \$75.4 million each year for the following 29 years.
- Business - 85.8% supplier spend went to Western Australian Businesses. \$42.5 million to local businesses.
- Jobs - 8,600 people were employed during the construction of Optus Stadium. 3,300 people were employed in operations. Optus Stadium also generates additional jobs in the broader Western Australian economy with 367.8 additional FTE jobs in the initial 12 months and 231.3 jobs per year expected for the following 29 years.
- Economic Impact - \$129.7 million increase in the economic output of Western Australia to date. \$653.6 million expected increase in economic output over the next 29 years. \$19.8 million average annual increase in economic output over the next 29 years.

This case study highlights the significant economic impact that a new stadium (replacing an older, smaller stadium) can have for a local economy.

3.2 Scope

In accordance with the Terms of Reference²⁰, GIICA has undertaken:

- an assessment of the necessity, location, feasibility, delivery approach, and long-term legacy benefits, and an evaluation of connectivity to transport systems
- an assessment of the capacity and capability to meet Games requirements, specifically: to provide a major stadium capable of hosting the opening and closing ceremonies and athletics (track and field) competition including Games overlay.

Extensive investigations and analysis have been conducted over recent years to determine how Brisbane meets its Games obligations and serves broader community demands for a major stadium asset. These studies, alongside GIICA's independent technical analysis, have informed the work undertaken during the 100 Day Review (Review).

¹⁹ Deloitte, <https://www.deloitte.com/au/en/services/economics/perspectives/economic-impact-optus-stadium.html> (2019)

²⁰ Department of State Development, Infrastructure and Planning, Terms of Reference: 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure, (2024) pgs.1-4.

Consistent with the Review Terms of Reference, the evaluation considered the location, feasibility, delivery approach, value for money, Games overlay requirements, long-term impact and connectivity of each option to determine the most viable location. The key focus was the assessment of the optimal location for the Main Stadium, and this was necessary to ensure the chosen site leaves a lasting legacy for Queensland.

3.3 Review of previous studies

Numerous studies and options analysis exercises have been carried out since the Queensland Government announced the redevelopment of The Gabba in April 2021, most notably The Gabba Redevelopment Project Validation Report²¹ (PVR) completed in August 2023 and the Sport Venue Review (2024)²². The key (point in time) findings are presented below:

Table 3 - Summary of studies that have informed the Main Stadium Review

Study	Summary	Findings
Gabba Redevelopment Project Validation Report (PVR) (August 2023)	A PVR was developed for The Gabba redevelopment project to support Queensland's decision- making process to ensure projects scheduled for use during the Games met the approved budget. The redevelopment was optimally scoped and delivered on the requirements for both legacy and Games mode.	The PVR determined that a full rebuild of The Gabba was required. The PVR identified: • The Gabba was an ageing asset and required a rebuild to ensure it met today's building and engineering codes and standards, including DDA compliance, and to enhance operational efficiency, such as 360 degree circulation • there was limited flexibility in accommodating different types of events and non-event day use due to operational issues • limitations in The Gabba's ability to attract premium content such as concerts, exhibitions and special events • major disruption to Mains Road, Vulture Street and Stanley Street during construction and the Games were likely.
Sport Venue Review (2024)	In March 2024, an independent review was carried out assessing the suitability of a range of new and upgraded sports venues proposed in the Masterplan for the Brisbane 2032 Olympic and Paralympic Games.	The Sport Venue Review (2024) recommended: • Recommendation 1.1: "The Gabba be maintained to a minimum standard until a new stadium is constructed at a different location allowing the current stadium to be demolished and the site repurposed." • Recommendation 1.3: "The option for a stadium in Victoria Park proceeds to Project Validation Report stage as a matter of priority." This recommendation was not accepted by the then Queensland Government.

²¹ Department of State Development, Infrastructure, Local Government and Planning (former), Gabba Redevelopment Project Validation Report, 2022

²² Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024) .

3.4 Public submissions and stakeholder engagement

3.4.1 Public submissions

In consideration of a major venue or stadium, 61% of submissions referenced major venues, with 44% of those mentioning Victoria Park and 19% mentioning The Gabba or Woolloongabba precinct. Feedback highlighted mixed views with some opposition to constructing new venues.

The following key themes were identified in submissions applicable to the Main Stadium:

- green space
- community engagement
- transport infrastructure
- Gabba stadium redevelopment
- Post-games use
- legacy and future use
- environmental impact
- alternative locations.

All information received was closely reviewed and helped inform GIICA about the range of views and options available. It is noted that all alternative locations identified through submissions were considered by GIICA. Submissions were considered alongside the technical information attained and developed by industry experts during the Review.

3.4.2 Stakeholder engagement

Meetings were held with key stakeholders, as well as service providers and technical experts, to thoroughly understand the themes identified through the submissions. Among the stakeholders consulted were:

- Queensland and Australian Governments
- Brisbane City Council
- Brisbane 2032
- Department of Transport and Main Roads (TMR)
- Queensland Police Service (QPS)
- Stadiums Queensland (SQ)
- Brisbane Lions and Cricket Australia
- Queensland University of Technology (QUT)
- Metro North Hospital and Health Service (MNHHS)
- Community groups, including the Save Victoria Park advocacy group
- Traditional Custodians
- Industry experts and private sector proponents.

Through this engagement, GIICA has gained an understanding of the relevant considerations including environmental, social, logistical, operational, cultural heritage and additional heritage matters.

3.5 Capacity analysis

A capacity analysis exercise is critical to defining the appropriate size of the future stadium and will inform the site characteristics of the preferred location. GIIICA appointed technical advisors to support the capacity analysis, and the approach included:

- Current / future state analysis: Analysing the current demand for Gabba events, as well as other demand / demographic considerations that drive capacity requirements (e.g., interstate migration, population growth, grassroots growth of AFL and Cricket, impact of a new stadium).
- Benchmarking exercise: An interjurisdictional scan that highlighted Brisbane's competitiveness for large scale events and its attractiveness as a major event location.

In addition, the submission GIIICA received from the Brisbane Lions, Queensland Cricket, and Cricket Australia (as the major legacy users of an oval stadium) re-confirmed the need for a stadium with a capacity around 60,000 to support their membership base.

Queensland has the lowest provision of major sporting stadium seating capacity compared to population, at 60 people per seat. Other major states in Australia have an average of 36 people per seat, meaning there are more seats available for the community for sports viewing and events.

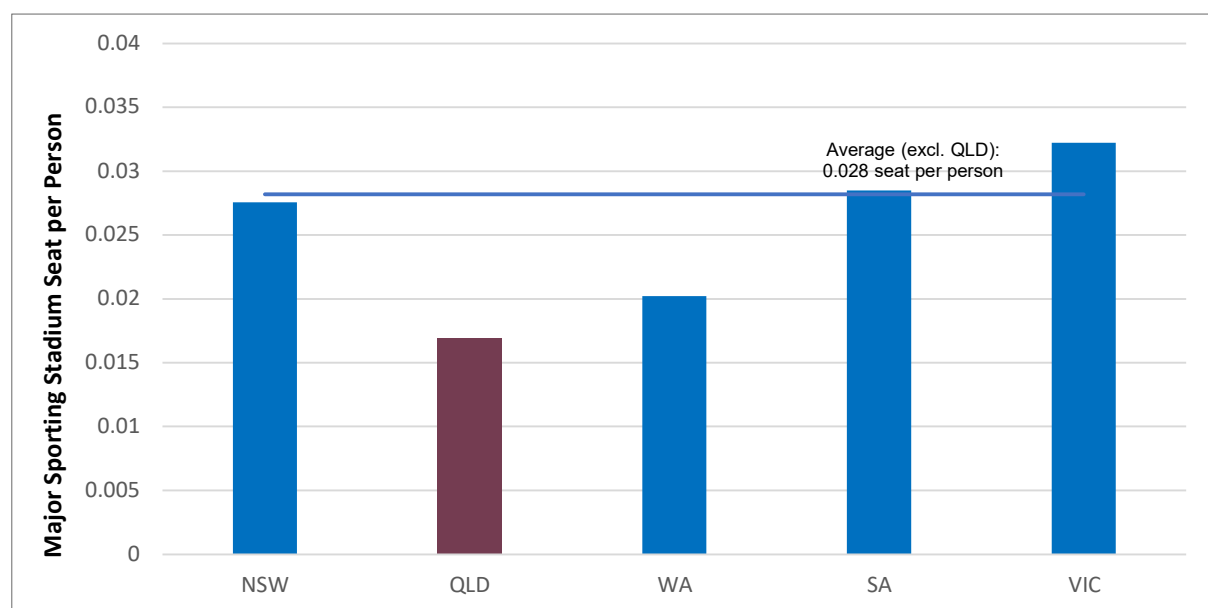


Figure 1 - Major sporting stadium seat per person by major state

Source: Technical advisor analysis (Feb 2025)

To bring Queensland at least in line with Western Australia's number of seats per person, a stadium of approximately 61,000 seats would be required (assuming The Gabba is decommissioned).

Based on the capacity analysis undertaken, a new stadium with a capacity ranging from 60,000– 65,000 was identified as optimal to cater for anticipated AFL and international Cricket / Big Bash League (BBL) match attendances over the next 30 years. A stadium of 60,000 seats in Games mode can accommodate approximately 63,000 seats in legacy mode. Approximately 63,000 seat legacy stadium can achieve a capacity of 70,000 in concert mode. Ultimately, increased capacity within a modern stadium would enable Brisbane to compete with other Australian major cities for sporting and entertainment events.

3.6 100 Day Review options analysis

The Review assessed a range of potential locations for the Main Stadium. The options assessment process followed a structured, multi-stage, approach to identify and refine viable options. It commenced with the development of a comprehensive list of location options based on potential suitability. Using on this initial evaluation, a shortlist of options was developed, focusing on those deemed most feasible and impactful. A detailed analysis of the short-listed options was undertaken to further refine and narrow down options. The figure below conceptually depicts the staged approach.

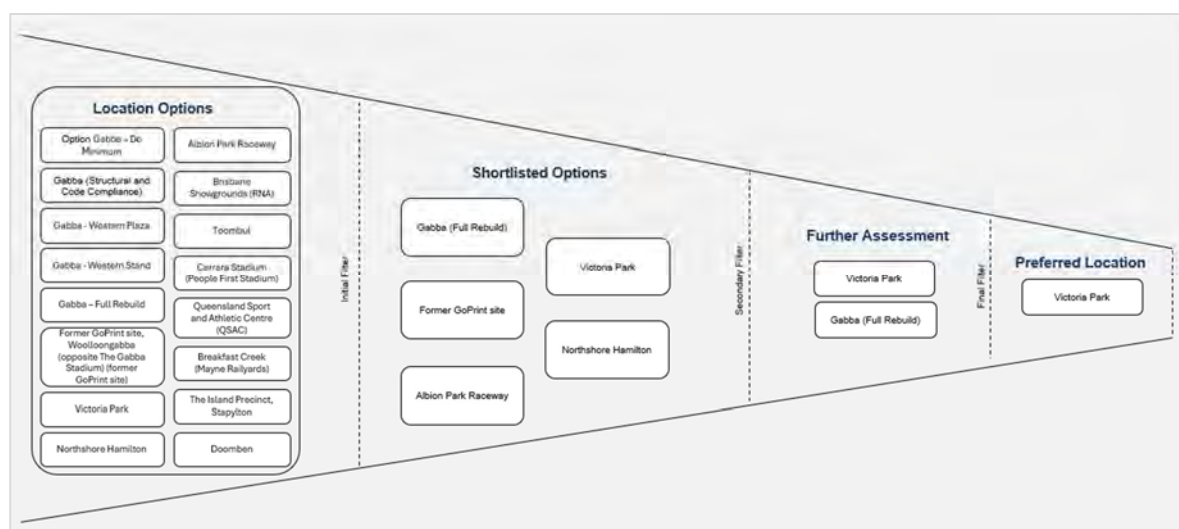


Figure 2- Main Stadium options analysis process

The initial list of 16 locations was collated and evaluated in a short form approach against agreed assessment criteria. For the purposes of the initial shortlisting, demand and scope and deliverability were the focus areas to test viability including their proximity, transport considerations, site boundaries and constraints (e.g. flooding). The 16 locations analysed as part of the Review included:

- The Gabba (Do minimum)
- The Gabba (Structural and code compliance)
- The Gabba (Western Plaza)
- The Gabba (Western Stand)
- The Gabba (Full Rebuild)
- Former GoPrint site, Woolloongabba (opposite The Gabba Stadium)
- Victoria Park
- Northshore Hamilton
- Albion Park Raceway
- Brisbane Showgrounds (RNA)
- Toombul (former Toombul Shopping Centre site)
- Carrara Stadium (People First Stadium)
- Queensland Sport and Athletics Centre (QSAC)
- Mayne Railyards (Breakfast Creek)
- The Island Precinct, Stapylton
- Doomben Racecourse.

Five of the original 16 locations progressed and were shortlisted for further analysis and assessment:

- Option 1: The Gabba (Full Rebuild) (Woolloongabba)
- Option 2: Former GoPrint Site (Woolloongabba)
- Option 3: Albion Park Raceway (Albion)
- Option 4: Victoria Park (Herston)
- Option 5: Northshore Hamilton (Hamilton).

During this phase, the following activities were carried out to support the shortlisted options assessment:

- Rapid test fit of a 50,000-seat capacity stadium in Games mode, and approximately 53,000 in legacy mode²³, at each location, including Games overlay test fit, noting this aligned with the previous work undertaken including on The Gabba PVR.
- Rapid test fit of a 60,000-seat capacity stadium in Games mode, and approximately 63,000 in legacy mode²⁴, at each location to understand whether this larger stadium size could be accommodated at each location.
- Preliminary location and infrastructure requirements and challenges, transport and traffic impact considerations, design considerations e.g., design requirements for site constraints such as flooding and environment.
- Cost and program update for The Gabba (using the Sport Venue Review (2024) information as the baseline) and a relative consideration of costs for other locations against a Gabba baseline.
- Preliminary cost estimate for additional infrastructure required at each site (e.g., transport infrastructure).
- Assessment of each option against agreed weighted criteria.

The shortlisted options assessment is summarised in the table below. It is noted that each option has the potential to convert temporary overlay areas to provide greater public amenities as a legacy outcome post Games (e.g. mixed use and civic developments).

²³ Once the temporary athletics track is removed, the stadium capacity can increase slightly. For the purposes of this section, this will be referred to as a 50,000-seat stadium

²⁴ Once the temporary athletics track is removed, the stadium capacity can increase slightly. For the purposes of this section, this will be referred to as a 60,000-seat stadium

Table 4 - Summary of Main Stadium location options

Option	Opportunities	Challenges
Option 1: The Gabba (Full rebuild)	- Utilisation of land already dedicated to stadium / sport use - Ability to act as a catalyst for urban renewal in the area - Potential to accelerate economic benefits to the surrounding businesses once operational - Ability to leverage new transport infrastructure as facilitated by public transport upgrades including Cross River Rail - The Gabba is located in a known entertainment and sport precinct within a residential community that is already accustomed to regular sporting events - Redevelopment of The Gabba will revitalise and activate the precinct to increase economic uplift to the broader Woolloongabba Precinct - Minimal land acquisition	Construction - Displacement of stakeholders including Brisbane Lions and Cricket Australia at significant expense (in excess of \$200m) and no suitable alternative location available in the short term. Additionally, sports would seek compensation for loss of revenue (due to reduced capacities) which could amount to a further \$200m in costs (not fully quantified at this time) - Relocation of East Brisbane State School required to increase the stadium size from its current capacity (now a compromised solution due to time delays) - Deconstruction of the existing structure and extensive site preparation works will materially extend the time before construction can commence - Site is constrained by major roads with limited access impacting construction durations and approach - Overall, based on programming advice, construction of The Gabba cannot be completed until Q1 2033 due to the delay from the 2023 PVR to today (i.e. preparatory works required to achieve the program have not commenced and therefore the program is no longer achievable for the Games) - Limited ability to future-proof beyond 50,000 seats due to site constraints identified through the Gabba PVR process (e.g. the road network and heritage buildings). 60,000 seats or more would be extremely challenging to deliver (program, cost, structural overhang, encroachment, potential land acquisition) and likely result in a compromised patron and operational outcome for the stadium's legacy - Temporary impacts to Raymond Park and surrounding areas for the athlete warm up facilities for the Games - Brisbane Metro Woolloongabba project would need to be delivered to support public transport needs to the site given the volume of patrons for a stadium of this size. Cost of this would be significant (over \$450m) and this requirement would add significant time to the delivery program Operations - Extensive road closures and residential / business decanting likely to be required during construction and operational Games mode - Security concerns expressed by QPS for the Games - Substantial ongoing operating costs for police, transport and security due to site configuration and constraints - Additional significant spatial challenges for opening and closing ceremony

Option	Opportunities	Challenges
Option 2: Former GoPrint Site, Woolloongabba	- Limited functionality of The Gabba could be maintained during construction - Existing Gabba utilised as an athlete warm up facility (with some redevelopment required to fit the athletics track) - Legacy sport and entertainment venue with possible economic uplift to the Woolloongabba Precinct - The site is an existing brownfield construction site ear marked for development under the Woolloongabba Priority Development Area (PDA). This site would be available from Quarter 1 2026 - Ability to leverage and enhance connectivity with Cross River Rail infrastructure to maximise accessibility via public transport - Located in a known entertainment and sport destination with low likelihood of resident concern and complaint - High level of technical information available from the Cross River Rail Delivery Authority - Catalyst for connectivity between Woolloongabba, Southbank and the wider city context.	Construction - A 60,000 capacity stadium that meets the Functional Brief requirements cannot be delivered on this smaller site (relative to the current Gabba site) without extensive and cost prohibitive measures including land acquisition/s and structural interventions to bridge over (or otherwise manage) interfaces with major roads and the Woolloongabba Cross River Railway Station. A smaller stadium capacity of 50,000 seats would still be challenging to deliver, with land acquisition and road closures required, in comparison to a 17,000 seat arena. - Site access timing and contractor interface risks due to Woolloongabba Cross River Rail Station construction currently occurring on the site - Required groundwork would be above the Clem Jones Tunnel and CRR which would be very challenging for a Main Stadium structure compared to other developments or structures (e.g. an Arena) - Known low levels of contamination from a Former Dental Hospital informed by previously commissioned technical investigations - Known infrastructure and services running parallel to Main Street informed by previous technical studies - Community concerns in relation to development on parkland site Operations - Public transport capacity is constrained without the Woolloongabba Metro station. The station as previously proposed would not be able to be accommodated on site, so alternatives would need to be identified to provide appropriate public transport to support the number of stadium patrons travelling to the site - Security concerns expressed by QPS for the Games due to not being able to fit a Pedestrian Screening Area on the immediate site, enlarging the secure perimeter required to process stadium patrons (noting the number of patrons for the stadium is over 3.5x that of an arena in capacity terms) - Road closures and residential/ business impacts and decanting likely to be required during construction and Games operational mode for a Main Stadium (due to the footprint of the Stadium in comparison to an arena (c.4x difference in footprint size) - The full Games overlay cannot be accommodated on the former GoPrint site for a stadium and therefore alternative space is required to support Games needs (e.g. The Gabba site)

Option	Opportunities	Challenges
Option 3: Albion Park Raceway	• Ability to act as catalyst for urban renewal in the area • Limited infrastructure on site to be demolished / deconstructed improving deliverability • Conversion of existing industrial area to link the stadium precinct to parkland to Breakfast Creek and the Brisbane River • Utilisation of land already dedicated to stadium and sports use • Location is situated in a known entertainment and sport precinct within a residential community that is already accustomed to regular sporting events (albeit of a different scale) • A 60,000 capacity stadium can be accommodated on site to support community needs	Construction • Site located on riverine flooding and overland flow areas increasing structure requirements for the stadium build • Poor geotechnical conditions identified through preliminary investigations • Land acquisition required due to stadium footprint and ancillary requirements • New event-day railway station required to provide effective transport solution, with significant program and cost implications. A long pedestrian link structure would need to be built to enable safe and effective movement of patrons from the stadium to/from the railway station • Building scale in urban context and visual amenity to surrounding residential area deemed unsuitable. • Displacement of existing lease holders / current tenants on the site including Racing Queensland. An alternative site would need to be identified, and Racing Queensland relocated prior to deconstruction and development activities commencement. This adds additional time pressure to the program and deliverability Operations • Event buses will need to run through residential areas impacting the local area on an ongoing basis • Substantial ongoing operating costs for police, transport and security due to site configuration and constraints • Additional significant spatial challenges for opening and closing ceremony

Option	Opportunities	Challenges
Option 4: Victoria Park	- Enhanced connectivity between Victoria Park and the wider city context - Legacy sport and entertainment venue with economic benefits and uplift to surrounding areas including Fortitude Valley, Bowen Hills, Kelvin Grove, King Street, James Street - Site accessible from all directions and leverages transport infrastructure investment including utilisation of new Exhibition Station via new pedestrian walkways and easy connectivity to the Brisbane Metro - Proximity to Fortitude Valley Station and Roma Street Railway Stations provides additional public transport options - Parkland currently zoned as sport and recreation and a stadium is aligned with this purpose - Potential for an enhanced redeveloped Master Plan for the parkland, integrated with the stadium, driving community benefits and activation - A 60,000 capacity stadium can be accommodated on site to support community needs - Large perimeter ideal for dispersing crowds and provides sufficient space for security - Minimal (if any) land acquisition - Sufficient space to minimise impact to neighbouring community, residents and industry during construction and operations - Potential to create more accessible space within the park through new pedestrian links - Established pedestrian and cycle network within the site over the Inner City Bypass to encourage active transport movements	Construction - Potential environmental impacts meaning the design will need to be guided by placemaking principles to ensure that the stadium structure is well integrated within the park, with inner city green space and offsets maximised - Local and State heritage listings and cultural heritage considerations within Victoria Park as confirmed through technical investigations - Site topography has challenges, noting these can be mitigated through design for the Main Stadium - Connectivity to public transport requires upgraded pathways and bridges to increase accessibility - Upgrades required to Exhibition CRR Station to cater for additional patronage through the station during event times - Known site contamination as confirmed through previously commissioned technical investigations - Displacement of existing site tenants and users - Community concerns in relation to development on site. Operations - Relocation of equestrian and BMX events for the Games noting they were originally contemplated for this location

Option	Opportunities	Challenges
Option 5: Northshore Hamilton	- Increased efficiency and consolidation of proposed athlete village - Stadium connection to the Brisbane River and wider city context - Legacy benefits of rail extension, providing support for population density growth - North Shore Hamilton is currently under urban renewal to be transformed into a vibrant, mixed-use precinct and with low likelihood of concern and complaints during construction or operation - Potential to revitalise and activate the precinct to a sport and recreational precinct post Games - A 60,000 capacity stadium can be accommodated on site to support community needs	Construction - Land acquisition required - Requires a new rail extension and bus transit hub to provide effective transport solution with significant program and cost implications - Impact on Northshore Hamilton Priority Development Area (PDA) site which is already well progressed through planning and early works (initial contract has been let) - Proximity to the airport and the potential for event related impacts and risks - Proximity to fuel storage location north of the site with potential safety implications - The site is not as easily accessible as other locations given it is bordered by the Brisbane River and golf course - The location does not leverage Government investment into Cross River Rail or Brisbane Metro and is not as integrated into the public transport network - The required extension of the rail network to access Northshore Hamilton will have broader transport network impacts in terms of constrained capacity, rollingstock availability to service the line and additional costs to run the services

Source: GLICA (2025), based on input, data and analysis from various technical advisors

3.6.1 The Gabba

GIICA recognises a redeveloped Gabba was included in the Future Host Questionnaire submission (2021)²⁵ as the proposed Main Stadium for the Games, a position that was subsequently revised in response to the Sport Venue Review (2024). As a result, GIICA considered it was appropriate the full Gabba rebuild option was included through to the shortlist of options assessed.

GIICA acknowledges the rich sporting heritage of The Gabba. However, this option presents key challenges, as highlighted in the table above and supported by extensive technical reports from multiple specialists and assurance reviewers.

Most critically, based on the technical analysis undertaken by GIICA, a redeveloped Gabba cannot be delivered in time for the Games. This is based on:

- required displacement of stakeholders including:
 - provision of a suitable alternative Brisbane-based venue for key tenants (the Brisbane Lions and Queensland Cricket) prior to Gabba deconstruction
 - alternative arrangements for East Brisbane State School
- deconstruction will materially extend the time before construction can commence
- extensive site preparation works extending program
- the constrained nature of the site, bound by major roads with limited access impacting on construction durations.

There are also additional costs that need to be considered in relation to The Gabba rebuild option, being:

- cost of developing a Brisbane Metro Station, estimated at over \$450 million
- securing and constructing alternative venue options for Brisbane Lions and Cricket
- relocation of East Brisbane State School
- compensation costs for Brisbane Lions and Cricket.

Many of these challenges are well documented in The Gabba PVR, and updated analysis performed since its completion including through the Sport Venue Review (2024) and updated cost and program works undertaken in late 2024 by GIICA. Importantly, even if these challenges were overcome and the program could be shortened (e.g. via alternative decanting arrangements agreed with tenants), the site constraints at The Gabba mean that the legacy outcome will be compromised, and the capacity will be insufficient for Queensland's future needs.

This conclusion is also consistent with the findings of the Sport Venue Review (2024).

²⁵ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

Findings

Each option was assessed in accordance with the Terms of Reference and the Review identified Victoria Park as the preferred location for the Main Stadium.

A Main Stadium at Victoria Park:

- provides a world-class venue with ability to deliver a Tier 1, 60,000 – 65,000 seat stadium, to help attract content to Brisbane and Queensland, well beyond the delivery of the Games
- provides opportunity to increase the economic and social prosperity of Queensland through increased major event tourism and additional benefits
- provides enhanced connectivity between Victoria Park and the wider city context, supporting a legacy outcome of a walkable city
- leverages transport infrastructure investment and enhances precinct-style developments around Cross River Rail and Brisbane Metro infrastructure
- offers enhanced legacy facilities for the community through the conversion of the Games warm up area into outdoor sports fields and Cricket practice nets with convenient car parking underneath
- offers a flexible site, with a large perimeter ideal for dispersing crowds whilst integrating with green space and providing the opportunity for activations in the inner city.

GIICA's Victoria Park location recommendation is supported by the following Games Partners:

- Brisbane City Council
- Stadiums Queensland
- Queensland Police Service
- Department of Transport and Main Roads
- Brisbane 2032 Olympic and Paralympic Games Organising Committee (Brisbane 2032).

Further detail on the assessment criteria specified in the Review Terms of Reference follows.

3.6.2 Location

Located in the Herston and Spring Hill districts of Brisbane, Victoria Park offers a unique opportunity to create a world-class stadium that showcases Brisbane on the global stage. Its central location, city views, and ability to integrate within a master-planned park make it an unparalleled choice for an iconic sporting and entertainment venue.

The site is close to the Brisbane CBD, Fortitude Valley and more broadly has good transport links to Roma Street and the wider public transport network. The location has enhanced flexibility for site configuration, which can ultimately balance stadium and park user needs through strategic planning. The site topography offers both benefits and challenges, with the stadium intended to be positioned in one of the natural 'bowls' on the site to help minimise earth works.

During the Review, various sitings within Victoria Park were examined to understand the design, transport and implementation considerations. The preliminary analysis identified a site near Gilchrist Avenue as a suitable position within the park based on current information, given its strong connectivity to transport links, area for circulation and activation in the parkland, more favourable topography, and alignment with both Games-time and long-term legacy objectives.

The Main Stadium design will prioritise the preservation of existing public parkland, with approximately 68% (47.02 hectares) of the total area of the park retained as green space. The stadium structure itself is less than 10% of the park area. Additional space will be prioritised for legacy community sporting fields, supporting ongoing recreational opportunities and representing an enhancement to existing facilities for users and the community.

There are various phases in the planning process and, following this Review (subject to the support of the Queensland Government), GIIA will conduct further due diligence, planning and design for the stadium. The design phase is critical to realising the unique benefits of this site to drive legacy benefits and community outcomes. To achieve these outcomes, GIIA is committed to ongoing, meaningful stakeholder engagement.

3.6.3 Connectivity

The proposed site for the Main Stadium is integrated with existing major transport hubs and active transport routes. The site benefits from strong transport connectivity, being well served by:

- the busway network
- adjacent Brisbane Metro stations
- Exhibition Cross River Railway Station
- other rail stations including Fortitude Valley and Roma Street
- major arterial roads.

This connectivity will enable the convenient movement of local and visiting patrons, while supporting sustainable transport options for large-scale events. The site also has better redundancy and resilience in the transport solution with various modes of active and public transport available.

The accessibility of the Main Stadium will be enhanced by leveraging existing transport connections and planned network improvements. The following table outlines the transport options for the stadium (including existing and funded projects) that will support connectivity, facilitate safe and efficient operations and accommodate spectator movements for major events.

Table 5– Main Stadium transport connectivity options

Transport options (including existing and funded projects)	
Rail	• Close to the new Exhibition Cross River Railway Station • Within walking distance to Fortitude Valley Railway Station • Within walking distance to Roma Street Railway Station
Bus	• Close to Herston Busway Station (on the Inner Northern Busway) to the north • Close to Queensland University of Technology (QUT) Kelvin Grove Busway Station to the west • On street Herston Road and Kelvin Grove bus stops
Metro	• Connectivity to Brisbane Metro Herston Station to the north • Connectivity to Brisbane Metro QUT Kelvin Grove Station to the west
Cycle	• Dedicated cycleway paths along the perimeter of the site and within the park provide connectivity to Northern suburbs and city

Transport options (including existing and funded projects)	
Pedestrian	• Pedestrian access points around the perimeter of the site supporting access • Active transport opportunities for the site
Car parking	• Car parking to be provided for parkland users in legacy mode via a car park to be developed near Gilchrist Avenue • This will provide a valuable commercial asset, but it is noted that stadium car parking will not be available for the general public during major events as public and active transport modes are encouraged

3.6.4 Legacy benefits

The Main Stadium will be capable of hosting a range of content, predominantly AFL, Cricket and mass entertainment events. Provision of an international standard stadium, at a higher capacity than previously contemplated in the Future Host Questionnaire submission (2021)²⁶, will achieve better value for money outcomes for Queenslanders and is better aligned with future seating capacity needs.

The Main Stadium will have the ability to host up to 70,000 patrons for concerts, enabling Brisbane to become more competitive with other Australian capital cities for major non-recurring sporting and entertainment events. In turn, this will drive long-term cultural, economic and commercial benefits. Based on equivalent standard stadiums and the required design life, the Main Stadium can expect a structural asset life of around 50 years, creating an inter-generational benefit.

Overall, a number of economic and social benefits with enduring legacy have been identified in relation to a new stadium at Victoria Park including:

- provision of a contemporary standard venue to rival and compete with interstate offerings
- a national destination experience based on the quality of the patron experience, both at the stadium and accessing the stadium via convenient public and active transport
- enhanced access and connectivity between inner urban precincts across Brisbane
- placemaking benefits created through integrated design and connectivity within and around the parkland precinct through to public and active transport. This approach is known to enhance value from case studies of Perth's Optus Stadium and Melbourne Park
- increased attractiveness of the precinct and activation of public realm
- increased visitation during event time and on other occasions given the increased recognition and appreciation of the location. This will benefit local businesses and potentially also attract additional private investment to the area, further contributing to economic resilience and amenity
- civic pride and destination branding for the precinct and the events it hosts
- enhanced amenity, facilities and accessibility to a high-quality facility which will promote inclusivity and diversity

²⁶ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

- improved interest, attendance and participation in active transport, sporting events and physical activity
- community sports fields, Cricket practice wickets and a wicket nursery in legacy mode (at a podium level to protect against flooding)
- early engagement with the AFL with regard to an indigenous AFL and sport hall of fame to be incorporated in the precinct, at the expense of the AFL.

The site allows additional opportunities that will facilitate social and economic benefits for the broader community to be considered as part of the design process. Opportunities such as an integrated public car park can be provided to support park, precinct and city visitors in legacy. These are opportunities that would not be available at other locations that are restricted by existing development or site constraints, particularly at The Gabba.

Following engagement with Brisbane City Council, an opportunity has been identified to revisit the Victoria Park / Barrambin Master Plan to integrate the Main Stadium while maintaining significant green space and the recently delivered urban pump track. This process will enable further assessment of how the remaining parkland can be enhanced for greater community use.

Any new Main Stadium will be a significant enhancement for fan and operator experience. A summary of what patrons and tenants can expect from this investment is provided below. These benefits can all be achieved at Victoria Park.

The patron experience:

- Improved sightlines to all areas of the seating bowl, enhancing viewing quality and engagement with live events.
- The acoustics and atmosphere can be designed to amplify crowd energy, creating a more vibrant and immersive experience for patrons.
- Increased row depth and open concourses enhances safety and accessibility, providing more comfortable seating and easier movement throughout the venue.
- Accessibility and inclusivity are key priorities, with features including:
 - Accessible access to the field of play (FOP)
 - Improved sightlines for accessible seating locations
 - Improved wayfinding
 - Dedicated facilities for visitors of all abilities, including sensory spaces, hearing augmentation, and changing places facilities.
- Hospitality offerings are diversified, with a broader range of food, beverage, and premium seating options.
- Increased provision of amenities, with more female washrooms, accessible bathrooms, and changing places facilities to enhance comfort for all attendees.
- Safer pedestrian movement corridors and queuing areas will support the reduction in congestion and enhance safety by providing waiting zones away from major roadways.
- Enhanced pedestrian and public transport connections make it easier for patrons to access the stadium, reducing traffic congestion and improving arrival and departure experiences.
- Larger video boards and an improved audiovisual experience create a more immersive event atmosphere.
- Increased non-event day activation, with features like, for example, a roof walk, museum/legends walk, active edges, and park integration, provides year-round attraction.

The tenant experience:

- The new location delivers long-term operational and commercial benefits for tenants.
- Improved sustainability opportunities reduce the stadium's operational impacts over its life.
- The accelerated development of the surrounding parkland creates a more vibrant precinct, increasing community engagement and future-proofing infrastructure to support growth.
- An internalised ring road within the stadium simplifies logistics and operational management, streamlining the movement of teams, equipment, and event infrastructure.
- The stadium's design enhances its ability to host concerts and other large-scale events, with dedicated truck access for seamless event setup and breakdown.
- The media areas have been designed in optimal positions, improving broadcast operations and facilitating more efficient media coverage for sporting events and concerts alike.
- Enhanced player facilities, including state-of-the-art locker rooms, training and recovery areas, and medical suites, attract elite teams and promote high-performance outcomes.
- Direct level connection to Cricket practice nets, wicket nursery, and warm up sports fields.
- Expanded car parking facilities with secure, dedicated areas for teams, officials, and VIPs, improving logistics and ensuring convenient access to the stadium.

3.6.5 Cost analysis

The Review estimates the cost of the Main Stadium at \$3.785 billion for a 60,000-seat venue in Games mode, which can accommodate approximately 63,000 patrons in legacy mode following the removal of the temporary athletics track. Further market sounding and delivery model analysis is required post Review to consider any possible private sector contribution.

By way of comparison, the full Gabba rebuild was estimated at approximately \$3.13 billion (December 2024), noting a number of differences in cost drivers:

- The cost estimate for The Gabba is based on a capacity of 50,000 in Games mode and (approximately 53,000 in legacy mode). This is smaller than the size of the stadium costed at Victoria Park as noted above.
- The Gabba cost estimate did not include costs associated with the decanting and displacement of current Gabba site users and identification of alternative venues.

Ultimately a full Gabba rebuild was ruled out on the basis that it cannot be delivered in time for the Games. GIICA concludes the Victoria Park option as a better value for money proposition based on:

- improved spectator experience
- enhanced operational efficiencies
- reduced operational costs / impacts (compared to The Gabba)
- ability to effectively deliver on security requirements
- transport improvements and connectivity enhancing the opportunity for a walkable city
- larger capacity consistent with the legacy needs
- deliverability.

3.6.6 Deliverability

To meet the immovable 2032 deadline, progression of the Victoria Park Main Stadium proposal needs to commence as soon as practical following this Review, subject to the support of the Queensland Government.

To meet delivery timeframes, early site works should begin by no later than mid-2027, with practical completion targeted for mid-2031. An indicative timeline, based on the analysis performed by the expert program advisor during the Review, is shown below:

Table 6– Indicative timeline for Main Stadium

Project Phase	Estimated Completion Date
Investment Case Development and Approval	Q3 2025
Design Consultant Engagement	Q1 2026
Contractor Engagement	Q2 2026
Planning approvals	Q3 2026
Design	Q2 2027
Delivery / Construction	Q2 2031
Transport Scope and Precinct Connectivity / Master Plan Scope	Q4 2031

Source: 100 Day Review Program Advisor (2025)

It is noted that there will be a “bump-in” period for the Games for preparatory activities. The exclusive bump-in period commences Quarter 1, 2032.

Opportunities to expedite delivery will be explored, as the initial works program includes limited contingency and delivery risks will need to be well managed. Further refinement of the works program will continue after the Review.

3.6.7 Overlay requirements

For the Games, the Main Stadium and surrounding areas will be adapted to accommodate temporary Games overlay such as athlete warm-up areas, broadcast and ceremony compounds and secure perimeters. Two preliminary overlay options were developed to explore different site configurations. Both options meet the functional requirements of the Games, while preserving a large portion of Victoria Park.

The athlete warm-up area is proposed to be strategically located near the Main Stadium, adjacent to the Inner City Bypass and Gilchrist Avenue. This positioning provides direct at-level access to the stadium field of play in Games mode and will provide an opportunity to convert the warm-up area into sports fields and Cricket nets for ongoing legacy use by the community, local schools and sporting clubs. Onsite car parking can be made available, which can also support the Royal Brisbane and Women’s Hospital, RNA Showgrounds and the stadium operations.

Further work will be undertaken to finalise the preferred overlay option in the next phase, in consultation with Brisbane 2032.

3.7 Recommendations

Recommendations: Main Stadium	
1.	Victoria Park becomes the preferred location for the Main Stadium at an estimated cost of \$3.785 billion (excluding associated precinct and transport infrastructure costs).
2.	The Main Stadium progresses with a minimum Games mode capacity of 60,000 seats (gross), noting this results in a legacy mode capacity of approximately 63,000 seats (gross) (subject to final design).
3.	Further investigations and due diligence be commenced as soon as possible following the Review to enable procurement processes to commence in 2025 and potential alternative sources of funding to be investigated.

3.8 Post 100 Day Review matters for further investigation

There are a number of key next steps and priorities identified following completion of the Review including, but not limited to:

- further technical due diligence, planning and design works including cultural heritage and ecological assessments
- confirming the preferred delivery model and identifying the procurement approach
- commencing transaction planning and documentation to enable market engagement
- undertaking further assessment of legal, regulatory, planning and other required approvals with a view to obtaining required approvals as a matter of priority
- engaging key stakeholders to progress planning and ensure alignment with broader city and community objectives.

4 Venues: Arena

4.1 The requirement

Arenas, in comparison to stadiums, are generally smaller entertainment venues, with an enclosed or operable roof that offer versatility in hosting a broad variety of events including indoor sports, concerts, children's shows, religious gatherings and more. Stadiums are usually (with some exceptions) open-air or partially covered venues with tiered seating, primarily used for outdoor sports like Football or Cricket. The overall venue size, the playing surface area and seating capacity of stadiums are all usually far greater than arenas. For the purposes of the technical analysis undertaken for the 100 Day Review (Review), the stadium is approximately four times larger than the arena in terms of core 'footprint'. The stadium also has greater needs for external plaza areas compared to an arena due to the number of patrons to be managed (approximately 3.5 times).

Brisbane's only Arena, the Brisbane Entertainment Centre (BEC), which opened in 1986, reaches the end of its useful life by late 2028 as noted in the Stadium Taskforce Report²⁷. The BEC's location, precinct, capacity and user experience have been identified as falling well short of community expectations.

The BEC's declining condition directly impacts its attractiveness to both domestic and international performers, with live entertainment events likely to reconsider Brisbane as an event location. The BEC is not effectively serving the market as the city's primary indoor live entertainment venue due to its outdated facilities, poor accessibility via public transport, lack of complementary precinct and distant location from the CBD and other cultural offerings. This results in a limited ability to attract live events and a substandard user experience for patrons. The BEC is not a showpiece for Brisbane for Games or legacy modes, and currently there is no suitable alternative.

The surrounding land uses also reduce the attractiveness of the BEC. Unlike modern entertainment precincts that offer a variety of attractions and amenities, the BEC is isolated from transport options, entertainment offerings, dining options and accommodation. This absence of a broader entertainment precinct fails to encourage social and economic activity before and after events and diminishes the overall user experience. Further challenges include:

- It does not meet contemporary venue expectations, which includes easy access, accessibility code compliance and a variety of amenities.
- Its location (not proximate to the CBD) is unsuitable for a major entertainment facility in the modern era.
- 11,000 seat capacity does not meet expectations of organisers and patrons.
- It does not offer luxury suites, which are available in modern arenas in other states.
- There is limited flexibility in configuration to meet the interactive requirements of international performers.
- There is a reliance on private vehicles which results in significant queueing and delays for patrons after events.

²⁷ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

- Significant travel times: Bus trips can take 60 minutes or more from the CBD; train services are limited to the venue and may require transfer in the CBD. Services are unavailable after late finish performances; car trips to the CBD are around 30 minutes.
- High travel costs for eventgoers.

These factors diminish BEC's appeal to event organisers and content providers, both domestically and internationally, who prefer contemporary venues equipped with state-of-the-art amenities (including back-of-house and audio-visual). It is also a suboptimal outcome for the community.

Successful indoor entertainment venues require modern facilities to remain competitive, particularly when compared to other major venues on the east coast of Australia, such as those in Sydney and Melbourne. Other states have progressively updated their venues to remain competitive, and Queensland has seen significantly less investment in its major event venues. For instance, Melbourne's Rod Laver Arena was redeveloped to meet some of the state-of-the-art experiences and expectations with upgrades including an upgraded roof structure, increased stage width, increased flexibility of stage location and configuration, and implementation of better turnaround facilities (i.e. loading and parking zones).

Extensive renovations would be needed to align the BEC with contemporary standards and trends in the entertainment industry. However, even if the BEC was upgraded, there are fundamentals that cannot be changed, especially its location, and this means that the legacy outcome would still be compromised. Without upgrade, the BEC may experience loss of events, reduced support and patronage and reputational issues as it reaches end of life.

As such, the development of a new, modern venue that meets contemporary standards would better serve the community and ensure Brisbane remains competitive in attracting world-class events and visitors. The implications of not proceeding with a new Arena are substantial. Without a suitable alternative to the BEC, Brisbane risks losing an opportunity to be considered as an event location, and the BEC will continue to decline, resulting in existing issues becoming more pronounced.

If a new Arena is built, in the medium term it is likely that the BEC would operate as a community events venue.

It was established in 2018, via a robust business case process, that Brisbane needs a new Arena to support its growing city and state. Subsequently the successful Olympic and Paralympic bid, was seen as a catalyst to deliver the Arena in time for the Games. As a large-scale indoor sports and entertainment venue, with a flexible format, the Arena will be able to host a range of events.

The benefits of this investment include:

- providing a world-class venue to help attract content to Brisbane and Queensland
- enabling more patrons to enjoy more content each year, which in turn brings increased spend to Brisbane and Queensland
- establishing a prominent destination for Brisbane while facilitating commercial development in surrounding areas to enhance the precinct experience
- creating additional operations jobs and economic benefits for the local economy.

A new Arena has always been envisaged as a need for the Brisbane 2032 Olympic and Paralympic Games (Games). Brisbane's Future Host Questionnaire submission (2021)²⁸ confirmed the need for a number of projects planned to meet the growth-induced long-term needs for sporting infrastructure in the region. This included the need for a new indoor Arena to replace the ageing BEC and support the region's entertainment sector.

The Future Host Questionnaire submission (2021) nominated an Arena as the swimming venue for the following reasons:

- Swimming is one of Australia's most popular and successful Olympic and Paralympic sports. Locating the sport at the heart of the Games with the largest possible capacity is a priority.
- The capacity for the Arena would be 15,000. This is greater than any other potential existing Swimming venue.
- The Arena can deliver an indoor climate-controlled environment for the Games.
- This venue aligns with Queensland's long-term Arena planning and eliminates a known financial burden to redevelop the BEC to maintain its relevance in the competitive landscape of entertainment venues.

In the event that Brisbane 2032 identifies the Arena in Games mode for swimming, GIIICA has identified that a high performance swimming centre is required for both Games and legacy at Chandler Sports Precinct.

In accordance with the assessment framework within the Review Terms of Reference, GIIICA has analysed Arena options to accommodate this Future Host Questionnaire submission (2021) requirement including the current proposal at Roma Street Northern Parklands.

4.2 Scope

In accordance with the Review Terms of Reference, GIIICA has undertaken:

- an assessment of the necessity, location, feasibility, delivery approach, and long-term legacy benefits and an evaluation of connectivity to transport systems
- an assessment of the capacity and capability to meet Games requirements, specifically to provide an indoor arena capable of hosting Olympic and Paralympic swimming Competition and Olympic water polo finals (using a temporary competition and warm-up swimming pool) that maximises seating capacity in Games mode, including Games overlay.

Extensive investigations and analysis have been conducted over recent years to determine how Brisbane meets its Games obligations and serves broader community demands for an Arena asset. These studies, alongside GIIICA's independent technical analysis, have informed the work undertaken during the Review.

Consistent with the 100 Day Review Terms of Reference, the evaluation considered the location, feasibility, delivery approach, value for money, Games overlay requirements, long-term impact and connectivity of each option to determine the most viable location. The key focus was the assessment of the optimal location for the Arena, and this was necessary to ensure the chosen site leaves a lasting legacy for Queensland.

²⁸ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

4.3 Review of previous studies

The concept for a new entertainment centre dates back to an 'Ideas Fiesta' in 2013, which was held to evoke discussion about Brisbane's future, and allow the community to actively participate in shaping the city centre. Since that time, the concept has evolved significantly, with the most significant development occurring in 2016, when the Brisbane Live Entertainment Arena was proposed over the rail lines at Roma Street and submitted to the government through a market-led proposal. A Detailed Business Case was subsequently undertaken on the concept by Building Queensland and the Cross River Rail Development Authority (CRRDA) in 2018.

In 2021, Brisbane was announced as the host of the Games and the Brisbane 2032 Master Plan proposed for the new Arena to host the swimming competitions and water polo finals, and then transition to a world-class, contemporary legacy entertainment and sporting venue for the city.

A Joint Business Case²⁹ was subsequently commissioned to inform the potential investment in the Brisbane Arena. GIICA is currently finalising the Joint Business Case in partnership with the Australian Government.

As directed, GIICA continued with the necessary activities to progress the Joint Business Case in relation to the planning for the Brisbane Arena.

The table below provides a summary of studies that have informed the Arena review.

Table 7 - Summary of studies that have informed the Arena Review

Study	Summary and status	Findings
Brisbane Live business case (2018) ³⁰	In 2018, a business case was undertaken to consider the development of a new Arena, including having regard to the market-led proposal submitted by the private sector.	The DBC investigated the development of a new Arena, with ancillary facilities to support the Arena's operation as well as new public spaces and active transport connections with neighbouring central business district locations. While the Brisbane Live DBC was approved by the Building Queensland Board, the Project was ultimately not approved to proceed by the Queensland Government at that time.
Sport Venue Review (2024) ³¹	In March 2024, an independent review was carried out to assess the suitability of a range of new and upgraded sports venues proposed in the Masterplan for the Games.	The Sport Venue Review (2024) found: - Finding 2.1. "The Brisbane Arena is a much-needed community facility that will have a legacy that will last for decades and would be suitable as an Olympic and Paralympic Games venue." - Finding 2.2. "While the Roma Street over-rail site is viewed as a superior site, the development of the joint business case found that there are significant program and cost risks associated with developing the Brisbane Arena at this site."

²⁹ Queensland Government <https://www.statedevelopment.qld.gov.au/industry/brisbane-2032/b2023/brisbane-arena>

³⁰ Queensland Government, Brisbane Live Entertainment Arena – Roma Street Project Detailed Business Case (2018).

³¹ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024) .

Study	Summary and status	Findings
		- Finding 2.3. "The Panel's considered assessment is that the construction and subsequent flow-on costs of an arena, partially built over the railway line on the Roma Street over-rail site, would be in excess of \$4 billion." - Finding 2.7. "...the current carpark and maintenance depot development site, to the north of the Roma Street Parklands around 500 metres from the Cross River Rail and Metro Stations, as the next most suitable site." The Sport Venue Review (2024) recommended the following: - Recommendation 2.1. "The Brisbane Arena as originally proposed at the Roma Street over-rail site does not proceed at that location" - Recommendation 2.2. "The Brisbane Arena be built on the carpark and maintenance depot development site north of the Roma Street Parklands, adjacent to College Road and this option should proceed to Project Validation Report stage as a matter of priority". This recommendation was accepted by the then Queensland Government.
Brisbane Arena Joint Business Case (Ongoing)	The Australian Government and Queensland Government are in the process of completing a Joint Business Case for the Brisbane Arena under the terms of the Intergovernmental Agreement (including funding). The Joint Business Case will support decision-making to ensure projects scheduled for use during the Games meet the approved budget and are optimally scoped.	The Joint Business Case, currently underway, is assessing the Roma Street Northern Parklands site, as recommended by the Sport Venue Review (2024) and as required under the terms of the Games Intergovernmental Agreement³² (Schedule A). The Joint Business Case is due for completion in May 2025, with a targeted investment decision for mid-2025.

³² Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

4.4 Public submissions and stakeholder engagement

4.4.1 Public submissions

Some 61% of submissions received during the Review referenced major venues, including the Arena.

The following key themes were identified in submissions applicable to the Arena:

- arena location
- housing and urban development
- green space preservation
- legacy and future use.

All information received was closely reviewed and helped inform GIIA about the range of views and options available. It is noted that all alternative locations identified through submissions were considered by GIIA. Submissions were considered alongside the technical information attained and developed by industry experts during the Review.

4.4.2 Stakeholder engagement

Meetings were held with key stakeholders, as well as service providers and technical experts, to thoroughly understand the themes identified through the submissions. Among stakeholders consulted were:

- Australian and Queensland Governments
- Brisbane City Council
- Brisbane 2032
- Department of Transport and Main Roads (TMR)
- Queensland Police Service (QPS)
- Stadiums Queensland (SQ)
- Community groups
- Resident associations
- Private sector venue and content proponents.

Through this engagement, GIIA has gained an understanding of the relevant considerations including environmental, social, logistical, operational, cultural heritage and additional heritage matters.

4.5 Capacity analysis

A capacity assessment was undertaken, yielding the requirement for a capacity ranging of 18,000 – 20,000* seats for the Arena. The analysis included comparisons to contemporary arenas in global cities around the world and the requirement to provide an iconic venue for the Brisbane and South East Queensland (SEQ) community.

The table below shows selected Australian indoor arenas that host indoor sports and entertainment, their capacities and proximity to their relevant CBD.

Table 8 - Australia Arenas and capacity (highest capacity to lowest)

Arena Name	Location	Capacity	Primary uses	Year of Construction	Distance to CBD
Qudos Bank Arena	Sydney	21,032	Concerts, basketball, netball	1999	17km
RAC Arena	Perth	15,500	Concerts, basketball, tennis	2012	2km
Rod Laver Arena	Melbourne	14,820	Concerts, tennis (Australian Open)	1988**	2km
Brisbane Entertainment Centre	Brisbane	13,500	Concerts, sports including basketball	1986	16km
Adelaide Entertainment Arena	Adelaide	11,300	Concerts, basketball	1991	4km
John Cain Arena (Melbourne Arena)	Melbourne	10,500	Concerts, tennis, basketball	2000**	2km
Newcastle Entertainment Centre	Newcastle	10,000	Concerts, basketball, netball	1992	5km

Source: Draft Blight Rayner, Smartform Benchmarking Report (2024)

*18,000 – 20,000 is the proposed capacity of the Brisbane Arena for music concerts including standing, noting that capacity may vary pending stage arrangements.

**Rod Laver Arena and John Cain Arena (Melbourne Arena) have had significant upgrades since the listed construction date.

The Review has utilised the Future Host Questionnaire submission (2021) which identified the Arena as the proposed Games venue for the Olympic and Paralympic swimming competition and Olympic water polo finals.

As a result, the target seating capacity for the Arena is 15,000 seats in Games mode, which accommodates a temporary drop-in pool as was the case in Paris 2024 and will be in Los Angeles 2028.

Temporary pools are common for major aquatic championships as they enable the use of large capacity venues. Since the 2007 edition, all swimming world championships have been hosted in venues with temporary pools, with the exception of Budapest in 2019 and 2022.

Using a world-class, inner-city Arena for the premier swimming event in the first week of Brisbane 2032, will amplify the positive impacts expected to result from the new venue. The Arena's location can become a recognisable and iconic image for Brisbane that can be broadcast across the world. Swimming is iconic to Queensland and should be held in a feature venue with adequate capacity and visitor experience.

The Games provide Brisbane and Queensland with a unique once-in-a-lifetime strategic opportunity to project the city's attributes on the world stage. This catalytic feature of the Games has been recognised since the Barcelona Games in 1992, which was successful in city branding and positioning. This city positioning opportunity has multiple dimensions and vastly exceeds that of other 'hallmark events', such as Expos and the Commonwealth Games.

These benefits include:

- Activating the Woolloongabba precinct, with improved connection to surrounding inner-city precincts.
- Projecting images of an inner-city venue near the Brisbane River and South Bank that will attract global attendance and stimulate local tourism and business benefits.
- Increasing the ease of access and quality of the facility attracting the local community to attend and support world-class events.
- Increasing the quality of the events leading to an overall increase in the city's cultural vibrancy and enjoyment of residents and the broader SEQ community.
- Providing a new landmark for South East Queensland that will increase civic pride for Queenslanders. On the opposite side of the city to the new proposed stadium to give the city a balance in major venues and reduce traffic congestion.

4.6 100 Day Review options analysis

The Review assessed a range of potential locations for the Arena. The options assessment process followed a structured, multi-stage approach to identify and refine viable options. It commenced with the development of a comprehensive list of location options based on potential suitability. Using this initial evaluation, a shortlist of options was developed, focusing on those deemed most feasible and impactful. A detailed analysis of the short-listed options was undertaken to further refine and narrow down options. The figure below conceptually depicts the staged approach.

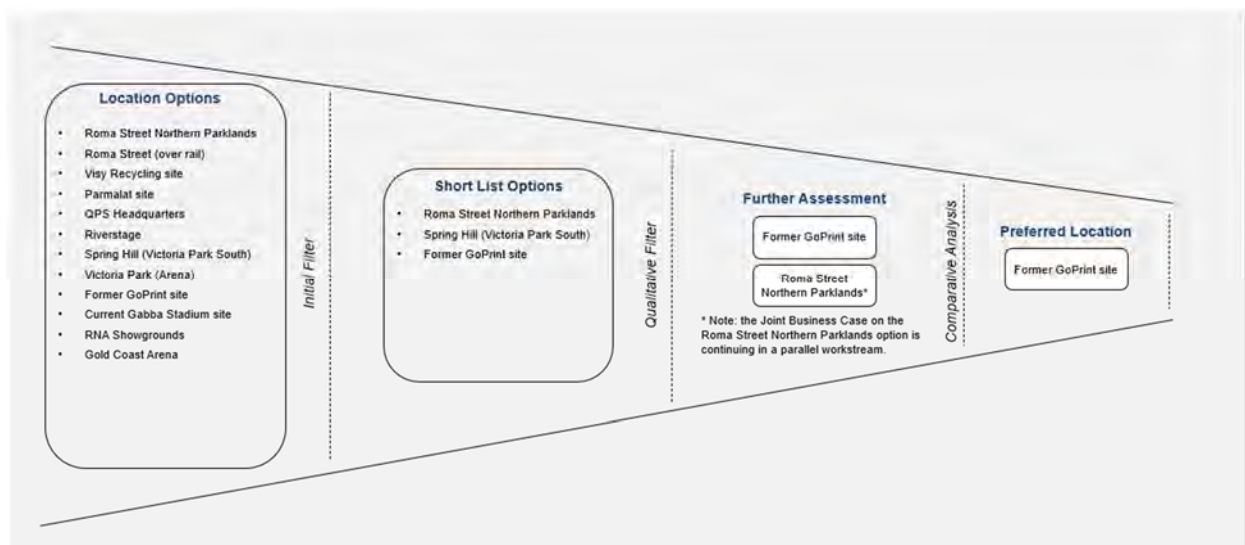


Figure 3 – Arena options analysis process

The initial list of 12 locations was collated and evaluated in a short form approach against agreed assessment criteria. For the purposes of the initial shortlisting, demand and scope and deliverability were the focus areas to test viability including their proximity, transport considerations, site boundaries and constraints.

The 12 locations analysed as part of the Review included:

- Roma Street Northern Parklands
- Roma Street (over rail)
- Visy Recycling site (West End)
- Parmalat site (West End)
- QPS Headquarters (Roma Street)
- Riverstage (City Botanic Gardens)
- Spring Hill (Victoria Park South)
- Victoria Park
- Former GoPrint site
- Current Gabba Stadium site
- RNA Showgrounds
- Gold Coast.

The options assessment resulted in three sites being identified for further analysis: Roma Street Northern Parklands, Spring Hill (Victoria Park South) and the former GoPrint site, Woolloongabba (Gabba Arena).

A design test fit was developed for each of these sites to inform a qualitative location assessment. This resulted in the Gabba Arena and the Roma Street Northern Parklands options being selected for further analysis and assessment.

To enable a comparison to the work undertaken within the advanced Roma Street Northern Parklands Joint Business Case, the following scope was completed for the Arena at the former GoPrint site:

- Pre-concept design (using the Roma Street Northern Parklands Arena reference design and adapted for site context)
- Pre-concept engineering assessment
- Pre-concept transport/traffic assessment
- Pre-concept pedestrian assessment
- Initial commercial opportunities assessment
- Pre-concept stage program
- Pre-concept stage capital cost estimate.

The shortlisted options assessment of Gabba Arena and Roma Street Northern Parklands is summarised below. It is noted that each option has the potential to convert temporary overlay areas to provide greater public amenities as a legacy outcome post Games (e.g. mixed use and civic developments).

4.6.1 Option Analysis – former GoPrint site Arena, Woolloongabba (Gabba Arena)

Introduction

Located on the former GoPrint site, in Woolloongabba, the Gabba Arena offers a unique opportunity to create a world-class Arena able to compete on the global stage. Its proximity to the city and existing precincts, make it an unparalleled choice for an iconic sporting and entertainment venue.

The former GoPrint site provides accessibility and connectivity for attendees, leveraging available and future public transport. The locality is a well-known and proven event destination, close to the existing Gabba stadium, with connections via the riverwalk, bikeway and local pedestrian networks. The combination of public transport and pedestrian connectivity, ensures flexible, convenient and sustainable transport options during arrival and dispersal.

Legacy Considerations

The Gabba Arena will be able to host a range of events. These include sporting events, such as tennis, basketball, boxing MMA and e-sports and live entertainment that will appeal to all ages and demographics.

It will have the ability to host 17,000 spectators for seated sporting events, 16,000 spectators for seated concerts, and approximately 18,000 for standing concerts (variable based on stage arrangements). It will likely have an asset life of 50 years, providing much needed generational infrastructure for Queensland following the Games. With the likely decommissioning of the existing Gabba Stadium as it reaches the end of its useful life, the Gabba Arena will facilitate patronage into the local economy, helping to sustain business opportunities and employment.

The proposed Gabba Arena offers significant legacy opportunities including:

- A new major entertainment venue close to the CBD, accessible connection via a major public transport hub providing travel time savings and mode choices for patrons.
- Operational advantages from avoiding a concentration of venue patronage from having two large venues near each other (city location separation).
- Upgraded pedestrian / cycleway, bridges (pedestrian bridge over Main Street) and pathways with increased city connection.
- 330+ space car park.

The proposed Gabba Arena on the former GoPrint site also offers significant user experience opportunities including:

- Increased non-event day activation (active podium edges and suburb integration).
- Increased amenities numbers (more female washrooms, accessible bathrooms and changing places facilities).
- Improved accessibility and inclusivity, including proximity to a new railway station, South Bank and the CBD.
- Dedicated facilities for visitors of all abilities (inclusion of sensory spaces, changing places facilities, hearing augmentation).
- Large video boards and improved AV/multimedia experience.

A number of economic and social benefits have also been identified in relation to a new event venue at Woolloongabba including:

- Increased attractiveness of the precinct as well as increased visitation during event time will benefit local businesses and potentially also attract additional private investment to the area, further contributing to economic resilience and amenity.
- Civic pride and destination branding for the precinct and the events it hosts.
- Amenity and placemaking benefits are provided through the development of connections with public transport and activation of the public realm in the immediate surrounding area with retail and commercial offerings and heritage building refurbishments.
- Enhanced amenity, facilities and accessibility to a high-quality facility which will promote inclusivity and diversity for all.
- Improved interest, attendance and participation in active transport, sporting events and physical activity.

Games considerations - overlay requirements

For the Games, the Gabba Arena will be adapted to accommodate temporary Games overlay to host the Swimming and Water polo finals events. This includes meeting the proposed capacity in the Future Host Questionnaire submission (2024) for Swimming and Water Polo Finals of 15,000 seats.

This will include elements such as a competition pool on the Arena floor, warm up pool in the loading dock and utilisation of Arena internal facilities. To meet the spatial requirements for overlay areas such as broadcast compounds and event management, the Gabba Stadium site to the east of Main Street may be utilised.

The podium space surrounding the Arena is used for spectator arrival and screening. Vehicular access will be through the primary access points used within legacy operations. The control of pedestrians and vehicles has been initially reviewed to require road closures of the surrounding road network to establish secure perimeters.

Further work will be undertaken to finalise the preferred overlay option in the next phase, in consultation with Brisbane 2032.

Games considerations – connectivity

The proposed site for the Gabba Arena is integrated with existing active transport routes and major transport hubs. The site benefits from strong transport connectivity, being well served by transport as highlighted in the table below.

Table 9– The Gabba Arena transport options

Transport options (including existing and funded projects)	
Rail	• Close to the new Woolloongabba Cross River Rail Station • Within walking distance to South Bank Station
Bus	• Close to the Woolloongabba Bus Station
Ferry	• Within walking distance to Mowbray Park Ferry Terminal
Cycle	• Established cycle routes in the surrounding areas supporting connectivity
Pedestrian	• Pedestrian access point around the perimeter of the site supporting access • Strong connection to Logan Road business and entertainment precinct • Within walking distance of South Bank and the CBD
Car parking	• Approximately 330 space basement car park on site

The site has a strong connection to the established Woolloongabba entertainment hubs and the Logan Road business and entertainment precinct.

Games considerations – deliverability

To meet the immovable 2032 deadline, progression of the Gabba Arena needs to commence as soon as practical following this Review, subject to the support of the Queensland Government. To meet delivery timeframes, early site works should begin by no later than mid-2027, with practical targeted for mid-2031.

Table 10 - The Gabba Arena proposed timeline

Project Phase	Estimated Completion
Investment Case Development and Approval	Q4 2025
Design Consultant Engagement	Q1 2026
Contractor Engagement	Q3 2026
Planning Approvals	Q4 2026
Design	Q3 2027
Delivery / Construction	Q2 2031
Precinct Connectivity works	Q1 2031

Source: 100 Day Review Program Advisor (2025)

It is noted that there will be a “bump-in” period for the Olympic and Paralympic Games for preparatory activities. The exclusive bump-in period commences Quarter 1, 2032.

Opportunities to expedite the delivery timeline will be explored, as the initial works program includes limited contingency and delivery risks will need to be well managed. Further refinement of the works program will continue after the Review.

The following construction challenges and constraints were identified for the Gabba Arena:

- Site access timing and contractor interface due to Woolloongabba Cross River Rail (CRR) Station construction currently occurring on the site.
- Required groundwork would be above the Clem Jones Tunnel and CRR however the design mitigates these challenges for an Arena structure.
- Known service corridor to the south of the site informed by previous technical studies.
- Known low levels of contamination from a former Dental Hospital informed by previous technical studies.
- Known infrastructure and services running parallel to Main Street informed by previous technical studies.
- Construction access impacted due to site constraints.

The following operational challenges and constraints were identified for the Gabba Arena:

- Event coordination (including traffic control), similar to existing Gabba event arrangements, will be required with key stakeholders.
- Site does not meet Games spatial requirements (overlay) and therefore alternative space is required to support Games requirements (e.g. Gabba Stadium forecourt).
- QPS operational concerns during the Games.
- Operation of an Arena negates opportunity to use The Gabba Stadium for any additional Games events.
- Significant road closures and impact on local residents and businesses during Games and in build-up.
- Some transport hubs may not be able to be used during the Games, e.g., Gabba Busway and some city arterial roads will be closed in surrounding areas.

- Re-location of the Brisbane Lions and Cricket from The Gabba Stadium from at least 1st January 2032.

Games considerations – cost

The cost estimate for an Arena at the former GoPrint site was based on an early concept stage design for the Roma Street Northern Parklands Arena. This approach was used to ensure there was a 'like for like' assessment for both sites, thereby enabling comparability.

Based on this comparison the Review estimates the cost of the Gabba Arena is \$2.385 billion, excluding associated Precinct and Transport infrastructure works, with the capacity of a 15,000-seat venue in Games mode expanding to 17,000 seats in Legacy mode.

Given the early concept stage design for the Arena, there is opportunity to further reduce these early cost estimates through value management initiatives including but not limited to:

- Rationalisation of façade including height, openings within the solid exterior (e.g., doors and windows) and utilisation of digital technology.
- Rationalisation of roof including framing and materials.
- Re-evaluation of built areas to ensure fitness for purpose and minimize excess areas such as:
- Entertainment entry points.
- Catering facilities/kitchens.
- Extent of public concourses at each level.
- Extent of premium hospitality areas.
- Extent of plaza around the Arena.
- Reduction of Green Star requirements.
- Reduction of basement carparking.

Key Opportunities

Key opportunities associated with an Arena located on the GoPrint site Woolloongabba are summarised below:

- Legacy sport and entertainment venue with possible economic uplift to the Woolloongabba Precinct.
- Leverages and enhances connectivity with Cross River Rail infrastructure to maximise accessibility via public transport.
- The site is an existing brownfield construction site earmarked for development. This site would be available from Quarter 1, 2026.
- Woolloongabba Bus Station is maintained reducing on street bus loading (excluding within the Games).
- Located in a known entertainment and sport destination with lower likelihood of resident concern and complaint.
- Plaza works on top of the Woolloongabba Busway providing greater connectivity to the businesses on Stanley Street.
- Limited operational restrictions.
- Less light spill in legacy than the existing Gabba Stadium.
- Less impact to road network and less pedestrian movement in legacy than existing Gabba Stadium.
- Catalyst for connectivity between Woolloongabba, Southbank and the wider city context.
- Provides continuity to existing businesses when the Arena replaces the Gabba Stadium as the areas marquis venue.

- High level of technical information available from the Cross River Rail Delivery Authority.

With a main stadium in Victoria Park, and an Arena in Woolloongabba (former GoPrint site), the community will benefit from having two enlivened and defined precincts in the inner city, which can be activated simultaneously. This effectively creates an entertainment corridor from Woolloongabba through South Bank and Roma Street to Victoria Park.

Outstanding Issues

There are a number of key next steps and priorities identified following completion of the Review including, but not limited to:

- Further technical due diligence, planning and design works including cultural heritage assessments.
- Confirming the preferred delivery model and identifying the procurement approach.
- Commencing transaction planning and documentation to enable market engagement.
- Undertaking further assessment of legal, regulatory, planning and other required approvals with a view to obtaining required approvals as a matter of priority.
- Engaging key stakeholders to progress planning and ensure alignment with broader city and community objectives.

4.6.2 Option Analysis – Roma Street Northern Parklands Arena

Introduction

The concept for a new entertainment centre in the Roma Street area was initially raised in 2013 and has progressed in different forms since including the Brisbane Live Entertainment Arena which was proposed over the rail lines at Roma Street and most recently a Joint Business Case for an Arena on Roma Street Northern Parklands.

GIICA recognises various arena locations have been proposed, with renewed focus during the planning and delivery of Cross River Rail. An inner-city arena was confirmed through a funding agreement between the Australian Government and the Queensland Government; currently proposed within the Roma Street parklands. GIICA also recognises this Joint Business Case is currently being developed in partnership with the Queensland Government and Australian Government (due May 2025).

GIICA acknowledges the maturity of the Joint Business Case on the Roma Street Northern Parkland. However, this option presents key challenges as discussed below and supported by extensive technical reports.

Location

The Roma Street Northern Parklands Arena is located at the 'western gateway' to Brisbane's CBD, adjacent to Roma Street Parkland (the Parkland) in the northwest corner of Brisbane's CBD and within walking distance to Brisbane's key station and transport interchange at Roma Street Station. It is located within a precinct envisaged for revitalisation as part of the Roma Street Station CRR Priority Development Area (PDA) and the Roma Street Precinct Masterplan.

The site is currently occupied by a maintenance depot and adjacent car park, which includes a number of small sheds, demountable style office buildings, horticulture facilities (nursery), car parking areas and other improvements as well as a cycleway.

The Roma Street Northern Parklands site is generally bound by the following:

- College Road and the inner-city suburb of Spring Hill to the north.
- Transport corridors to the southwest (Exhibition Rail Loop, Inner Northern Busway/Future Metro and Countess Street) with the rail corridor being adjacent to the site.
- Parkland Boulevard and Parkland Crescent to the southeast which separate the site from the Parkland.

Legacy Considerations

The Roma Street Northern Parklands Arena will be able to host a range of events. These include sporting events, such as tennis, basketball, boxing Mixed Martial Arts (MMA) and e-sports and live entertainment that will appeal to all ages and demographics.

It will have the ability to host 17,000 spectators for seated sporting events, 16,000 spectators for seated concerts, and approximately 18,000 for standing concerts (variable based on stage arrangements). It will likely have an asset life of 50 years, providing much needed generational infrastructure for Queensland following the Games.

The proposed Roma Street Northern Parklands Arena offers legacy opportunities of a new major entertainment venue close to the CBD, accessible connection via a major public transport hub providing travel time savings and mode choice for patrons.

The proposed Roma Street Northern Parklands Arena site also offers user experience opportunities including:

- increased non-event day activation (active podium edges and suburb integration)
- increased amenities numbers (more female washrooms, accessible bathrooms and changing places facilities)
- improved accessibility and inclusivity
- dedicated facilities for visitors of all abilities (inclusion of sensory spaces, changing places facilities, hearing augmentation)
- large video boards and improved AV/multimedia experience.

To create optimum legacy outcomes, additional expenses will be required to create a connected accessible precinct, specifically pedestrian access. These additional costs would mean the total cost of the Arena at Roma Street Northern Parkland would exceed the \$2.5 billion allocated budget.

Games considerations - overlay requirements

For the Games, the Roma Street Northern Parklands Arena will be adapted to accommodate temporary Games overlay to host the Swimming and Water polo finals events. This includes meeting the proposed capacity in the Future Host Questionnaire submission (2021) for Swimming and Water Polo Finals of 15,000 seats.

This will include elements such as a competition pool on the Arena floor, warm up pool in the loading dock and utilisation of Arena internal facilities. To meet the spatial requirements for overlay areas such as broadcast compounds and event management, surrounding parkland around the Arena structure may be utilised.

The podium space surrounding the Arena is used for spectator arrival and screening. Vehicular access will be through the primary access points used within legacy operations. The control of pedestrians and vehicles has been initially reviewed to require road closures of the surrounding road network to establish secure perimeters.

Further work will be undertaken to finalise the preferred overlay option in consultation with Brisbane 2032.

Games considerations – connectivity

The proposed site for the Roma Street Northern Parklands Arena is integrated with existing active transport routes and major transport hubs. The site benefits from strong transport connectivity, being well served by transport as highlighted in the table below.

Table 11– Roma Street Northern Parklands Arena transport options

Transport options (including existing and funded projects)	
Rail	- Close to the new Roma Street Station Cross River Rail Station and the existing Roma Street Station (access to Brisbane’s entire rail network) - Close to Milton Station
Bus	Close to the Normanby Bus and Metro Station
Cycle	Established cycle routes in the surrounding areas and through the park supporting connectivity
Pedestrian	- Within walking distance of the CBD and King George Square - Access to the riverwalk
Car parking	Approximately 470 space basement car park on site (including parkland maintenance facilities parking) with drop-off and pick-up options

Being in an inner-city location, the Roma Street Northern Parklands Arena is accessible to the CBD. Existing sports and entertainment venues such as Suncorp Stadium and the South Bank precinct (via the Kurilpa Bridge) are conveniently positioned in close proximity, as is the major new development at Queens Wharf, together with hotels, restaurant and other amenities.

Games considerations – deliverability

To meet the immovable 2032 deadline, progression of the Arena proposal needs to commence as soon as practical following this Review, subject to the support of the Queensland Government.

Table 12 - Roma Street Northern Parklands Arena proposed timelines

Project Phase	Estimated Completion
Investment Case Development and Approval	Q2 2025
Design Consultant Engagement	Q4 2025
Contractor (MC) Engagement	Q1 2026
Planning Approvals	Q3 2026
Design	Q3 2027
Delivery / Construction	Q1 2032
Precinct Connectivity works	Q1 2032

Source: 100 Day Review Program Advisor (2025)

It is noted that there will be a “bump-in” period for the Games for preparatory activities. The exclusive bump-in period commences Quarter 1, 2032.

The following construction challenges and constraints were identified for the Roma Street Northern Parklands Arena:

- PDA approval is required to begin early works construction
- service relocations are required as part of early works construction including one of Brisbane’s central water mains and a gas main
- re-organisation of green space and existing site infrastructure required. The initial design requires an 11m wide path through the parklands to enable accessibility and connectivity (alternative options may be considered in future design stages)
- the storm water pipe running through the site requires capacity upgrades as part of early works construction
- there is an existing bikeway which requires relocation as part of early works construction
- topographically challenging with respect to the grade and steep cuts across the site
- geotechnical investigation has confirmed high risk for site contamination
- community and residential concerns in relation to development on site.

The following operational challenges and constraints were identified for the Roma Street Northern Parklands Arena:

- negative stakeholder perceptions related to the use of the parklands and distance from Roma Street Railway Station
- operational complexity due to its close proximity to other major venues (Victoria Park Main Stadium and Suncorp Stadium) and residential areas
- likely to have operational and content restrictions for the life of the venue because of its proximity to existing residential areas
- Queensland Police Service (QPS) operational concerns during the Games.

Games considerations – cost

The business case for the Roma Street Northern Parklands Arena, which is more advanced than the analysis conducted on the Gabba Arena, estimates its cost to be \$2.464 billion for the base works and \$2.771 billion when including Countess Street Bridge and Normanby Street Bridge. This figure does not include the additional costs that will be required to construct the Roma Street Surface Station Integration (RSSSI) Bridge (subject to a separate investment decision) which has had early cost planning to a value of \$590.6 million.

The total costs of the proposed Roma Street Northern Parklands Arena substantially exceeds the budget envelope of \$2.5 billion allocated under the Intergovernmental Agreement between the Australian and Queensland Governments.

Key Opportunities

Key opportunities associated with an Arena located at Roma Street Northern Parklands are summarised below:

- legacy sport and entertainment venue close to the CBD
- numerous transport options including Roma Street Railway Station, Normanby Metro (via new pedestrian pathway) and active transport options
- leverages planned Cross River Rail and Brisbane Metro infrastructure in close proximity to Roma Street Northern Parklands.

Outstanding Issues

There are a number of key next steps and priorities identified following completion of the Review including, but not limited to:

- further planning (PDA amendment) and design works (e.g., pathways)
- confirming the preferred delivery model and identifying the procurement approach
- commencing transaction planning and documentation to enable market engagement
- undertaking further assessment of legal, regulatory, planning and other required approvals with a view to obtaining required approvals as a matter of priority
- engaging key stakeholders to progress planning and ensure alignment with broader city and community objectives.

4.7 Findings

Each option was assessed in accordance with the Terms of Reference³³ and the Review identified the **former GoPrint site (Gabba Arena)** in Woolloongabba as the preferred location for the Arena. The Gabba Arena provides a catalytic opportunity to create an enlivened destination that will contribute to neighbourhood renewal and integrate into the surrounding urban landscape.

The Gabba Arena:

- provides a world-class venue with the ability to deliver a 18,000 capacity Arena, to help attract content to Brisbane and Queensland, well beyond the delivery of the Games
- is a potential catalyst to connectivity between Woolloongabba, Southbank and the wider city context, supporting a legacy outcome of a walkable city
- leverages transport infrastructure investment and enhances precinct style developments around Cross River Rail
- located in Woolloongabba with the stadium located at Victoria Park, provides the entire city with benefits from having two enlivened and defined precincts, allowing for both hubs being activated simultaneously
- offers strong connection to the established Woolloongabba entertainment hubs and the Logan Road business and entertainment precinct

The Gabba Arena offers better value for money compared to Roma Street Northern Parklands due to its ability to provide more precinct-style placemaking benefits for a similar funding envelope.

³³ Department of State Development, Infrastructure and Planning, Terms of Reference: 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure, (2024) pgs.1-4.

4.8 Recommendations

Recommendations: Arena	
4.	The former GoPrint site, Woolloongabba becomes the preferred location for the Gabba Arena at an estimated cost of \$2.385 billion (excluding associated precinct and transport infrastructure works), or \$2.562 billion (if including precinct and transport works).
5.	The Gabba Arena progresses with a minimum Games mode capacity of 15,000 seats (gross) and a legacy sports mode capacity of ~17,000 seats (gross) (subject to final design).
6.	Further investigations and due diligence be commenced as soon as possible following the Review to enable procurement processes to commence in 2025 and potential alternative sources of funding to be investigated.

4.9 Post 100 Day Review matters for further investigation

There are a number of key next steps and priorities identified following completion of the Review including, but not limited to:

- further technical due diligence, planning and design works including cultural heritage assessments
- confirming the preferred delivery model, identifying the procurement approach and potential alternative sources of financing
- commencing transaction planning and documentation to enable market engagement
- undertaking further assessment of legal, regulatory, planning and other required approvals with a view to obtaining required approvals as a matter of priority
- engaging key stakeholders to progress planning and ensure alignment with broader city and community objectives.

5 Venues: Minor Venues Program

5.1 Introduction

The Brisbane 2032 Games Master Plan (Games Master Plan), in addition to the Main Stadium and Arena, comprises the new, existing and temporary sites for staging all Brisbane 2032 Olympic and Paralympic Games (Games) competition and training activities. The Games Master Plan included in the Future Host Questionnaire submission (2021)³⁴ was developed in accordance with the International Olympic Committee (IOC) New Norm³⁵ reforms that encourage Games hosts to optimise the use of existing and temporary infrastructure and reference the possibility of staging Games events across a broader region where appropriate.

The Future Host Questionnaire submission (2021) identified a total of 37 competition venues for hosting 28 Olympic and 22 Paralympic sports across five zones – Brisbane, Gold Coast, Sunshine Coast, regions across Queensland and interstate. Of the 37 venues, six new venues and eight significantly upgraded venues were proposed, with the balance made up of existing venues (not requiring significant works) and temporary venues. In the four years since Brisbane was confirmed as the 2032 Games host, construction has not commenced on any of the Games venues.

As a result of decisions after the Future Host Questionnaire submission (2021) and the recommendations of the Review, the revised venues development program proposal comprises eight new and five significantly upgraded venues, with the balance made up of existing venues (not requiring significant works) and some 30 existing Games training venues.

The Minor Venues Program incorporates the development and upgrade activities associated with all new venues and existing venue upgrades, other than the Main Stadium and Arena. The funding arrangements related to the Minor Venues Program are the subject of the Intergovernmental Agreement³⁶ executed between the Australian and Queensland Governments in February 2023.

Roles and responsibilities

GlICA has the statutory role to deliver Games venues and to monitor and ensure the delivery of Games villages (*Brisbane Olympic and Paralympic Games Arrangements Act 2021*).

GlICA acknowledges the critical importance of ongoing, meaningful engagement to ensure that the voices of stakeholder groups such as the local community, Traditional Custodians, people with disabilities, future venue users, and environmental and sustainability groups are heard throughout the venue planning and delivery process. Recent design and construction initiatives have demonstrated that extensive consultation provides valuable insights and expert guidance, facilitating informed decision-making and achieving superior outcomes. The legacy of the Games deserves no less.

³⁴ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

³⁵ International Olympic Committee, The New Norm, (2018) p.1.

³⁶ Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

In respect of new venues, venue investment decisions require the preparation of Detailed Business Cases (DBC) and Project Validation Reports (PVR) to ensure proposed investments are cost effective, fit-for-purpose, optimally scoped and deliver Games requirements and legacy requirements. In many cases, DBCs and PVRs for these projects are well progressed. For other venues this process has not yet commenced and will be an immediate post-Review priority for GIICA.

The Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032) is responsible for selecting and contracting existing and temporary venues, sport allocations at all venues and the planning and delivery of temporary Games overlay required to support Games-time operations at all venues.

Scope

In accordance with the Terms of Reference³⁷, GIICA has undertaken an assessment of the necessity, location, feasibility, delivery approach, overlay requirements and long-term impact of proposed venues (including all projects identified within the Intergovernmental Agreement³⁸ on the Brisbane 2032 Olympic and Paralympic Games) and an evaluation of their connectivity to transport systems, training venues and villages.

This chapter presents the assessment and associated recommendations for those new and upgraded venue projects, and also addresses the Games existing, temporary and training venues.

Connectivity

A key consideration for this assessment is transport system connectivity. At Games-time, athletes and officials, media and other accredited people will travel between venues and athlete villages and accommodation via the dedicated Games Route Network. The Games Route Network, initially considered as part of the Future Host Questionnaire (2021) submission, will utilise a fleet of buses and other vehicles on dedicated Games routes to ensure consistent and appropriate travel times for all client groups.

Detailed planning of the Games Route Network will be undertaken closer to the Games by the Department of Transport and Main Roads and Brisbane 2032. Hence the connectivity assessment of the venues in this chapter references key existing transport and road infrastructure, noting that connectivity improvements can be anticipated at Games-time.

5.2 New Venues and Major Upgrades: Indoor Sports Centres

The development of additional indoor sport centres in Queensland is a foundational requirement to host the Games. The current Games program includes 12 Olympic sports and 11 Paralympic sports that are staged in indoor sports centres.

³⁷ Department of State Development, Infrastructure and Planning, Terms of Reference: 100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure, (2024) pgs.1-4.

³⁸ Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

Extensive analysis of the indoor sports centre requirements has been undertaken to determine the minimum requirements. The analysis indicated the need for ten venues of varying sizes and specifications capable of meeting the different requirements of each of the Olympic and Paralympic sports.

The preference for the use of existing venues, where possible, responds to the Review Terms of Reference and the IOC's New Norm principles as outlined above and specifically addresses the requirement to achieve value within the agreed funding envelope. Existing venues offer cost-effective Games hosting solutions in sites with known operational functionality and capacity. It is also a way of distributing Games competition into many local communities.

During the Review stakeholder engagement process, representatives of several key sports referenced the shortfall of existing indoor sports centres, driven by rapid population growth across South East Queensland and the popularity of sport participation.³⁹ This sentiment was also expressed in representations by local governments who confirmed the requirement for additional indoor sport spaces to meet community needs.

The construction of new indoor sports centres for the Games delivers a significant lasting community legacy, as evidenced by the well-utilised facilities developed for the Gold Coast 2018 Commonwealth Games at Coomera and Carrara. These flexible venues facilitate increased participation in sport and physical activity and create opportunities for increased economic benefit through event and visitor attraction.

GIICA supports the development of new indoor sports centres in appropriate locations in response to local demand and the need to deliver a viable Games venues solution.

³⁹ Source: Queensland Government Statistician's Office Regional Profiles, accessible here: <https://statistics.qgso.qld.gov.au/qld-regional-profiles>

Proposed Indoor Sports Centre solution

The Review concludes that the appropriate requirement for ten indoor sport centres is fulfilled as follows:

Table 13 – Proposed Indoor Sports Centres

	New venues	Existing venues
Venues no longer required (confirmed during the Review)	- Brisbane Indoor Sports Centre - Chandler Indoor Sports Centre	Brisbane Convention and Exhibition Centre
Venues required (previously identified in the Future Host Questionnaire submission (2021) and/or Sport Venue Review (2024) ⁴⁰)	- Moreton Bay Indoor Sports Centre - Sunshine Coast Indoor Sports Centre - Logan Indoor Sports Centre	- Brisbane Entertainment Centre - Coomera Indoor Sports Centre - Gold Coast Sports and Leisure Centre - Gold Coast Convention and Exhibition Centre
Venues required (identified during the Review)	Gold Coast Indoor Entertainment Arena	- The State Netball Centre (Nissan Arena) - Cairns Convention Centre

New Indoor Sports Centre investment

The investment in new indoor centres in Moreton Bay, Sunshine Coast and Logan, as well as a major arena on the Gold Coast, will provide long-term legacies for the respective communities. The proposed size and scale of the flexible use facilities will be appropriate for each location and, beyond the Games, will enable the attraction of regional, national and in some cases international events.

The investment is expected to generate significant social and economic outcomes, providing pathways for local athletes, creating job opportunities for local communities and driving economic growth.

Universal design principles will inform the design of the new indoor sports centres, ensuring the facilities are accessible for users of all abilities.

The rationale for the decisions not to include certain venues is outlined below.

Brisbane Indoor Sports Centre

The proposal to develop a 12,000-seat indoor sports centre in Brisbane was put forward in the Future Host Questionnaire submission (2021) and was supported in the Sport Venue Review (2024). While originally the facility was proposed at Albion, the Sport Venue Review (2024) identified various issues (including flooding and topographical challenges) and recommended the selection of a new site.

⁴⁰ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

During the Review a comprehensive assessment of prospective sites was undertaken. It was challenging to identify suitable land parcels owned by Brisbane City Council or Queensland Government in Brisbane. The purchase of a large parcel of privately-owned land was found to be cost-prohibitive.

While a strong legacy argument exists, the project does not currently represent value for money relative to other available options.

Chandler Indoor Sports Centre

The Chandler Indoor Sports Centre was identified in the Future Host Questionnaire submission (2021) as a 10,000-seat indoor sport centre. Analysis conducted during the Sport Venue Review (2024) identified space challenges for the Chandler Sports Precinct given the spectator numbers anticipated across the precinct and the lack of operational space for temporary Games overlay. The Sport Venue Review (2024) recommended further investigations be undertaken (refer to Chandler Sports Precinct commentary further in this Chapter).

During the Review, further studies were conducted to optimise the combination of facilities in the Chandler Sport Precinct. The need for undercroft car parking was identified as a requirement because of the overall precinct space constraints, adding significant cost to the project.

The Review concluded that, while there is a strong legacy argument for developing an Indoor Sports Centre at Chandler Sport Precinct, this is not an operationally viable option for Games-time.

Brisbane Convention and Exhibition Centre

The Brisbane Convention and Exhibition Centre is the largest purpose-built convention and exhibition centre in Queensland. The venue was put forward in the Future Host Questionnaire submission (2021) as the location for the Main Press Centre and as the venue for four Olympic and five Paralympic sports, a proposal supported by the Sport Venue Review (2024).

Preliminary planning of the venue and surrounding precinct undertaken during GIIICA's Review identified space constraints in relation to the installation of temporary Games overlay for the Games competition venues. There were also operational and security challenges related to the mass movement of thousands of spectators. GIIICA therefore considers the centre would be more appropriately used for operational or logistical purposes to support the Games, or to accommodate an expansion of the Main Press Centre, potentially to incorporate the International Broadcast Centre.

Findings and recommendations

Brisbane 2032 is responsible for allocating specific sports to facilities which will be undertaken when the sport program is finalised with the International Olympic Committee in 2026. GIIICA's venue recommendations are sport-agnostic but consider the specific requirements of each sport to ensure the facilities are collectively capable of meeting the Games requirements.

- **Finding:** Updated analysis of the indoor sport requirements for the Games supports the requirement for ten indoor sport centres of varying capacities and specifications.

Recommendations: Venues: Minor Venues Program	
7.	GIICA recommends six existing indoor sport centres be included in the venues plan, including the Brisbane Entertainment Centre, Coomera Indoor Sports Centre, Gold Coast Sports and Leisure Centre, Gold Coast Convention and Exhibition Centre, State Netball Centre and Cairns Convention Centre.
8.	GIICA recommends the Brisbane Convention and Exhibition Centre continues to be utilised for the Main Press Centre (potentially expanded) and other Games operational requirements and does not host Games competition.
9.	GIICA recommends the proposed new Gold Coast Arena, fully funded and delivered by City of Gold Coast, be nominated as a Games competition venue.
10.	GIICA recommends the previous proposals to develop new Indoor Sports Centres in central Brisbane (Brisbane Indoor Sports Centre) or at the Chandler Sports Precinct (Chandler Indoor Sports Centre) do not proceed on the basis that alternate existing venues represent greater value for money.

5.2.1 Moreton Bay Indoor Sports Centre

Games considerations – necessity

The Moreton Bay Indoor Sports Centre was identified in the Future Host Questionnaire submission (2021) as the preferred venue for Olympic Boxing competition as a nine-court venue.

The Sport Venue Review (2024) recommended the facility be increased to 12 courts and a Games-time capacity of 10,000 to provide greater flexibility for the Games Master Plan, noting that this would enable a greater range of sports to be hosted that could potentially not be accommodated in other indoor sports centres. The upgraded project also envisaged additional change facilities, amenities and functional spaces suitable for a range of indoor sport, event and community uses.

Games considerations – location

Moreton Bay is the state's third most populous local government area⁴¹ and, based on population growth⁴², has an identified need for additional indoor court space.

The proposed location for the Moreton Bay Indoor Sports Centre is The Mill, Petrie, within a Priority Development Area in close proximity to the Sunshine Coast University (Petrie campus). The project is generally consistent with the Priority Development Area master plan.

Several siting options were considered during the project validation phase, with the preferred option selected on the basis of its access to key transport links and potential capacity to drive economic growth in the area.

Games considerations – overlay requirements

The site is sufficiently large to meet the Games overlay requirements for a number of Olympic sports in a safe, secure and accessible spectator environment. The project design has the flexibility to host the largest capacity Olympic or Paralympic indoor sports and provides options to meet Games Master Plan requirements.

⁴¹ Source: QGSO: Queensland Government population projections, 2023 edition: LGAs and SA2s. Accessible here: <https://www.qgso.qld.gov.au/issues/5276/qld-population-projections-regions-reports-local-government-areas-sa2-report-2023-edn.pdf>

⁴² As above.

Games considerations - connectivity

The site is well serviced with rail and private vehicle transport but currently has limited bus and active transport options. Overall connectivity is moderate and will require increased services to meet Games demand.

The site is connected by rail through Petrie Station which services lines from Brisbane, Ipswich and Sunshine Coast, and is likely to be on the proposed high-frequency Sunshine Coast to Gold Coast rail line in 2032. Event bus shuttle services will also be required to meet the expected Games demand, linking with a park 'n' ride facility at Petrie Station.

Planned development in the surrounding precinct of The Mill is expected to yield an overall increase in public transport services and improved active travel connectivity between the mass transit node and venue.

Games considerations – feasibility and deliverability

The City of Moreton Bay has committed to the provision of the land and enabling works for the project. GIIA recognises this as a significant contribution to help secure this long-term community asset.

Project delivery is assessed as achievable.

Legacy considerations

Council data demonstrates a current shortfall of 30 indoor sports courts in the region. That shortfall is expected to grow to 44 courts by 2041. Population growth in the region is expected to occur in age groups that are most likely to generate demand for indoor sport, recreation and event facilities.

The employment and income level characteristics of the region also indicate increasing demand⁴³. The delivery of this venue would address this shortfall, allowing for increased sport participation and economic growth with opportunities for event attraction.

Prior to commencement of the Project Validation Report (PVR), Council commissioned an independent feasibility report to inform initial design concepts and overlays. These concepts were referenced during the PVR phase and subsequent reference design development.

An independent gateway review of the draft PVR found the project was underpinned by high demand from future hirers. The project investment decision was approved by the Queensland and Australian Governments in July 2024. The post-PVR proposal to expand the project to 12 courts is expected to enhance the region's capacity to host major events.

Public submissions and feedback

Feedback received during the Review yielded the following key themes:

- There was broad support for an indoor sports centre at Petrie to proceed, particularly from sporting bodies that anticipated participation growth and the opportunity to provide a legacy venue for practice and events.
- Some negative sentiment was expressed in relation to perceived architectural shortfalls.
- There were some calls for an expanded facility, inclusive of permanent air-conditioning.

⁴³ Source: Queensland Government Statistician's Office Regional Profiles, accessible here: <https://statistics.qgso.qld.gov.au/qld-regional-profiles>

Findings and recommendations

The Moreton Bay Indoor Sports Centre is a feasible project that will create a legacy for the growing Moreton Bay community.

Recommendations: New venues and major upgrades	
Moreton Bay Indoor Sports Centre	
11.	GIICA recommends the Moreton Bay Indoor Sports Centre project proceeds to procurement.

Outstanding issues

No significant outstanding issues were identified.

5.2.2 Sunshine Coast Indoor Sports Centre

Games considerations – necessity

The Sunshine Coast Indoor Sports Centre was identified in the Future Host Questionnaire submission (2021) response as one of two key Games venues in the Kawana Sports Precinct. The project was supported by the Sport Venue Review (2024).

Games considerations – location

The Kawana Sports Precinct is a sporting, leisure and entertainment hub located in Birtinya approximately 15 minutes south of the Maroochydore city centre. The Sunshine Coast Council is providing the land for the development and is working with current site users to manage their relocation to alternate facilities.

The project investment decision was approved by the Australian and Queensland Governments in August 2024. Prior to commencement of the Project Validation Report (PVR), the Sunshine Coast Council, in partnership with the Queensland Government, led an assessment of two potential site options – the Kawana Sports Precinct and Maroochydore City Centre (planned for a flexible indoor facility). The assessment identified site constraints and other operational challenges associated with the Maroochydore site, making the Kawana location the preferred option.

GIICA closely examined a proposal for an alternate site involving a 10,000-12,000-seat arena known as the Maroochydore Horizon Centre, as part of a proposed integrated arena and village development. As the proposal was updated in the final week of the review, GIICA was unable to validate the project fully and noted that no business case or detailed operating model was supplied. Given the submission entails an integrated arena and village development, GIICA proposes that the Queensland Government, through the Department of State Development (which has delivery responsibility for Games villages), assesses the project against other village options and proposals (refer Chapter 6).

Therefore, at this point, GIICA considers:

- there is no material difference in the capacity of the two sites
- a number of precinct congestion and other operational issues related to the Maroochydore project (in Games mode) remain unresolved, noting that the Maroochydore project proposal was received just prior to the completion of the Review
- while the Sunshine Coast Council is willing to operate the Kawana venue in legacy mode, no operator has been identified for the Maroochydore project
- the Sunshine Coast Indoor Centre represents value for money and a community sporting legacy proposition for the Sunshine Coast.

Given the current lack of sufficient evidence to support the alternate Maroochydore project, GIIICA recommends the Kawana Indoor Sports Centre project proceeds, subject to the further investigation of the Maroochydore project proposal by the Queensland Government.

Games considerations – overlay requirements

The Kawana Sports Precinct offers adequate space for appropriately separated front of house and back of house areas in Games mode. A mix of permanent retractable seating and temporary stands during the Games will provide capacity for up to 7,000 spectators.

The project will cater to the diverse needs of athletes, officials, media and spectators during the Games, while creating a comprehensive, functional and accessible legacy asset for the community.

Co-location with the Sunshine Coast Stadium will allow considerable operational, security and transport efficiencies and associated cost savings during the Games for Brisbane 2032, Queensland Police Service (QPS) and Department of Transport and Main Roads (TMR).

Games considerations - connectivity

The Sunshine Coast Indoor Sports Centre is primarily serviced by private vehicle transport with limited bus and active transport options currently available. The overall venue mass transit connectivity is poor and will require significant investment to meet Games demands.

The planned Direct Sunshine Coast Rail Line will support greater mass transit connectivity to the venue and surrounding area. In combination with heavy rail, bus shuttles will be required to meet Games demands with services to connect to a Sippy Downs park 'n' ride facility and transit hubs at Caloundra and Maroochydore.

The active travel facilities within the local network are good. They will require uplift to service the expected Games demand. GIIICA notes the construction of pedestrian bridges are underway to cross Lake Kawana, providing improved active travel options.

Games considerations – feasibility and delivery

The Sunshine Coast Council has provided the land for the project and GIIICA recognises this as a significant contribution. The Sunshine Coast Indoor Sports Centre PVR has been completed, and a value engineering exercise has been undertaken to contain cost.

Existing site tenants will need to be relocated to alternate facilities, which will be coordinated by the Sunshine Coast Council.

GIIICA is currently exploring the possibility of combining the procurement and delivery of the Sunshine Coast Indoor Centre and the Sunshine Coast Stadium upgrade projects to realise cost and efficiency benefits.

Project delivery is assessed as achievable.

Legacy considerations

The Sunshine Coast is a rapidly growing region⁴⁴ with a considerable under-supply of indoor courts suitable for sports such as basketball, futsal, netball, pickleball and badminton. The additional indoor sports capacity will help to address this growing demand for a contemporary

⁴⁴ Source: QGSO: Queensland Government population projections, 2023 edition: LGAs and SA2s. Accessible here: <https://www.qgso.qld.gov.au/issues/5276/qld-population-projections-regions-reports-local-government-areas-sa2-report-2023-edn.pdf>

indoor sporting venue to benefit the local community and economy. The project is supported by the Sunshine Coast Council.

Together with the Sunshine Coast Stadium upgrade, the delivery of a major indoor facility in the Kawana Sports Precinct presents the opportunity to attract additional sports and entertainment events for the Sunshine Coast region in the future.

Public submissions and feedback

More than 80 submissions referenced the Sunshine Coast Indoor Sports Centre. There was largely in-principle support for the project and an acknowledgment of the legacy benefits of the proposed facility, including:

- Supporters highlight the potential benefits of a co-located stadium and indoor sports centre, particularly in light of the growing demand for sporting infrastructure.
- Opponents referenced the possible displacement of local sports clubs and the potential impact on grassroots participation.
- Some community members advocated for the Maroochydore project, citing better transport infrastructure and economic advantages.
- There was a strong emphasis on preserving green spaces in the region and minimising the impacts on local wildlife and recreational activities.

Findings and recommendations

The Sunshine Coast Indoor Sports Centre is supported as a project that will deliver a strong legacy for the Sunshine Coast community.

Recommendations: Venues: Minor Venues Program	
Sunshine Coast Indoor Sports Centre	
12.	GIICA recommends the Sunshine Coast Indoor Sports Centre proceeds, subject to the Queensland Government investigating the value for money of the integrated village and arena proposal at Maroochydore.

Outstanding issues

The assessment of the integrated village and arena proposal should occur during Quarter 2, 2025 to enable the Sunshine Coast facilities to proceed as soon as possible.

5.2.3 Logan Indoor Sports Centre

Games considerations – necessity

The proposed Logan Indoor Sports Centre is designed to host a variety of Games sports that require a seating capacity of approximately 7,000 in Games mode.

Games considerations – location

Logan is the state's fourth most populous Council and is one of the state's fastest growing areas⁴⁵. Logan has been identified as having a deficiency of indoor court spaces.

⁴⁵ Source: QGSO: Queensland Government population projections, 2023 edition: LGAs and SA2s. Accessible here: <https://www.qgso.qld.gov.au/issues/5276/qld-population-projections-regions-reports-local-government-areas-sa2-report-2023-edn.pdf>

Logan Central, approximately 26km from the Brisbane CBD, is the proposed location of the Logan Indoor Sports Centre. The venue connects the Logan Entertainment Centre, Logan City Council Administration building and Logan Art Gallery to the north, the Logan Brothers Rugby League Club to the south-west and the Logan Gardens to the south.

Games considerations – overlay requirements

The venue surrounds will meet Games overlay space requirements. The Logan Entertainment Centre, Logan Central Community Centre, Logan Brothers Rugby League Club Field, Democracy Way and Jacaranda Avenue are all available to accommodate overlay.

The venue front of house to the north and west of the site is separated from the back of house to the south and east.

Games considerations – connectivity

The Logan Indoor Sports Centre is serviced by rail, bus, active and private vehicle transport. Overall connectivity is moderate and will require support to meet Games demand.

The venue is serviced by Wembley Road, the major east-west urban arterial road connecting to Logan City Centre to the east and Jacaranda Avenue. An upgrade of the Woodridge train station is planned.

Rail connectivity will need to be supported by bus shuttles to meet the expected Games demands at Logan. The planned express trains as part of the Logan and Gold Coast Faster Rail project will limit services to Woodridge Station and GILCA recommends services to this station are maximised during the Games.

Bus shuttle services are planned to be provided through park 'n' ride facilities at Browns Plains and Daisy Hill along with a transit hub allocated to Darra Railway Station. Woodridge Railway Station will require a capacity uplift along with upgraded active travel facilities connecting the transit node to the venue which will improve local accessibility and amenity beyond the Games.

Games considerations – feasibility and deliverability

The Logan City Council has committed to the provision of the land for the project. GILCA recognises this significant contribution to help facilitate this outcome.

Project delivery is assessed as achievable.

Legacy considerations

The facility will be capable of hosting a range of community indoor sports, including badminton, basketball, futsal, netball and volleyball and para-sports such as sitting volleyball and wheelchair basketball. An independent gateway review of the draft business case found there was a compelling need for additional indoor sports courts across the City of Logan.

Venue completion is anticipated well ahead of 2032, delivering community benefits in advance of and long after the Games. The Logan Indoor Sports Centre will provide great legacy benefits for the Logan community by addressing the growing shortfall in indoor courts and enabling opportunities for event attraction.

Located in a precinct of other community facilities, including the Logan Entertainment Centre, the Logan Indoor Sports Centre will have flow-on benefits to the operation of proximate facilities.

Public submissions and feedback

There was limited feedback in reference to the Logan Indoor Sports Centre with the following key themes emerging:

- Community feedback broadly supported the construction of the venue, highlighting its importance for local sports engagement.
- Stakeholders emphasised the need for more courts to meet the growing demand for indoor sports, particularly volleyball and basketball.
- Sporting organisations also advocated for accessible and equitable facilities.
- The facility was viewed as a key contributor to community wellbeing, enhancing infrastructure and promoting health throughout South East Queensland.

Findings and recommendations

The Logan Indoor Sports Centre is a feasible project that will deliver significant community legacy given the shortage of indoor sport facilities in the Logan region.

Recommendations: Venues: Minor Venues Program	
Logan Indoor Sports Centre	
13.	GIICA recommends the Logan Indoor Sports Centre project proceeds to procurement.

Outstanding issues

The project requires referral under the Australian Government *Environmental Protection and Biodiversity Conservation Act* (EPBC Act) and there is likely to be a requirement for the project to deliver a vegetation offset. The Queensland Government will work with the Australian Government and GIICA to consider ways to ensure EPBC Act assessment processes are managed in a timely manner for Games venue projects, including providing for progressing early works where applicable.

Ongoing engagement with the Dangan Balun (Five Rivers) People is required.

Discussions with Logan City Council are ongoing in respect of the management responsibilities for the venue in legacy mode.

5.2.4 Gold Coast Arena

Games considerations – necessity

The Gold Coast Arena (the arena) is a new major development proposed by the City of Gold Coast, to be built prior to 2032. The arena will cater for the growing population for the Gold Coast over the next 30 years.

While the arena is still in the design phase, the venue could cater for between 12,000 and 15,000 spectators, depending on the sport allocation. The arena will have the potential to host a number of Games sports, and appropriate warm-up and support facilities will need to be integrated into the design.

The project is the subject of a detailed business case and will be fully funded by the City of Gold Coast. Community consultation was concluded in December 2024 and project planning is well advanced.

Games considerations – location

The identified location for the Gold Coast Arena is Carey Park within Broadwater Parklands at Southport. The site is surrounded by three roads: the Gold Coast Highway, Ada Bell Way and Marine Parade, all of which are under the control of the City of Gold Coast.

There are opportunities for operational efficiencies given the close proximity to venues hosting other Games events, including triathlon and open water swimming.

Games considerations – overlay requirements

The immediate site proposed for the arena offers limited space for back of house functions and temporary Games overlay. To address this limitation, the City of Gold Coast has agreed to close the Gold Coast Highway, Marine Parade and other roads around the venue as required to accommodate temporary Games overlay. This will enable provision of additional space at the adjacent Broadwater Parklands and Queens Park.

Further analysis is required to ensure all Games requirements can be met and local traffic network impacts can be minimised.

Games considerations - connectivity

This location is currently well serviced by public transport (light rail, active travel and private vehicle transportation options) and is within acceptable travel times from the proposed site for the Gold Coast Athletes Village and other accommodation options. Broadwater Parklands is the nearest mass public transport hub, located within 500m of the proposed arena. Overall connectivity is good.

Bus shuttle services will be required to supplement the expected utilisation of existing light rail and active travel capacity in Games mode. An additional Park 'n' Ride facility for the Gold Coast transport master plan may be required for the Games and this will also provide a legacy for future use.

Games considerations – feasibility and deliverability

The City of Gold Coast is well advanced with a market-led proposal for the arena, and it is understood there is significant commercial interest.

This proposal would necessitate an adjustment to athlete numbers in the Brisbane and Gold Coast Athlete Villages. The impact of that adjustment is dependent on the final sport allocation.

Project delivery is assessed as achievable, subject to satisfactory commercial terms being reached with City of Gold Coast. Further work is required to develop a design and precinct plan to fully determine feasibility of the project.

Legacy considerations

The City of Gold Coast has identified the pressing need for a world class indoor entertainment and sports arena of this nature to meet the unmet demand for live entertainment, music, sport, e-sport, comedy and cultural events for the Gold Coast.

The Gold Coast Arena will contribute to the nighttime economy extending from the adjacent Southport Special Entertainment Precinct. The City of Gold Coast suggests this new centre will create 1,800 jobs during construction and 740 full time jobs during operation, hosting up to 80 events each year.

Public submissions and feedback

Limited feedback was received during the Review in respect of this venue. There was some support expressed for hosting events at the Gold Coast, and some specific references to utilising the Gold Coast Arena.

Findings and recommendations

- The City of Gold Coast has committed to delivering and making available to Brisbane 2032 a 12,000 - 15,000 seat arena on the Gold Coast, fully funded by the City of Gold Coast (outside of the Queensland Government funding envelope), in time for the Games.

- While the site has constraints and presents challenges for Games operations and overlay, the City of Gold Coast has agreed to close roads around the venue to allow for the arena construction and to accommodate the temporary Games overlay requirements.

Recommendations: Venues: Minor Venues Program	
Gold Coast Arena	
14.	GIICA recommends the proposed Gold Coast Arena that is being developed by the City of Gold Coast, and fully funded by the City of Gold Coast, be included as an Olympic and Paralympic competition venue.

Outstanding issues

Satisfactory commercial terms are still to be agreed between Queensland Government / Brisbane 2032 and City of Gold Coast. In the event the parties are unable to agree terms, or the project did not proceed for any reason, GIICA would be required to identify and deliver an additional indoor sports centre within greater Brisbane. Potential alternative options have been identified and GIICA is confident that the planning and construction of a new indoor sports centre could be undertaken in a compressed timeframe if required, with the support of the relevant landowner and council.

Further work is required to develop a design and precinct plan and fully determine feasibility of the project.

The rebalancing of bed numbers in the Brisbane and Gold Coast Athlete Villages needs to be incorporated into the relevant village designs.

5.3 New Venues and Major Upgrades: Chandler Sports Precinct

5.3.1 Precinct Works

The Chandler Sports Precinct (also known as Sleeman Sport Complex) is home to the Brisbane Aquatic Centre, the Anna Meares Velodrome, BMX Supercross Track and a number of other smaller high-performance facilities. In addition, the Brisbane International Shooting Centre is located just over 1km away from the precinct.

GIICA proposes undertaking significant precinct and venue works to enable the Chandler Sports Precinct to host multiple Olympic and Paralympic sports and disciplines. At Games-time, this will be a major hub of activity and visitation.

Games considerations – location

The Chandler Sports Precinct is located approximately 15km from the Brisbane CBD and is owned and operated by Stadiums Queensland. The travel time from the Athletes Village to the site is less than 20 minutes. Chandler Sports Precinct is the primary high performance sports hub in Brisbane, and any additional investment in this site will enhance the already strong offering. The precinct is also the proposed location for the legacy Para-sport facility that was contemplated in the Future Host Questionnaire submission (2021). In legacy, the large precinct will facilitate extensive community use across a range of sports and disciplines.

In December 2024, AusCycling announced the relocation of its Action and Acceleration Centre of Excellence to the Chandler Sports Precinct based on the high performance cycling infrastructure located at the venue.

Games considerations – overlay requirements

The co-location of several sporting facilities within a single precinct presents significant operational benefits and challenges for Games operations. Most importantly, extensive analysis has been undertaken:

- to determine the maximum capacity of the site to accommodate the significant Games spectator numbers (across multiple sports and sport disciplines)
- to assess the site's capacity to meet the requirement for extensive Games temporary overlay across all venues
- to examine the requirements for temporary transport overlay, noting that the site is not serviced by rail, and relies on bus transport for spectators.

Transport and crowd modelling analysis has determined the maximum number of spectators that can be managed on the site if the facilities are to be used at their highest potential during the Games. The analysis indicates that additional space is required, and significant precinct works need to be undertaken to meet the front and back of house requirements, including spectator circulation, temporary overlay, parking and bus mall operations. This analysis accounts for the requirements of the nearby Brisbane International Shooting Centre.

Games considerations - connectivity

The Chandler Sports Precinct is serviced by bus and private vehicle transport. Overall mass transit and active travel connectivity is limited, with a reliance on private vehicle transport.

Significant upgrades to public transport connectivity will be required to meet projected Games demands, including an uplift of current services and bus shuttle operations. This will require investment to improve public transport capacity and levels of service within the eastern transport corridor between Coorparoo and Capalaba.

An increase in services will result in improved public transport connectivity and local area accessibility beyond the Games.

Games considerations – feasibility and deliverability

While there are no significant construction challenges envisaged, the development will occur within a busy operational precinct and the construction activity will need to be undertaken mindful of the high levels of community and high performance usage. This issue will be worked through in detail during the detailed construction planning phase.

Project delivery is assessed as achievable but challenging.

Legacy considerations

The Chandler Sports Precinct is currently an important community and high performance centre for several sports. The precinct currently attracts some 700,000 visitors annually, comprising both high performance and community users of mixed physical abilities.

The improvements proposed for the site have strong legacy benefits and are supported by Stadiums Queensland to reposition the precinct as the focal point of high performance and community sport in Queensland.

Public submissions and feedback

(Indoor Centre, Aquatic Centre, Anna Meares Velodrome and BMX Track)

Some 80 submissions referenced the Chandler Sports Precinct, largely aligning with the following key themes:

- Key indoor sporting bodies support upgrades to create a legacy for indoor sports (noting that previously it was proposed an Indoor Sports Centre would be delivered in the precinct).
- Opinions are divided on the subject of upgrading existing facilities or initiating new developments within the precinct. In particular, concerns about the suitability of the existing Brisbane Aquatic Centre for hosting Olympic competition were expressed.
- Feedback regarding the planned upgrades to the Anna Meares Velodrome were generally positive. However, there were mixed opinions concerning potential locations for BMX events, with several alternative sites suggested.
- Some individuals expressed concerns about the number of sports proposed for the precinct, with suggestions to address these including expanding facilities, revising the event program or improving transport options.
- Some sporting stakeholders expressed concerns about the potential displacement of activities and users during and after the construction phase.
- Concerns were expressed in relation to the distance of the precinct from central Brisbane and associated transport limitations. Others advocated for improvements, specifically calling for enhanced road access, extensions to the Brisbane Metro services and active transport infrastructure, as opportunities to benefit the area and facilitate easier movement. Parking, accessibility and transport considerations, including active transport, were also common topics of discussion.

Findings and recommendations

In its current configuration the Chandler Sports Precinct does not have sufficient footprint to facilitate the conduct of concurrent Games competition in the Aquatic, Velodrome and BMX venues, taking into account the Games transport, spectator movement and temporary overlay requirements.

Recommendations: Venues: Minor Venues Program	
Chandler Sports Precinct	
15.	GIICA recommends Chandler Sport Precinct is utilised to its maximum capacity and recommends the investigation of expansion opportunities to create a multi-sport centrepiece of the Games.
16.	GIICA recommends precinct works are undertaken to optimise the functionality of the site.

Outstanding issues

The accessibility challenges across the undulating site need to be addressed to allow hosting of major events, including the Games

Further site investigations and approval requirements need to be undertaken.

Referral of the project under the Australian Government *Environmental Protection and Biodiversity Conservation Act 1999* may be required.

A high level of engagement with stakeholders will be required.

5.3.2 Brisbane High Performance Aquatic Centre (Chandler Sports Precinct)

Games considerations – necessity

The existing Brisbane Aquatic Centre, located in the heart of the Chandler Sports Precinct, was developed for the Brisbane 1982 Commonwealth Games.

The venue was identified in the Future Host Questionnaire submission (2021) as the preferred site for Olympic diving, artistic swimming, water polo preliminaries and Paralympic aquatic events, utilising the existing spectator capacity of 4,300 seats. A relatively modest upgrade was recommended in the Sport Venue Review (2024).

Further analysis during GIIA's Review indicated that the requirements for Olympic diving and artistic swimming cannot be achieved within the scope of the proposed upgrade. Further works would be required to facilitate diving competition, and an additional venue (or temporary solution) would be required for artistic swimming (which requires a pool depth of 3 metres).

GIICA proposes development of a new high-performance facility with a 6,000-seat permanent arena capable of hosting Olympic water polo preliminaries, diving and artistic swimming and Paralympic aquatic competition. The proposed site is the disused former velodrome site adjacent to the current facility.

The design also incorporates a 2,000 square metre community pool facility, ensuring the needs of all future users will be addressed.

During the Review, GIIA examined closely a detailed proposal from the Aquatics governing bodies in Australia to develop a world standard National Aquatic Centre in Spring Hill, Brisbane. While this was an innovative and ambitious proposal with strong legacy attributes:

- the topography of the proposed Spring Hill site presented significant construction challenges
- an independent assessment of the project concluded that the costs were likely to be considerably higher than outlined in the proposal
- the proposed site presented access and transport challenges that were unresolved
- based on the indicative plans provided, it appeared the site lacked the necessary space for Games temporary overlay.

Ultimately GIIA concluded that the proposed Spring Hill facility was not fit-for-purpose for Olympic and Paralympic Aquatics competition, and a new High Performance Aquatic Centre at the Chandler Sports Precinct is the preferred option.

Games considerations – location

Addressed in Chandler Sports Precinct commentary above.

Games considerations – overlay requirements

Addressed in Chandler Sports Precinct commentary above.

Games considerations - connectivity

Addressed in Chandler Sports Precinct commentary above.

Games considerations – feasibility and deliverability

The development of a new legacy venue in an alternate part of the site avoids athlete disruption in the lead-up to the Games.

While there are no significant construction challenges envisaged, the development will occur within a busy operational precinct and the construction activity will need to be undertaken mindful of the high levels of community and high performance usage. This issue will be worked through in detail during the detailed construction planning phase.

Legacy considerations

As the existing asset is approaching end of life (by 2032 it will be 50 years since the Brisbane Aquatic Centre was developed) and has significant accessibility and other design shortfalls, it is expected a replacement asset would be required shortly after the 2032 Games.

Located within the Chandler Sports Precinct, the proposed development will deliver a state-of-the-art aquatics facility within a unique high performance environment, presenting an opportunity for cross-collaboration of multiple high-performance sports in a single precinct.

In legacy mode the new facility will be capable of hosting international competition in all aquatics disciplines, opening up the opportunity to attract aquatics events that cannot currently be hosted in the existing centre without significant event overlay.

GIICA proposes the existing facility be decommissioned and demolished, with the support of Stadiums Queensland, as the ongoing maintenance and operating costs of this ageing asset will outweigh any benefits of having another aquatics facility on the site. This will open up future development opportunities within the precinct in alignment with Stadiums Queensland's longer-term vision and masterplan. The existing outdoor 50m pool, ski ramp and dry diver facility will be retained.

Public submissions and feedback

The key submission was received from the Australian Aquatics governing bodies as outlined above.

In addition, a proposal from the City of Gold Coast to utilise the Gold Coast Aquatic Centre was considered. There was insufficient detail to enable a full assessment and GIICA was satisfied that appropriate venue options existed in Brisbane.

Findings and recommendations

The existing Brisbane Aquatic Centre is approaching the end of its useful life and is not fit-for-purpose for hosting Olympic Aquatics competition; even with a significant upgrade it would not be capable of hosting artistic swimming.

Recommendations: Venues: Minor Venues Program	
Brisbane High Performance Aquatic Centre (Chandler Sports Precinct)	
17.	Deliver a new High Performance Aquatic Centre on the adjacent disused velodrome site that is capable of hosting Olympic water polo preliminaries, diving and artistic swimming.
18.	Following the opening of the new High Performance Aquatic Centre, decommission and demolish the Brisbane Aquatic Centre, which is at end-of-life (retaining the existing outdoor 50m pool and associated facilities), to open up future re-development opportunities on the site.

Outstanding issues

The displacement of small existing tenancies on the disused former velodrome site needs to be addressed.

5.3.3 Anna Meares Velodrome and BMX Supercross Track

Games considerations – necessity

The existing Anna Meares Velodrome and BMX Supercross Track at the Chandler Sports Precinct were the venues nominated in the Future Host Questionnaire submission (2021) to host cycling (track) and BMX racing respectively.

For the Games, the Anna Meares Velodrome can achieve a temporary capacity of 4,000 spectators (inclusive of 1,500 existing seats). The BMX racing facility will have capacity for up to 5,000 Games spectators using temporary seating.

Games considerations – location

Addressed in Chandler Sports Precinct commentary above.

Games considerations – overlay requirements

Addressed in Chandler Sports Precinct commentary above.

Games considerations - connectivity

Addressed in Chandler Sports Precinct commentary above.

Games considerations – feasibility and deliverability

Both the Anna Meares Velodrome and the BMX Supercross Track are of international competition standard. The Anna Meares Velodrome hosted Cycling (Track) competition during the Gold Coast 2018 Commonwealth Games and the BMX Supercross Track will host the UCI BMX World Championships in 2026.

Minor capital works are required at both venues to ensure they are fit-for-purpose for the Games. These works were envisaged in the Future Host Questionnaire submission (2021) and supported by the Sport Venue Review (2024).

Project delivery is assessed as achievable.

Legacy considerations

AusCycling has announced the relocation of its Action and Acceleration Centre of Excellence to the Chandler Sports Precinct based on the high performance cycling infrastructure located at the venue. Hence any further investment in cycling facilities within the precinct is expected to provide a strong legacy for the sport and is supported by Stadiums Queensland.

Public submissions and feedback

No significant feedback was received in respect of these venues.

Findings and recommendations

The Anna Meares Velodrome and BMX Supercross Track facilities are international standard facilities capable of hosting Games competition.

Recommendations: Venues: Minor Venues Program	
Anna Meares Velodrome and BMX Supercross Track (Chandler Sports Precinct)	
19.	GIICA recommends the minor upgrades to the Anna Meares Velodrome and BMX Supercross Track proceed.

Outstanding issues

No significant outstanding issues were identified.

5.3.4 Brisbane International Shooting Centre

Games considerations – necessity

The existing Brisbane International Shooting Centre at Belmont was identified in the Future Host Questionnaire submission (2021) to host all shooting disciplines.

Two ranges have been identified as suitable for Games competition use of the many different shooting ranges onsite. The indoor range will host rifle and pistol disciplines while the outdoor range will host trap and skeet. Each of the ranges will have a temporary capacity for up to 2,000 spectators.

Games considerations – location

The Brisbane International Shooting Complex is located at Belmont, approximately 15km from the Brisbane CBD. This international standard venue was utilised for the 2018 Gold Coast Commonwealth Games. It is currently home to a range of high performance facilities and is the home base for many of Queensland's premier shooting clubs and organisations.

The urban location of the venue will deliver a positive Games experience for shooting athletes who will be able to reside at the Brisbane Olympic Village, rather than a remote location which is often required for this sport in the Olympic setting.

Games considerations – overlay requirements

Located in a sizeable precinct, the venue surrounds are adequate to enable the design and delivery of the Games overlay solution and the requirements for the venue have been considered in the scoping of the broader Chandler Sports Precinct works.

Similarly, the spectator requirements of the Brisbane International Shooting Centre have been included in the ongoing precinct-wide crowd modelling solution being considered as part of the broader Chandler Sports Precinct project.

Games considerations - connectivity

Addressed in Chandler Sports Precinct commentary above.

Games considerations – feasibility and deliverability

The proposed minor works program will focus on increasing the capacity of the indoor range to allow for up to 2,000 spectators.

The outdoor range will use the same location as was used for the Gold Coast 2018 Commonwealth Games. Investigations will be ongoing in relation to the relative benefits of permanent and temporary solutions, noting that the Department of Sport, Racing and Olympic and Paralympic Games (Sport and Recreation) is currently developing a master plan for the entire site. This decision will be addressed during the process to develop the Project Validation Report (to be completed in late 2025).

Project delivery is assessed as achievable.

Legacy considerations

This is a relatively small capital works project that will be undertaken in the later years of the Games construction program and will deliver a moderate yet worthwhile legacy benefit for the South East Queensland shooting community.

Public submissions and feedback

A modest number of submissions were received in relation to Brisbane International Shooting Centre at Belmont with key themes identified as follows:

- Sporting bodies expressed concerns that the current infrastructure is not fit-for-purpose and venue upgrades would be needed to host Games competition.
- Multiple submissions called for upgraded transport and legacy outcomes.
- There was a suggestion that Emerald in the Central Highlands Region be considered as an alternative option.

Findings and recommendations

The Brisbane International Shooting Centre meets the requirements of Olympic and Paralympic Games with a relatively modest upgrade.

Recommendations: Venues: Minor Venues Program	
Brisbane International Shooting Centre	
20.	GIICA recommends the Brisbane International Shooting Centre upgrade proceeds, subject to a decision on the optimal solution for the outdoor range (permanent or temporary).

Outstanding issues

It is noted that the site is highly vegetated. Further investigation and analysis is to be undertaken to assess how the impact of the project on the local environment can be minimised.

5.3.5 Para-sport Facility

Games considerations – necessity

A key Games legacy commitment outlined in the Future Host Questionnaire submission (2021) involved the delivery of a community para-sport facility to be utilised in the lead-up to and after the Games. To be built as part of the development of the Brisbane Indoor Sports Centre, it was proposed the community facility would support people with disabilities to achieve life goals through active sport participation and community programs. After the Games, the facility would leave a legacy as a community and high performance centre for para-sport.

Games considerations – location

The Sport Venue Review (2024) recommended the para-sport facility be delivered within one of the two indoor sports centres that were proposed at that time to be developed in Brisbane city and the Chandler Sports Precinct (or another facility in consultation with relevant stakeholders).

GIICA recommends that new indoor sports centres are no longer required in Brisbane city or the Chandler Sports Precinct. Therefore, it is proposed an upgrade of the existing indoor arena facility at the Chandler Sports Precinct is undertaken to house the para-sport facility. This proposal enables the facility to benefit from an inner Brisbane location and the associated catchment, as well as proximity to the other offerings and services within the precinct, including Queensland Academy of Sport.

It is also noted that the proposed precinct works for the Chandler Sports Precinct will uplift the overall site accessibility.

Games considerations – overlay requirements

Not applicable – the facility is not proposed for Games-time use.

Games considerations - connectivity

Addressed in Chandler Sports Precinct commentary above.

Games considerations – feasibility and deliverability

While the construction task is straightforward, the development will occur within a busy operational precinct and the construction activity will need to be undertaken mindful of the high levels of community and high-performance usage. Limiting impacts on patrons will be addressed during the detailed planning phase.

Project delivery is assessed as achievable.

Legacy considerations

The delivery of a dedicated para-sport facility will provide an important legacy for the community both in the lead-up to and following the Games, allowing increased participation in sport and physical activity for people with disability, as well as high performance pathways for para-athletes.

Public submissions and feedback

Various submissions related to the Minor Venues Program referenced para-sport.

- It was noted a dedicated para-sports facility could have considerable legacy and community benefits.
- Overall, there was strong support for all venues to be fully accessible.
- An accessibility advocacy body referenced the possibility of integrating allied health services with the para-sport facility.
- There was support expressed for the proposed para-sports facility at the University of Queensland.

Findings and recommendations

- A key Paralympic Games legacy commitment was to build a community and high-performance centre for para-sport that would support people with disabilities to achieve life goals through active sport participation and community programs.
- A key success factor for the para-sport facility is a central location with significant catchment potential and connection to other facilities and services.

Recommendations: Venues: Minor Venues Program	
Para-sport Facility	
21.	GIICA recommends a dedicated community para-sport facility proceeds, in line with the pre-Games commitment, through an upgraded arena facility within the Chandler Sports Precinct.

Outstanding issues

There are no significant issues outstanding.

5.4 New Venues and Major Upgrades: Other Venues

5.4.1 Queensland Tennis Centre

Games considerations – necessity

The existing Queensland Tennis Centre, which opened in 2008, was nominated in the Future Host Questionnaire submission (2021) as the proposed venue for Olympic tennis and Paralympic wheelchair tennis. The existing venue comprises an international standard main court arena with seating for around 5,500 spectators, two outdoor show courts and practice/training courts with a range of surfaces. A very modest budget allowance was allocated for site works to facilitate Games overlay.

A detailed site assessment examined the requirements for the venue to host tennis events for the Games and considered the growing need for community access to tennis courts in Brisbane. The analysis revealed the requirement for an additional match court, enabling a capacity of 14,000 total spectators across the entire facility. Six further outdoor courts are also required. These additional elements are considered essential to meet the minimum Games requirements and are supported.

During the Review, GIIICA considered a detailed proposal from the national and state Tennis governing bodies seeking a major facility upgrade, including delivery of a permanent second show court on the site and up to 12 additional outdoor courts.

GIICA concluded that this proposal did not deliver legacy benefits commensurate with the significant additional cost imposed, particularly noting the vulnerability of the proposed development site to flooding and the lack of feasible mitigation strategies.

Instead, a significant enhancement of the facility is proposed, involving provision for a temporary additional show court plus six additional outdoor courts, which meets Games requirements and delivers a strong community legacy. This proposed upgrade to the venue is supported by Stadiums Queensland.

Games considerations – location

The Queensland Tennis Centre facility is owned by Stadiums Queensland and operated by Tennis Queensland. The facility is located in the inner south Brisbane suburb of Tennyson, 8km from the Brisbane CBD. The venue is heavily utilised for both high performance and community-based tennis training and events, including the Brisbane International Tennis Tournament.

Games considerations – overlay requirements

The temporary Games overlay required to support Games competition at Queensland Tennis Centre (including temporary show courts) is significant, well in excess of the requirements of the annual Brisbane International Tennis Tournament.

Additional space will need to be secured temporarily for the Games period on an adjacent site owned by Economic Development Queensland.

Games considerations - connectivity

Queensland Tennis Centre is serviced by rail, bus, active travel and private vehicle transport. Overall connectivity to the venue is good.

Bus shuttles will be required via a transit hub at Corinda Railway Station and the park 'n' ride facility at Rocklea to meet the expected Games demand of the venue.

Last mile travel capacity upgrades connecting Yeerongpilly Railway Station to the venue are expected to be needed to support Games demand and improve overall venue accessibility for future events beyond 2032.

Games considerations – feasibility

The proposed upgrade involves provision of the infrastructure to enable a temporary match court to be installed, as well as six additional new practice courts, noting the ongoing flood issues.

The addition of more community courts will be incorporated into the operations of the centre and provide a lasting community legacy. The venue enhancements will be useful for future Brisbane International Tennis Tournaments and other major events.

Project delivery is assessed as achievable.

Legacy considerations

Since early 2023, the Department of Sport, Racing and Olympic and Paralympic Games has been considering the Queensland Tennis master plan for the facility. This planning seeks to optimise the utilisation of the Queensland Tennis Centre through addressing the current capacity constraints relating to high performance needs (as the location for the National Tennis Academy) and the growing community demand for access to tennis courts.

Stadiums Queensland supports the legacy benefits of delivering additional community courts onsite.

Public submissions and feedback

The most significant submission was received from the national and state tennis governing bodies, as described above.

Over 20 additional submissions were received reflecting a range of views relating to the Queensland Tennis Centre:

- Supporters advocated the use of existing venues for tennis events due to established infrastructure.
- Other stakeholders suggested relocating to an alternate facility (including Hamilton Reach, Victoria Park) or constructing new facilities.
- Concerns were raised about the ability of the existing venue to host Games Tennis competition, highlighting the need for upgrades to meet required competition standards.

Findings and recommendations

- In its current configuration, the Queensland Tennis Centre, home to the Brisbane International Tennis Tournament, requires augmentation to be suitable as a venue for Olympic tennis and Paralympic wheelchair tennis competition.
- There is a strong legacy argument to support the installation of additional practice courts on the site. While there is legacy value for an additional permanent show court, the legacy benefits are not sufficient to justify the significant cost, relative to a temporary facility.
- While there is legacy value for an additional permanent show court, the legacy benefits are not sufficient to justify the significant cost, relative to a temporary facility.

Recommendations: New Venues and Major Upgrades: Other venues	
Queensland Tennis Centre	
22.	GIICA recommends the upgrade of the Queensland Tennis Centre to deliver provision for a temporary show court and six permanent additional practice courts proceeds.
23.	GIICA recommends access to Queensland Government land adjacent to the site, to facilitate space for temporary Games overlay, is formalised as soon as possible.

Outstanding issues

GIICA will need to finalise terms of the agreement with Queensland Government for the temporary use of the additional land by the end of Q2, 2025.

5.4.2 Equestrian Venue

Games considerations – necessity

The Brisbane Showgrounds and Victoria Park venues were identified in the Future Host Questionnaire submission (2021) as the proposed locations for Games equestrian events.

The development of the proposed stadium at Victoria Park necessitates consideration of alternate locations for Games equestrian events. Key decision drivers are the co-location of all equestrian disciplines in a single location, given the equine quarantine requirements, and access to the specific accommodation and stabling arrangements of the sport.

The Royal Agricultural Society of Queensland (RASQ), together with the Toowoomba Regional Council, has developed a master plan and business case proposing the Toowoomba Showgrounds as an Equestrian Centre of Excellence and a suitable site for hosting all Games Equestrian disciplines. The upgrades required, which will have benefit for Games and legacy modes, include additional arenas and warm-up facilities, additional and upgraded stables, new amenities and change facilities as well as an upgraded and lengthened cross country course.

It is noted that Toowoomba was previously identified as a location for Olympic Football preliminaries. However, the Sport Venue Review (2024) recommended other event hosting options in the region with greater legacy outcomes be explored.

Games considerations – location

The Toowoomba Showgrounds is a 97.8-hectare site located within the Toowoomba Regional Council local government area, approximately 125km from Brisbane and 7km from the Toowoomba city centre. The Showgrounds are operated by the RASQ.

The showgrounds host the annual Toowoomba Royal Show as well as a range of international, state and local equestrian events. The current site masterplan contemplates a range of improvements to create an Equestrian Centre of Excellence, with several attendance opportunities for enhanced functionality in Games mode.

The proposed venue would benefit from two key supporting infrastructure facilities: the Wellcamp Airport and the Wellcamp Queensland Regional Accommodation Centre (QRAC) which is considered a suitable option for a satellite Athletes Village.

Games considerations – overlay requirement

The Toowoomba Showgrounds is a large site that can support the Games overlay, traffic management and security screening requirements. Significant existing venue and equestrian-specific infrastructure can be utilised for the Games. The site can host all equestrian disciplines, including the main arena and the cross-country course.

Early studies suggest that the venue can be used as a temporary equine quarantine site. Further investigations are required to confirm this.

The Wellcamp QRAC is located 12km from the Showgrounds and offers a fit-for-purpose accommodation venue with 1,000 beds and supporting facilities to provide appropriate accommodation for athletes and officials.

Games considerations – connectivity

The Toowoomba Showgrounds transport for Games spectators and workforce will need to be serviced primarily by a combination of bus shuttle, active travel and private transport vehicles. Public transport infrastructure is required to meet the Games and future use needs of this venue. It is expected that the bus requirements will be facilitated through establishing Park 'n' Ride facilities in Toowoomba with frequent services connecting to a Transit Mall at the Showgrounds.

The Showground is surrounded by a relatively flat and wide road network which can provide good active transport connectivity to the Showgrounds from the local area.

Investing in local area transport infrastructure (public and active) will ensure that the venue and site gain maximum legacy impact for future events.

Games considerations – feasibility and deliverability

RASQ has committed to the provision of the land for the project and Toowoomba Regional Council is supportive of all elements of the proposal. The potential for Toowoomba Regional Council to deliver all or part of the infrastructure upgrades is being explored.

Project delivery is assessed as achievable.

Legacy considerations

Toowoomba Showgrounds has a strong existing equestrian legacy and a high local participation rate in the sport. The existing master plan for the site contemplates further development, consistent with the requirements of the Games project, and has the full support of Equestrian Queensland and Equestrian Australia.

Venue upgrades would allow for attraction of equestrian events, delivering economic benefit to the region.

Toowoomba also offers an opportunity to showcase South West Queensland to a global television audience, illustrating the unique beauty of regional and rural Australia and generating tourism legacy opportunities.

Public submissions and feedback

Almost 90 submissions were received in relation to the proposed Toowoomba Equestrian Centre.

- There was stakeholder support for the proposed change of venue, highlighting a range of concerns about the Brisbane Showgrounds / Victoria Park hosting option.
- Strong community support was recorded for the Toowoomba Equestrian Centre development, noting it will address equestrian infrastructure shortfalls in Queensland.
- Perceived benefits were identified such as increased tourism, economic growth, job creation and enhanced athlete development from grassroots to elite levels.
- There were suggestions that the centre could position Toowoomba as a hub for equestrian excellence, ensuring inclusivity and accessibility for all riders.
- Horse welfare and quarantine considerations were referenced.

Findings and recommendations

- As a result of the proposal to site the new stadium in Victoria Park, an alternative location for Equestrian (Cross Country, Dressage and Jumping) events is required.
- The Toowoomba Showgrounds Equestrian Centre of Excellence is considered to be a feasible project that will create a legacy for the Toowoomba community/region and has the full support of the Toowoomba Regional Council, Equestrian Australia and Equestrian Queensland.

Recommendations: New Venues and Major Upgrades: Other venues	
Equestrian Venue	
24.	GIICA recommends the upgrade to Toowoomba Showgrounds proceeds to enable the venue to host Games equestrian disciplines.

Outstanding issues

A Games equine quarantine biosecurity protocol will need to be developed in partnership with the Department of Agriculture Fisheries and Forestry.

5.4.3 Flatwater Rowing Venue

Games considerations – necessity

Wyaralong Dam was identified in the Future Host Questionnaire submission (2021) as the proposed location for the Olympic and Paralympic flatwater events with seating for up to 14,000 Games spectators and 1,000 spectator seats in legacy mode. The venue was supported by the Sport Venue Review (2024), subject to exploring the eastern bank location of the facility to leverage existing infrastructure.

Olympic and Paralympic flatwater (rowing and canoe sprint) competition requires a 2km course, including warm-up and training areas and a return lane. There is also the requirement for extensive supporting facilities, including the finish tower, boat sheds, pontoons and considerable space for the Games overlay.

Games considerations – location

The Wyaralong venue provides a good field of play with optimal wind conditions and features a scenic backdrop that highlights the region's natural beauty.

This venue is supported by the Scenic Rim Regional Council and the broader Rowing community, notwithstanding their recognition of the site challenges. While the new facilities and amenities would provide considerable and enduring benefit to the Rowing and Paddle communities and would enable the attraction of more national and international events, the legacy benefits for community more broadly are unclear.

There are considerable complexities that GIIA has been unable to resolve, including:

- The capital investment required at Wyaralong Flatwater Centre is significant. The Sport Venue Review (2024) suggested locating the Games venue facility on the eastern bank of Wyaralong Dam where the current venue is located as a potential cost saving measure. This was examined but ruled out due to the spatial requirements of the Games, the topography of the landscape and the alignment of the course relative to the bank and spectator viewing areas. This was a factor in assessing value for money.
- Wyaralong is currently only serviced by private vehicle transport and has poor overall connectivity. The road to access the proposed site is not suitable for mass transport and will require a significant upgrade. Hence the effective operation of the site relies on the development of a 4.5km access road to the western bank where the new facility is proposed. The cost of this road constituted the majority of the total project cost and was not considered a value for money investment as it meets the requirement for the Games but offers no substantial legacy outcome.
- While delivery of the proposed venue upgrade is considered feasible, it is expected to be challenging to negotiate environmental approvals, conduct land acquisition, engage with Traditional Custodians and ensure the requirements of Seqwater are considered in construction and legacy.
- By 2032, Seqwater advises that Wyaralong will be connected to the water grid, resulting in the imposition of potential access and use limitations.

- The venue is located approximately 90 minutes from the Brisbane Olympic Village, well outside the acceptable threshold for athlete travel times. The Future Host Questionnaire submission (2021) proposed a satellite (temporary) village at Kooralbyn Valley to accommodate the 1,200 athletes and officials. GIIICA undertook further analysis on the feasibility of a village operation that utilised the existing resort as the base. Considerable challenges were identified in respect of bed numbers, site issues (especially flooding) and associated costs. Extensive studies of alternate accommodations were explored, including a component village approach, as well as new housing developments in Flagstone, Yarrabilba, Beenleigh and Logan. Most of these were not considered viable or did not offer any sound legacy proposal, primarily due to the differences between requirements for athlete housing and legacy housing typologies, and none were considered value for money.
- The venue is accessed by undulating and winding single-lane roads, creating a risk to the venue operation and sub-optimal travel experiences for key Games clients, including athletes.
- Spectator travel times from park 'n' ride facilities are expected to be excessive and will negatively impact on the spectator experience. Importantly also, it is estimated that circa 200 buses would be required to service the spectator movements, representing a significant proportion of the total bus fleet. These buses will not be able to be utilised to support movements at other Games locations and will be isolated to this area, resulting in significant dead running time and placing unacceptably high pressures on the total Games bus operation.
- Limitations of the venue with regard to location and space resulted in the venue capacity being capped at 10,000 spectators, compared with the 14,000 spectators included in the Future Host Questionnaire submission (2021).

Extensive efforts were made to explore alternate locations for the flatwater centre, including those examined during the Sport Venue Review (2024) (Wivenhoe Dam, Hinze Dam, Lake Kurwongbah, Coomera Lake, Lake Samsonvale, Larapinta Gravel Pits, Brisbane River, Lake Kawana) and a brownfield site. Each of these locations was ruled out for a variety of reasons including size of field of play, cost to deliver, environmental impacts, lack of required space, impact on water security and the absence of legacy benefits.

GIICA also received and reviewed a proposal from Rockhampton Council for the Ski Garden Rowing venue. This option was not progressed on the basis of insufficient space for field of play and warm-up, inadequate onshore space and access road upgrade requirements, as well as limited accommodation options for athletes and officials.

GIICA was unable to be satisfied that there existed an option for Olympic and Paralympic flatwater competition in Queensland that met the requirements of the Terms of Reference while offering value for money investment. GIICA therefore proposes that Games flatwater competition is staged at the existing Sydney International Regatta Centre at Penrith.

This recommendation has not been arrived at lightly and GIICA recognises the significance of this decision to Queensland stakeholders. GIICA sought to retain Games competition in Queensland as a priority, and this recommendation is made on the basis that all reasonable efforts have been exhausted within the time available.

Games considerations – overlay requirements

As demonstrated by the staging of the Sydney 2000 Olympic and Paralympic Games (Sydney 2000), the Sydney International Regatta Centre can accommodate all Games requirements. The site occupies a 178-hectare site, with space for temporary seating of up to 30,000 spectators and adequate room for the extensive Games temporary overlay facilities.

It is proposed the athlete and official accommodation solution can be met by utilising existing hotels near the venue.

Games considerations - connectivity

The Sydney International Regatta Centre is located approximately 50km to the west of Sydney's CBD and primarily serviced by private vehicle transport. Overall connectivity to mass transit and local active travel is poor. The venue has a strong requirement for bus shuttles to service transport Games demands to and from the venue with the primary connection being Penrith train station (approximately 3.5km to the south of the venue).

Similar transport service arrangements to Sydney 2000 could be applied for the 2032 Games, however these will need to be updated to reflect how the surrounding built environment has changed since 2000.

Games considerations – feasibility and deliverability

The use of Sydney International Regatta Centre is considered feasible given its previous use as an Olympic venue. The centre has hosted international rowing events in recent years. The existence of adequate hotel stock close to the venue allows temporary athlete accommodation without capital investment.

Comparative analysis of water and air temperature conditions between Wyaralong and Sydney International Regatta Centre demonstrates that there are not considerable differences.

Given only minor upgrades are required to ensure the centre is fit-for-purpose for the Games, it is considered deliverable and feasible.

Legacy considerations

GIICA acknowledges there are no direct legacy outcomes for Queensland. However, this decision does enable other legacy projects with better value for money outcomes to be undertaken in Queensland.

While they are not supported as Games competition venues, GIICA supports the allocation of funding to enable upgrades to the Wyaralong and Rockhampton rowing facilities to deliver a positive legacy outcome for the two primary rowing training and competition venues in the state.

Public submissions and feedback

More than 20 submissions were received in relation to the flatwater venue. The submissions reflected a range of views summarised by the following themes:

- Some feedback highlighted the potential legacy and economic advantages of the proposed venue at Wyaralong.
- Concerns were expressed in relation to transport and accessibility for users and visitors.
- The limited accommodation options in the vicinity of the venue were referenced.
- Various alternative venue locations were proposed, including Lake Kurwongbah (Moreton Bay), Lake Wivenhoe (Somerset region – as a training venue), Hinze Dam (Gold Coast), Coomera/Oxenford (Gold Coast) and Fitzroy River (Rockhampton).
- The Sydney International Regatta Centre was identified as an alternate venue.

Stakeholder engagement

Discussion focused on a range of topics including the desired long-term outcomes and opportunities for rowing and paddle sports in Queensland, the investment required to provide the event, accommodation and transport requirements of the Games, the quality of the athlete and visitor experience and site characteristics such as water quality and water resource planning.

While many stakeholders support the proposed venue and long-term investment, particularly those from the local region, some alternative locations were also proposed to be assessed to determine their suitability, and there was some divergence in views around whether rowing and canoe competition facilities should be co-located.

Findings and recommendations

- While the delivery of flatwater events at Wyaralong Dam is considered feasible, the construction and associated costs of the venue do not present value for money or a strong legacy argument, particularly taking into account the costs to develop a satellite athlete village in close proximity to the venue.
- Other locations for Games flatwater events in Queensland are not considered feasible and present considerable delivery and operational challenges.
- Sydney International Regatta Centre presents a feasible, fit-for-purpose alternative with a viable temporary accommodation solution, without the requirement for significant capital expenditure.

Recommendations: New Venues and Major Upgrades: Other venues	
Flatwater Rowing Venue	
25.	GIICA recommends the Wyaralong Flatwater Centre upgrade and the associated temporary Athletes Village project at Kooralbyn do not proceed.
26.	GIICA recommends the Games flatwater competition be hosted at the Sydney International Regatta Centre.
27.	GIICA recommends the allocation of funding to enable upgrades to the Wyaralong and Rockhampton rowing facilities to deliver a positive legacy outcome for the two primary rowing training and competition venues in the state.

Outstanding issues

Brisbane 2032 and the Queensland Government will need to work with the NSW Government to confirm delivery of a range of Games security, transport and other services.

5.4.4 Redland Whitewater Centre

Games considerations – necessity

The Future Host Questionnaire submission (2021) nominated the Redland Whitewater Centre as the venue to host Games canoe slalom competition with a temporary Games seating capacity of 8,000 seats. The project involves the development of an international standard facility within the Redland City Council's Birkdale Community Precinct.

Games considerations – location

The Birkdale Community Precinct is located in Birkdale (approximately 23 kilometres east of the Brisbane CBD) and is bound by Tingalpa Creek to the west and south.

The specific site proposed for the Redland Whitewater Centre is a predominantly flat open grassed field that was previously used for communications infrastructure. The plan limits the impact on the surrounding environment, particularly in respect of existing trees, and avoids any disturbance to the aquifer that exists under the site.

During the Review, GIIA reviewed a range of submissions, some of which raised questions about the long-term financial viability of the site and concerns about the potential impact of the venue on the local environment. The option to relocate whitewater events to the Penrith Whitewater Stadium was also considered.

On balance, GIIA concluded that proceeding with the Redland Whitewater Centre project is the most appropriate option for the following reasons:

- The Redland Whitewater Centre will create a year-round community legacy asset and will generate tourism opportunities for the Redland and sporting communities. The Project Validation Report outlines the legacy business case and concludes that the venue will be well utilised for adventure sports and recreation, as well as high performance training and swift water rescue familiarisation opportunities.
- The venue construction costs are significantly reduced due to the contribution of the land by the Redland City Council and the concurrent development of the broader Birkdale Community Precinct, enabling efficiencies in the delivery of access roads, parking and services.
- The climate conditions at Redland in July/August make this a more suitable location for the Games relative to the Penrith Whitewater Stadium option, noting specifically the extent of athlete contact with the water during whitewater competition. It was noted that the Penrith Whitewater Stadium has closed during winter months in previous years.
- The project is being developed on a historically cleared section of the Birkdale Community Precinct and the design contemplates very little impact to vegetation and no impact to the aquifer.

Games considerations – overlay requirements

The early design concept achieves the spatial requirements for the temporary Games overlay infrastructure required for the Games. It also allows for the anticipated volume of Games spectators and accredited persons travelling to and from the site.

IIA considers the operational requirements of the venue can be accommodated within the bounds of the proposed venue and the broader Birkdale Community Precinct without specific impacts for the surrounding area.

Games considerations - connectivity

The Redland Whitewater Centre is currently a private vehicle dependent venue with no active or public transport connectivity. Overall connectivity is poor and will require augmentation at Games-time.

Park 'n' Ride facilities from Birkdale train station and transit hub facilities from Carindale will be required to cater for Games demands.

Active travel options will need to be developed and encouraged in Games and legacy modes.

Games considerations – feasibility and deliverability

The current program for the Redland Whitewater Centre indicates construction will commence in mid-2026, with practical completion programmed for mid-2028, enabling approximately four years of pre-Games community usage.

Project delivery is assessed as achievable.

Legacy considerations

The Redland Whitewater Centre will form part of the new Birkdale Community Precinct which includes a public lagoon, cultural centre, memorial area, amphitheatre, walking trails and a permanent outdoor stage alongside 36 hectares of protected conservation area. The Birkdale Community Precinct Master Plan for the site was released by Redland City Council in March 2023.

Work on the Project Validation Report included consideration of the venue operations in legacy. Redland City Council has prepared a business case that considers the financial viability of the facility using benchmarks from a range of similar venues and has confirmed their commitment to operating the legacy facility.

In legacy the venue will be a hub for adventure-based tourism and outdoor recreational activities in addition to opportunities for defensive swimming and disaster resilience training.

Paddle Australia and Paddle Queensland have committed to using the facility for high performance sport and sport development, including elite training and international level competitions, increasing visitation and tourism for the Redland Coast.

Public submissions and feedback

Approximately 900 submissions were received in relation to the Redland Whitewater Centre, including from 13 organisations. Of that number, many submissions were identified as being pro-forma submissions. Feedback revealed mixed opinions on the potential benefits and drawbacks of the project as follows:

- Positive community sentiment highlighted the potential benefits of the project: promoting a healthy lifestyle, enhancing water safety skills and creating new educational and employment opportunities for the community.
- There is optimism that the centre will attract visitors, support local businesses and contribute to a more vibrant local economy.
- Detractors raised issues related to environmental impacts, construction cost, water supply concerns, ongoing operational expenses and the potential cost implications for local ratepayers.
- There were references to a lack of prior community engagement.
- There were references to the possible use of the Penrith Whitewater Stadium, with some submissions noting the challenging weather conditions.

Findings and recommendations

- The Redland Whitewater Centre project represents value for money for the Queensland Government due to the significant co-investment by Redland City Council into the Birkdale Community Precinct.
- Community opposition to the project on the grounds of potential environmental impacts and the ongoing financial cost of operating the facility is noted and is considered to be manageable on the basis of current plans to minimise environmental impacts and the Redland City Council business case.

Recommendations: New Venues and Major Upgrades: Other venues	
Redland Whitewater Centre	
28.	GIICA recommends the Redland Whitewater Centre project proceeds to procurement.

Outstanding issues

Redland City Council will refer the project as part of the broader precinct to the Australian Government under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Queensland Government will work with the Australian Government and GIICA to consider ways to ensure EPBC Act assessment processes are managed in a timely manner for Games venue projects, including providing for progressing early works where applicable.

5.4.5 Hockey Venue

Games considerations – necessity

Ballymore was identified in the Future Host Questionnaire submission (2021) as the venue to host Olympic Hockey competition, with capacity for up to 15,000 spectators in a combination of existing and temporary seats. This proposal required the installation of up to three temporary synthetic hockey pitches.

There are a number of challenges related to this proposal:

- The works will cause a multi-month disruption to Queensland Rugby Union and other Ballymore site users.
- Given the temporary nature of the use, there are no clear legacies for the venue, for rugby union or for hockey, although the temporary synthetic pitches could be relocated after the Games.
- The proposal to locate the Main Stadium in Victoria Park will potentially have an adverse impact on the availability of public transport options for spectators travelling to Ballymore, given its proximity.

During the Review, GIICA received and considered alternate proposals for Olympic hockey competition venues, including options involving existing hockey clubs in Brisbane. Each of these proposals involved significant expenditure for the installation of up to three synthetic hockey pitches and other facility upgrades.

Hockey Queensland, in association with the City of Gold Coast, presented a proposal for a one-pitch upgrade of the existing Gold Coast Hockey Centre, to enable the facility to host Olympic Hockey competition. The City of Gold Coast has confirmed in writing that the upgrade of the venue will be undertaken at no cost to the State, and the upgraded Gold Coast Hockey Centre site will be made available to Brisbane 2032 for Games use at nil cost. In addition, the City of Gold Coast will make available the adjacent council-owned land in close proximity to the venue to accommodate the temporary Games overlay.

Preliminary investigations of the site determined this proposal was viable. While these continue to be explored, no insurmountable issues have been identified.

Games considerations – location

The Gold Coast Hockey Centre is located at Keith Hunt Park in Labrador.

The venue is connected to additional open green space that can be used for operational requirements during the Games to facilitate a temporary transport mall.

Games considerations – overlay requirements

The preliminary investigations of the Gold Coast Hockey Centre were based on the existing Games requirement for two show pitches and a warm-up pitch. GIIA notes the Los Angeles 2028 (LA28) Games hockey venue includes only one show court and a warm-up pitch. This reduced requirement will be further explored, as it would allow for improved site operations and circulation.

Given the availability of adjacent vacant land, and the commitment of City of Gold Coast to make that land available to Brisbane 2032, the overlay requirements can be accommodated on the site, but additional work will be required to confirm that these requirements can be adequately addressed.

Games considerations - connectivity

The Gold Coast Hockey Centre is currently primarily serviced by active and private vehicle transport options. Overall mass transit connectivity is poor with a reliance on private vehicle transport.

The Gold Coast University Hospital light rail Station is the nearest mass public transit hub to the venue, located within a 2km walk.

Bus shuttle services connected to Gold Coast transit hubs will be required for Games demand transportation.

An additional Park 'n' Ride facility for the Gold Coast venue transport master plan may be required for the Games and should be planned to provide a legacy for future venue users.

A number of roads around the venue will be significantly impacted to accommodate required Games operations, including spectator flows.

Games considerations – feasibility and deliverability

The venue upgrade is relatively straightforward, although the site is challenging due to its narrow layout.

Hockey training pitches are required as a separate facility to the competition venue. A suitable training facility, typically with two synthetic pitches, will need to be identified close to the Gold Coast Hockey Centre.

This proposal necessitates an adjustment to athlete numbers in the Brisbane and Gold Coast Athletes' Villages, noting that hockey generates a requirement for approximately 640 beds for athletes and officials.

Project delivery is assessed as achievable.

Legacy considerations

The upgrades to the Gold Coast Hockey Centre, funded and committed by the City of Gold Coast, including an additional pitch, will increase the number of synthetic hockey pitches available for community and high-performance use on the Gold Coast.

The proposal is supported by Hockey Queensland and the City of Gold Coast.

Relative to the Future Host Questionnaire submission (2021) proposal at Ballymore, the overall legacy outcome is considered positive.

Public submissions and feedback

Submissions received in relation to the hockey venue referenced the following themes:

- Some opposition for the use of temporary infrastructure at Ballymore Stadium was noted, and a preference for the use of permanent infrastructure.
- There was a general sentiment that hockey infrastructure is outdated, and additional facilities are required to cater for the growing demand.
- The lack of transport connectivity of Ballymore Stadium was referenced.
- Various alternate site options were put forward, including Queensland State Hockey Centre, Gold Coast Hockey Centre, Perry Park and Ballinger Park.

Findings and recommendations

- The proposed use of Ballymore for Olympic Hockey competition will impact the operations of the venue for many months and provides minimal legacy benefit for the venue or for the sports of rugby union and hockey.
- The potential development of the Games Main Stadium at Victoria Park increases the number of spectators using the public transport services in the area around in Ballymore, in turn increasing the complexity and cost of public transport provision for Games spectators.
- A preliminary assessment of the joint proposal from City of Gold Coast and Hockey Queensland indicates the proposed upgrade of the Gold Coast Hockey Centre will enable the venue to be fit-for-purpose for hosting Olympic hockey competition, noting there are a number of outstanding matters to be resolved, including identification of a suitable training venue and transport-related matters.

Recommendations: New Venues and Major Upgrades: Other venues	
Hockey Venue	
29.	GIICA recommends Olympic Hockey competition is hosted at the Gold Coast Hockey Centre, noting that the required upgrade will be fully funded by the City of Gold Coast and leave Hockey a lasting legacy.

Outstanding issues

Further work is required to finalise the Gold Coast Hockey Centre development to ensure the venue is fit-for-purpose for Olympic Hockey competition and can accommodate all Games overlay requirements.

A formal agreement will be executed between Queensland Government/Brisbane 2032 and City of Gold Coast. In the event the parties are unable to agree terms an alternate hockey venue will need to be identified. The review considered proposals for staging hockey competition at various sites, including existing hockey clubs in Brisbane. Should the Gold Coast Hockey Centre be found to be unsuitable as a result of future investigations and design work, these alternative proposals may be considered.

The rebalancing of bed numbers and the Brisbane and Gold Coast Athlete Villages needs to be incorporated into the relevant village designs.

Hockey training pitches are required close to the Gold Coast Hockey Centre.

5.4.6 Sunshine Coast Stadium

Games considerations – necessity

The Sunshine Coast Stadium was identified in the Future Host Questionnaire submission (2021) as the venue for preliminary football competition with a capacity of 20,000 spectators, inclusive of 9,000 temporary seats. The project was supported by the Sport Venue Review (2024).

The Sunshine Coast Stadium has an existing capacity of 1,046 permanent seats and a temporary capacity of 10,000. The stadium has previously hosted NRL games and hosted the 2020 NRL Women's State of Origin. For many years the Sunshine Coast Council has advocated for a stadium expansion to meet the requirements of their growing population.

A Project Validation Report was completed in September 2023 and demonstrated that the proposed investment represented value for money. An investment decision was approved by the Australian and Queensland Governments in March 2024.

Games considerations – location

Sunshine Coast is the fifth-most populous local government area in Queensland and continues to experience high population growth⁴⁶.

The Sunshine Coast Stadium is located in the Kawana Sports Precinct and is adjacent to the site proposed for the Sunshine Coast Indoor Sports Centre.

Games considerations – overlay requirements

The potential co-location of two venues within the large Kawana Sports Precinct creates opportunities for overlay savings for Brisbane 2032. The precinct offers ample room for the temporary Games overlay requirements of both venues.

Games considerations – connectivity

The Sunshine Coast Stadium is primarily serviced by private vehicle transport and has limited public transport options. The overall venue mass transit connectivity is poor and will require significant investment to meet Games demands.

The planned Direct Sunshine Coast Rail will support greater mass transit connectivity to the venue and surrounding area. In combination with heavy rail, bus shuttles will be required to meet Games demands, with services to connect to a Sippy Downs park 'n' ride facility and transit hubs at Caloundra and Maroochydore.

The active travel facilities within the local network are good but will require uplift to adequately service the expected Games demands. GLICA notes the construction of pedestrian bridges are underway to cross Lake Kawana, providing improved active travel options.

Games considerations – feasibility and deliverability

The Sunshine Coast Stadium project investment decision was approved by the Queensland and Australian Governments in July 2024.

The construction project is straightforward with no significant challenges have been identified.

⁴⁶ Source: QGSO: Queensland Government population projections, 2023 edition: LGAs and SA2s. Accessible here: <https://www.qgso.qld.gov.au/issues/5276/qld-population-projections-regions-reports-local-government-areas-sa2-report-2023-edn.pdf>

Displacement of the ten existing tenants during the construction process will be managed by the Sunshine Coast Council.

Project delivery is assessed as achievable.

Legacy considerations

The Sunshine Coast Stadium is a well-established venue that is well utilised for premium rectangular sporting content.

There is strong community support for the proposal to increase the size of the stadium from 1,046 to 10,680 permanent seats.

Public submissions and feedback

Almost 30 submissions were received relating to the use of Sunshine Coast Stadium. They reflect a range of views:

- Mixed community feedback on the Kawana precinct development highlighted support for its potential benefits alongside concerns about inadequate public consultation and upgrade costs.
- The stadium upgrade is viewed as a catalyst for regional growth, with its strategic location enhancing connectivity and future infrastructure opportunities.
- The tourism, social and economic opportunities that a co-located stadium and indoor sports centre could bring to the region were noted.
- Strong advocacy for preserving green spaces reflects concerns about environmental impacts on local wildlife and coastal lifestyles surrounding the proposed development.
- There was some criticism about the perceived lack of public consultation in the planning process and the stadium upgrade costs.
- Traffic, car parking and public transport concerns were noted.

Findings and recommendations

- The Sunshine Coast Stadium is considered to be a feasible project that will deliver significant community legacy to the Sunshine Coast community.

Recommendations: New Venues and Major Upgrades: Other venues	
Sunshine Coast Stadium	
30.	GIICA recommends the Sunshine Coast Stadium project proceeds to procurement.

Outstanding issues

The temporary displacement of existing stadium users during the reconstruction period will be managed by the Sunshine Coast Council, as the asset owner.

5.4.7 Sunshine Coast Mountain Bike Centre

Games considerations – necessity

The Sunshine Coast Mountain Bike Centre was identified in the Future Host Questionnaire submission (2021) as the venue to host mountain bike competition with a temporary overlay providing capacity for 10,000 spectators.

Games considerations – location

Located on the Sunshine Coast, the state's fifth most populous region, the Sunshine Coast Mountain Bike Centre is adjacent to the Parklands Conservation Park.

The proposed project has been part of the Sunshine Coast Council's forward development plans for many years and will formalise and leverage the existing trail networks in the adjacent park.

Games considerations – overlay requirements

The venue forms part of a sizeable parcel of land with abundant surrounding cleared land available for back of house and ancillary services and storage. The precinct allows for a straightforward Games overlay solution.

Games considerations - connectivity

The Sunshine Coast Mountain Bike venue is only connected by private vehicle transport. There are no rail, bus or active transport options providing very poor overall connectivity.

Public transport infrastructure will need to be built to accommodate the Games and future use of this venue. Bus shuttles with services to connect to a park 'n' ride and transit hub facilities at Nambour will be required to meet Games demands.

Games considerations – feasibility and deliverability

The Sunshine Coast Council has purchased land adjacent to the Parklands Conservation Park to accommodate the venue.

The proposed upgrade involves development of an international standard mountain bike competition track adjacent to the Parklands Conservation Park. The proposed works provide trail head facilities including a café, bike shop, parking and public amenities. The design work undertaken to date validates the capacity of the land holding to accommodate all the proposed facilities.

The Project Validation Report (PVR) for the Sunshine Coast Mountain Bike Centre was completed in 2023.

The Sunshine Coast Council has agreed to deliver the project, using GIIA funding, as the project is of a size and scale routinely delivered through the existing Council delivery process. There will be minimal impact on park users during construction.

Project delivery is assessed as achievable.

Legacy considerations

The Parklands Conservation Park is currently extensively used by recreational mountain bike users. The development of a purpose-built Mountain Bike Centre that includes parking and amenities will significantly improve the user experience and will allow for increased participation for training and recreational purposes.

The Sunshine Coast is a growing community of approximately 350,000 people and is forecast to grow to 500,000-people by 2041⁴⁷. The new venue will be used by the local community and is expected to become an adventure tourism drawcard for the region.

Key stakeholders in the region, including the Sunshine Coast Council, support the venue upgrade, given the legacy benefits to community and high-performance mountain bike users.

Public submissions and feedback

A small number of submissions were received in relation to the Sunshine Coast Mountain Bike Centre:

⁴⁷ Source: QGSO Regional Profiles; accessible here: <https://statistics.qgso.qld.gov.au/qld-regional-profiles>

- The majority of feedback supported the proposed Sunshine Coast Mountain Bike Centre, emphasising in particular the anticipated tourism and sporting legacy opportunities.
- Some alternative locations were put forward (Nerang, Gold Coast Hinterland, Koorabyn Valley and Hidden Vale Adventure Park).

Findings and recommendations

- The Sunshine Coast Mountain Bike Centre is considered to deliver an important and worthwhile legacy benefit to the Sunshine Coast community.
- The Sunshine Coast Council has purchased the land required for the project and the project can be delivered in time for a legacy use a number of years before 2032.

Recommendations: New Venues and Major Upgrades: Other venues	
Sunshine Coast Mountain Bike Centre	
31.	GIICA recommends the Sunshine Coast Mountain Bike Centre project proceeds.

Outstanding issues

A cultural heritage assessment undertaken in 2023 determined that some areas within the proposed site are "Category 4 and 5" areas under the *ACHA Duty of Care Guidelines*.

Ongoing engagement with the Kabi Kabi Traditional Custodians will be required.

5.4.8 Barlow Park Stadium

Games considerations – necessity

Barlow Park was identified in the Future Host Questionnaire submission (2021) to host football preliminaries with a temporary Games capacity of 20,000 seats. The existing facility is owned, operated and maintained by Cairns Regional Council.

The proposed upgrades will deliver a new western grandstand with a permanent seating capacity of 5,000 which includes 1,500 retractable seats, providing new national and international event hosting opportunities in legacy mode. The project also includes improvements to athlete facilities and public amenity.

A Project Validation Report was completed in May 2024 and demonstrated that the proposed investment represented value for money. An investment decision was approved by the Australian and Queensland Governments in August 2024.

Games considerations – location

Cairns is a growing community, with a current population of over 175,000 and forecast to grow to approximately 220,000 by 2041⁴⁸.

Barlow Park, situated in Cairns, is an important element of the regional Olympic Football competition, demonstrating the State's commitment to a Games for all Queenslanders.

The existing venue is part of the Cairns city centre, an area proximate to the showgrounds, BMX tracks, schools and other facilities and readily accessible by several roads from all directions. Barlow Park is home to the Cairns Rugby League Club, Cairns Rugby Union, Cairns Athletics

⁴⁸ Source: QGSO Regional Profiles; accessible here: <https://statistics.qgso.qld.gov.au/qld-regional-profiles>

Association, Northern Pride Rugby League and Meals on Wheels. The venue regularly hosts school sport and organised junior sport.

Games considerations – overlay requirements

Located in a sizeable major events precinct, the surroundings are adequate to enable the design and delivery of a straightforward Games overlay solution. An additional 15,000 temporary seats will be required in Games mode to complement the 5,000 permanent seats that will be built.

The regional location of the venue necessitates hotel accommodation to be secured for athletes and officials. This is a Brisbane 2032 responsibility.

Games considerations - connectivity

Barlow Park is currently serviced by bus, active and private vehicle transport. Current connectivity is moderate and will not be sufficient to service the venue during Games mode.

An uplift of current transport options and Games specific bus services will be required during the Games period to meet projected demand.

Service uplift provides an opportunity to improve public and active transport links across key sites in Cairns including CBD accommodation and airport connectivity.

Games considerations – feasibility and deliverability

The project investment decision for the venue upgrade was approved by the Australian and Queensland Governments in August 2024. Procurement activities were paused when the Review was announced.

The current Cairns Meals on Wheels facility will be permanently displaced as part of the development. A new facility is currently being constructed and will be completed by mid-2025, in adequate time prior to the existing grandstand being demolished.

Project delivery is assessed as achievable.

Legacy considerations

Barlow Park is a well utilised multi-sport venue with a premium rectangular sport pitch and the only synthetic athletic track north of Townsville. The current grandstand is approaching its end of life and the high cost to erect extra seating limits the attraction of major events or anchor professional sports teams as tenants. The upgraded stadium building has been designed to optimise usage by all existing sports, with a retractable lower seating deck (over the track) for major events and rectangular sports.

The venue has historically attracted significant crowds for NRL matches and the upgrade is intended to support a case for Barlow Park to attract further rugby league content. The benefits of any improvements to Barlow Park will flow on to other venues in the precinct, including the showgrounds.

The permanent capacity of 5,000 seats (temporarily expanded for the Games) is considered appropriate for the size of the Cairns community.

The project received the unanimous support of the Cairns Regional Council and key local stakeholders support the venue upgrade.

Public submissions and feedback

A small number of submissions was received in relation to Barlow Park, with the following themes identified:

- Advocates for upgrading Barlow Park propose additional enhancement opportunities, including the integration of a high-performance centre to boost grassroots sports

participation, particularly among women. The legacy benefits for positioning Cairns as a key hub for athletics programs and events were also noted.

- There were some concerns expressed about the risk of budget overruns.
- Key football governing bodies expressed a strong request for funding to be directed also to upgrades in key football facilities across the state.
- Other submissions put forward proposals to upgrade Cazalys Stadium to benefit the AFL in the region.

Findings and recommendations

- GIIA considers the Barlow Park project will deliver an important and worthwhile legacy benefit to the Cairns and Far North Region communities.

Recommendations: New Venues and Major Upgrades: Other venues	
Barlow Park Stadium	
32.	GIICA recommends the Barlow Park Stadium project proceeds to procurement.

Outstanding issues

The temporary displacement of existing stadium users during the reconstruction period will be managed by the Cairns Regional Council, as the asset owner.

5.5 Critical Games Non-Competition Venues

5.5.1 International Broadcast Centre

Games considerations – necessity

The International Broadcast Centre is a critical non-competition venue for the Games. This facility is the temporary home for the Olympic Broadcasting Services (the host broadcaster) and the global Media Rights Holders. Every official broadcast image of the Games will pass through the International Broadcast Centre.

The Visy site, at South Brisbane, was identified in the Future Host Questionnaire submission (2021) proposal as the location for the International Broadcast Centre. The Queensland Government acquired the Visy facility at Montague Road in South Brisbane for this purpose. The land purchase and future (post-Games) redevelopment is consistent with planning undertaken in 2011 which identified the site as a key urban renewal opportunity.

A temporary International Broadcast Centre structure was proposed to be delivered by Brisbane 2032. The facility requires a very large, open building that is capable of housing temporary broadcast studios and office spaces. The bespoke and distinctive nature of this facility typically makes re-use of the building difficult. This was the experience of the London 2012 organisers.

Games considerations – location

As the International Broadcast Centre will be operational 24 hours a day, seven days a week, the centre needs to be located close to transport, accommodation and entertainment infrastructure.

An inner-city location enables Games broadcasters to be accommodated in existing hotel stock obviating any requirement for a stand-alone Media Village.

Games considerations – overlay requirements

Preliminary design and costing work for the construction of a temporary International Broadcast Centre building indicates this proposal could be cost prohibitive and alternative locations should be considered.

Further work is required by Brisbane 2032 to identify the optimal site for the International Broadcast Centre.

Games considerations - connectivity

The Visy site is located in central Brisbane and is well served by existing public transport and road links.

Accredited broadcast and media guests will travel between venues and the International Broadcast Centre via the dedicated Games Route Network. The Games Route Network, initially considered as part of the Future Host Questionnaire submission (2021), will utilise a fleet of buses on dedicated Games routes to ensure consistent and appropriate travel times. Detailed planning of the Games Route Network will be undertaken closer to the Games by the Department of Transport and Main Roads and Brisbane 2032.

Games considerations – feasibility and deliverability

Based on the cost challenges identified by Brisbane 2032, the status of this project remains unresolved.

Legacy considerations

The Visy site is a valuable land parcel in the heart of Brisbane. If the site is not used for the International Broadcast Centre, it could offer opportunities for a range of Games operational uses or as a temporary competition venue. Further work will be carried out by Brisbane 2032 to identify the best use of this land.

Ultimately it is anticipated the site would be redeveloped following the Games to deliver a high-quality, mixed-use precinct complemented by open space and community facilities.

Public submissions and feedback

A small number of submissions referenced the International Broadcast Centre:

- Individual submissions recommended alternative locations such as Yatala and the Brisbane Convention and Exhibition Centre.
- Some questions were raised about the flood risks associated with the proposed South Brisbane location.
- One submission proposed a partnership with local tertiary and cultural stakeholders to create a significant legacy at this site.

Findings and recommendations

- Preliminary design and costing works have identified that the temporary delivery of an International Broadcasting Centre on the Visy site may be cost prohibitive. Alternative locations should be considered.
- In the event the Visy site is not used for the International Broadcast Centre, the site could be utilised for Games operational uses or as a temporary competition venue.

Recommendations: Critical Games non-competition venues	
International Broadcast Centre	
33.	It is recommended GIIA continues to work with Brisbane 2032 to identify the optimal site for the International Broadcast Centre.

Outstanding issues

Further work is required to determine the optimal location for the International Broadcast Centre.

5.5.2 Main Press Centre

Games considerations – necessity

A second critical non-competition Games venue is the Main Press Centre. This facility is the main Games-time hub for press conferences, media work areas and the photo service centre, and will serve as the headquarters for international news organisations and accredited media.

The Future Host Questionnaire submission (2021) proposed the Main Press Centre would be located within the Brisbane Exhibition and Convention Centre.

Games considerations – location

The Brisbane Convention and Exhibition Centre occupies most of the block formed by Grey Street, Melbourne Street, Merivale Street, and Glenelg Street. The centre is owned by South Bank Corporation and managed by ASM Global.

The Brisbane Convention and Exhibition Centre will provide the media with a comfortable and secure working environment in a convenient and central inner-city location.

Games considerations – overlay requirements

The overlay requirements for the Main Press Centre are extensive, including specific requirements for data, power, transport, 24-hour access, air-conditioning and external space for equipment.

Planning for this temporary venue is being led by Brisbane 2032. The Brisbane Convention and Exhibition Centre appears capable of accommodating Games Main Press Centre requirements.

Games considerations - connectivity

The Brisbane Convention and Exhibition Centre is serviced by rail, bus, active and private vehicle transport options, along with river transport. Overall, the site connectivity is excellent.

All modes of transport are available to connect this centre, with the rail and bus options being on the trunk of Brisbane's transport infrastructure. Even with the additional Games demand there are no additional transport services needed. Road transport may need to be limited to event transport only to support last mile active transport, but this can be managed.

Greater support of active transport will increase local area access.

Games considerations – feasibility and deliverability

Project delivery is assessed as achievable.

Legacy considerations

There is minimal additional legacy benefit generated from the Games use due to the use of predominantly temporary overlay.

Public submissions and feedback

There were no identified direct mentions of the Main Press Centre in the public submissions feedback.

Findings and recommendations

Recommendations: Critical Games non-competition venues	
Main Press Centre	
34.	GIICA recommends the Main Press Centre be housed in the Brisbane Convention and Exhibition Centre as proposed.

Outstanding issues

No significant outstanding issues identified.

5.6 Existing Venues (no major upgrades)

Introduction

The majority of existing competition venues are large community assets owned by the Queensland Government or local government entities. In considering these venues, GIICA expects the owners and operators of these venues to maintain and upgrade venues, through normal business activities, to a contemporary standard for spectators, tenants, hirers and visitors.

The Future Host Questionnaire submission (2021) acknowledged the likely requirement for minor capital and temporary works at existing venues to ensure they were suitable for hosting Games competition. Examples of minor works include lighting, accessibility, change rooms and field of play upgrades. GIICA anticipates these works would be undertaken just prior to the Games. Any investment would seek to deliver legacy and community benefits.

The detailed examination of specific upgrades required to the balance of existing venues was not prioritised during the Review given the relatively minor nature of the proposed upgrades. Hence the Review activity was limited to a general assessment of the funding provision, focusing on venues with specific issues or challenges.

Again, it is noted that Brisbane 2032 is responsible for allocating specific sports to facilities which will be undertaken when the sport program is finalised with the International Olympic Committee in 2026. Therefore, GIICA's role is to demonstrate that sufficient sports venues are available, without specifically recommending sport allocations. This is particularly the case in relation to indoor sports.

GIICA notes also that further analysis of existing venue options can be undertaken, with Brisbane 2032, to identify potential regional hosting opportunities where appropriate.

5.6.1 State Netball Centre (Nissan Arena)

Games considerations – necessity

The State Netball Centre, owned by Stadiums Queensland and operated by Netball Queensland, is a venue for elite competition and community use. The venue features seven indoor multipurpose courts and retractable seating that creates a show court for major events with a capacity of just over 5,000 seats.

This venue was proposed as a training venue for Basketball in the Future Host Questionnaire submission (2021). During GIIA's Review the venue was assessed as being suitable for hosting Olympic indoor sport competition with a seating capacity of up to 7,000 seats, depending on the sport and the size of the field of play. The inclusion of this venue in the Games plan eliminates the requirements for construction of an additional indoor sport centre facility.

Games considerations – location

The State Netball Centre is located in the Queensland Sport and Athletics Centre precinct in Nathan, approximately 12km from the Brisbane city centre and less than 20 minutes travel time from the Brisbane Athletes Village.

The venue is the home of the Queensland Firebirds netball team and hosts a variety of community sports, major events and competitions, attracting over 400,000 attendees each year.

Games considerations – overlay requirements

Preliminary overlay design work demonstrates that the site has sufficient adjacent space to facilitate the installation of temporary Games overlay.

Games considerations - connectivity

The State Netball Centre is currently serviced by local bus services and active travel facilities. While overall connectivity is poor from a mass movement perspective, it is adequate to service the relatively small spectator capacity of the site.

To service Games spectators, bus shuttle services from the nearby Park 'n' Ride facility (Rocklea) and Transit Hubs (Griffith and Brisbane CBD) will be required.

Games considerations – feasibility and delivery

No major upgrade is considered necessary for the venue, assuming the existing maintenance program is sustained.

Legacy considerations

There are limited legacy outcomes given that, while minor works at the venue may be required, the decision to support the State Netball Centre as a Games venue is made on the basis that no major works being are required.

Public submissions and feedback

There were few submissions received in relation to the State Netball Centre. The key themes that emerged included:

- References were made to the advantageous location adjacent to QSAC.
- There were calls for improved facilities to create legacy benefits for netball participants.

Findings and recommendations

- The State Netball Centre is assessed as being suitable to host Games competition for an indoor sport with a seating capacity of up to 7,000 seats.

Recommendations: Existing venues (no major upgrades)	
State Netball Centre (Nissan Arena)	
35.	GIICA recommends the State Netball Centre at Nathan is included in the venues plan as a Games competition venue for indoor sport.

Outstanding issues

Brisbane 2032 is yet to confirm that the temporary Games overlay requirements can be accommodated onsite.

It will be necessary to identify an alternate Basketball training site.

GIICA will work with Stadiums Queensland to manage the leaseholder, Netball Queensland, and other potentially displaced tenants and users to manage impacts that may result from the venue being used for the Games.

5.6.2 Cairns Convention Centre

Games considerations – necessity

The Cairns Convention Centre, owned by the Department of Housing and Public Works and operated by ASM Global, includes a 5,000-seat capacity arena and benefited from a major expansion and building update in 2021. The centre hosts home games for the Cairns Taipans basketball team.

This venue was not referenced in the Future Host Questionnaire submission (2021). During the Review, GIICA assessed the venue as suitable for hosting Olympic indoor sport competition with a seating capacity of 4,500 to 5,000 seats, depending on the sport and the size of the field of play. The inclusion of this venue in the Games plan eliminates the requirements for construction of an additional indoor sport centre facility.

Games considerations – location

The Cairns Convention Centre is located in the heart of the Cairns city centre, in close proximity to options for athlete accommodation and existing spectator transport services. The venue is an important and well-maintained North Queensland major events facility featuring convention spaces, plenary rooms, function facilities and a lecture theatre.

Games considerations – overlay requirements

Preliminary overlay design work indicates the site around the venue is constrained for a temporary Games overlay. This will require further consideration by the GIICA team, working with Brisbane 2032. GIICA is confident a solution will be found.

Games considerations – Connectivity

The Cairns Convention Centre is serviced by bus, active and private vehicle transport. An uplift in transport options and Games-specific bus services will be required to meet projected Games demand.

A service uplift would improve public and active transport links across key sites in Cairns, including connectivity between CBD accommodation and the airport.

Games considerations – feasibility and delivery

No venue upgrades are considered necessary for the venue, noting the expectation that the existing maintenance program will be sustained.

Legacy considerations

While no venue upgrades are required, GIICA anticipates the Cairns community and region will benefit from the staging of Olympic football and indoor sport competition, promoting the city's capacity as a major events host.

Public submissions and feedback

There were very few submissions referencing Cairns Convention Centre:

- There was support expressed for hosting a variety of indoor sports like gymnastics, wrestling, badminton, table tennis and fencing.
- The venue was referenced as one of the better examples of its kind for accessible design.

Findings and recommendations

- Preliminary analysis shows that the Cairns Convention Centre could be used to host Olympic indoor sports competition with capacity of 4,500 to 5,000 seats.

Recommendations: Existing venues (no major upgrades)	
Cairns Convention Centre	
36.	GIICA recommends the Cairns Convention Centre is included in the venues plan as a Games competition venue for indoor sport.

Outstanding issues

Brisbane 2032 is undertaking further work to validate the Games temporary overlay plan in this site-constrained location.

5.6.3 Sailing Venue

Manly Boat Harbour is the largest boat harbour on the east coast of Australia and was put forward in the Future Host Questionnaire submission (2021) as the venue to host Olympic Sailing with temporary seating capacity for up to 10,000 spectators.

The Department of Transport and Main Roads is currently preparing a master plan for harbour upgrades and potential expansion which, if delivered, would improve the ability of the venue to host the Games.

Games considerations – connectivity

The Manly Boat Harbour is well serviced by local active travel and private vehicle transport. Manly Railway Station is located within a 1.5km walk of the venue. Bus shuttles with services connecting to a Murarrie park 'n' ride facility and Manly station transit hub will be required to meet Games demand.

Public submissions and feedback

A number of submissions were received reflecting a range of views relating to Olympic Sailing competition:

- There was support for capital investment into the Manly Boat Harbour venue to enable an expansion.
- Other stakeholders referenced concerns about the potential adverse impacts of any expansion on the Moreton Bay Marine Park.
- Submissions from sailing bodies indicated that Manly may have unreliable wind conditions during the Games window (July and August) and suggested that alternate locations in North Queensland may have more reliable wind conditions.
- There were references to the potential tourism benefits of staging sailing in an iconic regional location.

Findings and recommendations

- Submissions from sailing bodies referenced the unreliable wind conditions at Manly during the July and August and proposed alternate locations in North Queensland.

Recommendations: Existing venues (no major upgrades)	
Sailing Venue	
37.	GIICA recommends further analysis be undertaken by Brisbane 2032 to identify the optimal location for sailing events, with specific consideration of weather conditions and regional showcasing opportunities.

5.6.4 3x3 Basketball Venue

South Bank Piazza, located in the centre of the Southbank Parklands, was identified in the Future Host Questionnaire submission (2021) as the venue to host 3x3 Basketball with 4,500 spectator seats, including temporary seats.

The South Bank Piazza is nearing the end of its useful life and investment is required to sustain the venue beyond 2032. The South Bank Master Plan identifies that the Piazza site will be redeveloped after the Games by South Bank Corporation.

Games considerations – Connectivity

Transport modelling indicates pedestrian congestion can be anticipated around South Bank due to the volume of Games-related activity in the broader precinct, particularly in the event a “live site” is proposed for South Bank during the Games.

Games considerations – feasibility and delivery

GIICA understands the Basketball International Federation (FIBA) prefers a clear roof in the competition venue. Concerns have also been raised about the safe movement of crowds through the South Bank Parklands Arbour when significant temporary seating is in place.

Further work is required to confirm the optimal venue for 3x3 Basketball competition by Brisbane 2032, noting that 3x3 Basketball is likely to be staged in a temporary venue.

Public submissions and feedback

While South Bank was referenced in a number of submissions there were no submissions that specifically referenced the Cultural Piazza.

Findings and recommendations

- The South Bank Cultural Piazza may not meet the venue requirements for 3x3 Basketball and crowd movements in the precinct may be challenging.

Recommendations: Existing venues (no major upgrades)	
3x3 Basketball Venue	
38.	GIICA recommends Brisbane 2032 considers identifying an alternative site for 3x3 Basketball competition, noting the potential for creation of an urban park space with other sports.

5.6.5 Ipswich Stadium (Brighton Homes Arena)

Brighton Homes Arena is the home of the Brisbane Lions AFLW team and the training base of the Brisbane Lion men's team. This venue was identified in the Future Host Questionnaire submission (2021) as the venue for the modern pentathlon with 10,000 spectator seats.

Connectivity

Ipswich Stadium is serviced by rail, bus, active and private vehicle transport. Overall connectivity is good. Bus shuttle services to park 'n' ride and transit hubs will be required within Brisbane to cater for Games demands that cannot be met by Springfield Central Station. Improved last mile connectivity will also be required.

Public submissions and feedback

There were few submissions received in relation to Ipswich Stadium. GIIICA received a submission supporting the development of a second field at the venue which, while potentially useful, is not required for the conduct of Games competition.

Findings and recommendations

While the operations of Modern Pentathlon at Ipswich Stadium could benefit from the installation of additional services (power, water) as part of a second field development, the second field is not required to operate Games competition at the venue.

5.6.6 Ballymore Stadium

Ballymore Stadium is the headquarters for Queensland Rugby Union and was recently upgraded to include the National Rugby Training Centre, the new headquarters of the national Wallaroos women's team.

The Future Host Questionnaire submission (2021) identified Ballymore as the competition venue for Hockey, with 15,000 spectator seats, primarily temporary. Early venue designs identified a requirement for the installation of three temporary synthetic pitches over the existing turf fields, which would be removed at the completion of the Games.

The use of Ballymore for Olympic Hockey competition would impact the venue for almost five months prior to and during the Games and would provide minimal legacy benefit for the venue or for Rugby Union or Hockey.

GIIICA recommends the use of the Gold Coast Hockey Centre for Olympic Hockey competition. Ballymore may instead be available as a potential competition venue for a sport with a smaller footprint and spectator capacity, or as a Games training venue.

Games considerations - connectivity

Ballymore is located in a residential neighbourhood and limited public transport options are available.

The development of the proposed stadium at Victoria Park will increase public transport use in the area around Ballymore, potentially adding complexity and cost to the provision of public transport for Games spectators.

Hence a reduction to the spectator capacity and the number of competition days may be beneficial to the overall Games transport task.

Public submissions and feedback

Over 50 submissions were received in relation to Ballymore Stadium, reflecting a range of views:

- There was some opposition to the use of temporary infrastructure at Ballymore Stadium.
- A range of alternative locations was recommended for hockey competition, including Perry Park, Gold Coast Hockey Centre, Queensland State Hockey Centre, Ballinger Park and the Brisbane Entertainment Centre.

- There was support expressed for permanent hockey infrastructure to be delivered in existing hockey facilities, citing the outdated nature of existing hockey infrastructure and the requirement for additional facilities to cater for growing demand.
- There was some commentary on the transport and overall accessibility limitations of Ballymore Stadium.

Findings and recommendations

- The use of Ballymore for Olympic Hockey competition offers minimal legacy benefit and will impact the operation of the venue for almost five months.
- As the Gold Coast Hockey Centre is proposed as the preferred venue for Olympic Hockey competition, Ballymore is no longer required as the competition venue.

Recommendations: Existing venues (no major upgrades)	
Ballymore Stadium	
39.	GIICA recommends Brisbane 2032 consider Ballymore as a potential option for alternate Games use.

5.6.7 Brisbane Showgrounds

The Brisbane Showgrounds is operated by the Royal National Agricultural and Industrial Association of Queensland (RNA) and is the home to the Ekka, the annual Royal Queensland Show. The Future Host Questionnaire submission (2021) identified the Brisbane Showgrounds as the venue for Games equestrian events, with 15,000 spectator seats, of which 10,000 were temporary. The equestrian eventing (cross country) competition was to have been staged at nearby Victoria Park.

GIICA's recommendation to locate the Games Main Stadium in Victoria Park precludes the staging of cross country equestrian competition at Victoria Park. Hence, GIICA recommends the entire equestrian program is hosted at Toowoomba Showgrounds. This means that the Brisbane Showgrounds could instead be utilised for delivery of non-competition venue Games requirements. GIICA noted that the RNA advocated for upgrades to the ageing Machinery Hill Stand and improved accessibility to the heritage-listed grandstand. While these upgrades would provide significant legacy benefits for the Brisbane Showgrounds, they are not required for the Games.

Games considerations - connectivity

The Brisbane Showgrounds are well serviced by bus, active and private vehicle transport options. Rail connectivity will be increased for the precinct prior to 2032 with the completion of Cross River Rail and Exhibition Station. During events a rail option can be activated, providing an excellent transport outcome.

To meet Games demand, Exhibition Station needs to be active to provide increased mass movement access for spectators. Improved last mile active transport networks will support connectivity to bus and rail stations for the venue and surrounding local area beyond 2032.

Public submissions and feedback

Very few submissions referenced the Brisbane Showgrounds. There were suggestions that the venue would be suitable for a variety of sports, including softball, baseball, equestrian or gymnastics.

Findings and recommendations

- As a result of the proposal to locate the Main Stadium in Victoria Park, it is not possible to host all Olympic equestrian events at Brisbane Showgrounds. Accordingly, it is proposed all equestrian competition is staged at Toowoomba Showgrounds.
- GIIA and Brisbane 2032 to further explore opportunities for Games-time use.

5.6.8 Gold Coast Convention and Exhibition Centre

The Gold Coast Convention and Exhibition Centre, located at Broadbeach, is the city's premier convention and exhibition venue and the largest regional convention centre in Australia.

The centre features a 5,000-seat arena and was identified in the Future Host Questionnaire submission (2021) as the venue to host volleyball preliminaries and weightlifting.

Games considerations - Connectivity

The venue is currently well serviced by public transport, active travel and private transport. Overall connectivity is good with limited transport uplift required.

The planned Park 'n' Ride (Merrimac) and heavy rail transit hub (Nerang) facilities for the venue will require bus shuttles to cater for Games demands beyond the local area and light rail corridor.

The adjacent light rail stations and bus stop facilities enable multiple walking options from transit hubs to this venue.

Public submissions and feedback

Few submissions were in relation to the Gold Coast Convention and Exhibition Centre. It was generally put forward as a venue suitable for hosting a variety of indoor sports, including volleyball and weightlifting.

Findings and recommendations

- The Gold Coast Convention and Exhibition Centre is suitable as a Games competition venue without the need for any upgrade or extension works.

5.6.9 Brisbane Cricket Ground (The Gabba)

The Gabba was identified in the Future Host Questionnaire submission (2021) as the venue for Olympic and Paralympic Athletics competition, as well as the Opening and Closing Ceremonies, with a proposed seating capacity of 50,000 in Games mode.

The 2018 Stadiums Taskforce Report concluded that the Gabba was approaching the end of its useful life and required enhancement to extend its useful life until to 2030. This assessment was confirmed by more recent studies and investigations.

GIICA recommends a Games Main Stadium at Victoria Park, eliminating any immediate Games requirement for The Gabba.

GIICA anticipates the IOC will confirm the final sports program for the Games in mid-2026, including any additional sports. In the event the Gabba is proposed for any Games use at that time, a decision will be required to ensure adequate maintenance and capital works are secured to extend the operating life of the venue to 2032.

Games considerations - Connectivity

The Gabba is currently serviced by bus, active and private vehicle transport. South Brisbane and Buranda Railway Stations are located within a 1.5km walk. Current connectivity is moderate and will improve significantly with the completion of the Woolloongabba Cross River Rail station. Together with active transport investment it will provide the necessary connectivity to the site in Games mode.

Public submissions and feedback

The Brisbane Cricket Ground attracted significant interest across submissions feedback, many noted the venue is reaching its end-of-life and expressed a desire for future upgrades to prioritise accessibility improvements.

Findings and recommendations

- As a result of the proposed Victoria Park Main Stadium project, The Gabba is not currently required as a Games competition venue. However, should The Gabba be subsequently identified for Games use, maintenance and capital works would be required to extend the operating life of the venue to at least 2032.

5.7 Other Existing Venues

The remaining existing competition venues included in the Future Host Questionnaire submission (2021), for which no requirement for significant upgrades is anticipated and no immediate challenges are identified, are as follows:

- Indoor Sports Centres
 - Brisbane Entertainment Centre, Boondall
 - Gold Coast Sports and Leisure Centre
 - Coomera Indoor Sports Centre
- Brisbane Football Stadium
- Football Preliminaries / Qualifying venues
 - Gold Coast Stadium
 - North Queensland Stadium, Townsville
 - Sydney Football Stadium, Moore Park
 - Melbourne Rectangular Stadium
- Royal Queensland Golf Club.

5.8 Temporary Venues

Brisbane 2032 is the venue planning and delivery lead for temporary venues and is responsible for funding all temporary works at these sites to accommodate Games activities.

The Future Host Questionnaire submission (2021) assumed no capital upgrades would be required to enable delivery of the four proposed temporary venues. The list of temporary venues will be updated in mid-2026, when it is anticipated the IOC will confirm the final Games sports program. Further work will be required at that time to consider the location and design of all proposed temporary venues. Additional analysis will also be required to confirm that the proposed temporary sites can be delivered through a temporary Games overlay.

GLICA notes also that further analysis of temporary venue options can be undertaken, with Brisbane 2032, to identify potential regional hosting opportunities where appropriate.

The temporary venues identified in the Future Host Questionnaire submission (2021) are as follows:

- South Bank Cultural Forecourt
- Broadbeach Park
- Broadwater Parklands: Broadwater and Mitchell Park
- Alexandra Headland: Alexandra Parade and Alexandra Headland.

Findings and recommendations

- Further work will be required to consider the location and design of all proposed temporary venues in mid-2026. Additional analysis is also required to confirm that the proposed temporary sites can be delivered solely through temporary overlay.

5.9 Training Venues

The Future Host Questionnaire submission (2021) identified an initial list of venues to fulfil the Games requirements for athlete training requirements prior to and during the Games. This preliminary identification of some 30 Games-time training sites was based on limited investigations, with a focus on the suitability of the field of play and the proximity to athlete villages and accommodation.

The Future Host Questionnaire submission (2021) assumed minor upgrades such as lighting, accessibility, change rooms and field of play improvements would be required for a small number of existing training venues. Venue use agreements require that venue owners maintain their facilities to an appropriate level to ensure they are fit-for-purpose for Games training.

As the venue planning and delivery lead for training venues, Brisbane 2032 will decide on the optimal number and location of training venues closer to the Games. These decisions will be guided by factors such as proximity to the Athletes Villages, transport connectivity, security considerations and legacy benefits. The requirement for venue upgrades will necessarily be minimised. The final list of training venues will be confirmed well after mid-2026 when the IOC is expected to confirm the Games sports program.

Further assessments will be required as detailed training venue planning is progressed to determine whether any upgrades are required and to prioritise any works within the limited funding allocations. Investment will be focused on projects with strong legacy and community benefits.

GLICA received a large number of submissions from local government bodies, schools, sporting organisations and local sport clubs concerning a variety of existing or proposed Games-time training sites. While it is impossible and inappropriate to seek to fulfil the legacy aspirations of all stakeholders, two sites are noteworthy.

5.9.1 Perry Park

Over 230 submissions were received relating to football training venues, including submissions advocating for the upgrade or use of venues in Brisbane, Gold Coast, Sunshine Coast, Townsville and Cairns.

The vast majority of football-related submissions supported an upgrade to Perry Park:

- Football Australia proposed a major upgrade to create a 17,500 permanent seat Tier 2 rectangular stadium, with a capacity of up to 25,000 with temporary seating.
- Many submissions emphasised the importance of creating a legacy for football in Queensland and proposed Perry Park as an opportunity to achieve this.
- A notable number of submissions highlighted the potential economic benefits of upgrading Perry Park.

5.9.2 Queensland Sport and Athletics Centre (QSAC)

QSAC is identified as the Games-time training location for athletics (track and field), along with facilities in the nearby Griffith University Nathan campus.

Constructed in 1982 to host athletics competition at the Brisbane 1982 Commonwealth Games, QSAC is a well-utilised venue for high performance and community sports, most notably athletics. QSAC is home to the Queensland Academy of Sport (QAS) and is the premier athletics facility in Queensland, incorporating the National Throws Centre.

The venue hosts international, national, state and local athletics meets at senior and junior levels, school carnivals, high performance training plus a variety of functions and events.

Upgrades to QSAC to support Games-time training would leave a valuable legacy for athletics and further broaden community access to the venue well beyond the Games.

Careful planning of uses at QSAC will be required as the adjacent State Netball Centre (Nissan Arena) is utilised as a Games indoor sport competition venue.

5.9.3 Other Training Venues

Except where Games-time training is held at competition venues or villages, the remaining training venues, for which no requirement for significant upgrades is anticipated and no immediate challenges are identified, are:

- Football:
 - Spencer Park, Brisbane
 - Robina Station Reserve, Gold Coast
 - Robina State High School, Gold Coast
 - Maroochy Clippers - Elizabeth Daniels Park, Sunshine Coast
 - Maroochydoore Soccer Park, Sunshine Coast
 - Queens Park, Townsville
 - Endeavour Park, Cairns
 - Macquarie University, Sydney
 - Gosch's Paddock, Melbourne
 - Melbourne Sports Centre (Lakeside Stadium), Melbourne.
- Other sports:
 - Queensland University of Technology - Gardens Point, Brisbane
 - Valley Pool, Brisbane
 - St Joseph's College, Tennyson, Brisbane
 - Griffith University Nathan, Brisbane
 - Craigslea State High School, Brisbane
 - Somerville House, Brisbane
 - Stage 9, Village Roadshow Studios, Gold Coast
 - Carrara Indoor Sports Centre, Gold Coast
 - Maroochy Clippers - Elizabeth Daniels Park
 - Somerset College, Gold Coast
 - Alexandra Headland Surf Lifesaving Club, Sunshine Coast
 - Alexandra Park Conference Centre, Sunshine Coast.

5.9.4 Findings and recommendations

The GIICA budget for training venue upgrades is modest and there is no capacity to meet requests of sports at training venues.

Recommendations: Training venues	
40.	It is recommended the program for minor upgrades of training venues is reviewed progressively as detailed training venue planning is progressed.
41.	GIICA recommends the allocation of additional funding to enable upgrades to key Games training facilities, with a particular focus on Perry Park and Queensland Sport and Athletics Centre (QSAC).

5.10 Alternative Aquatics Hosting Solution

5.10.1 Background

This section addresses the potential requirement for an alternative solution for hosting Olympic and Paralympic swimming competition and Olympic water polo finals.

While it is possible to stage all Games aquatics competition in a single venue, the sport is typically staged at two Games venues as it is generally difficult to identify one location that can accommodate all aquatic events (Olympic and Paralympic swimming, as well as Olympic water polo, diving and artistic swimming). This is due to the number of pools required for training, warm-up and competition, the overlapping nature of competition and training and the multiple seating configurations required by the different disciplines.

Importantly also, swimming competition is invariably one of the premium Olympic and Paralympic events, so venue capacity and spectator experience are of paramount importance.

For Brisbane 2032, the Future Host Questionnaire submission (2021) proposed Games aquatics competition be conducted in the following venues:

- Olympic and Paralympic Swimming and Olympic water polo finals hosted in a new 15,000 seat (Games mode) **Brisbane Arena** with a temporary drop in pool and a temporary warm up pool installed by Brisbane 2032.
- Olympic Water polo (preliminaries), diving and artistic swimming hosted in the 4,300 seat **Brisbane Aquatic Centre at the Chandler Sports Precinct**, with minor upgrades to the pool and other precinct works.

GIICA supports the development of the Brisbane Arena (refer Chapter 4) on the basis of:

- the ability of a world class arena to deliver an outstanding event experience
- the spectator capacity that would enable maximum attendances at this premium Games event
- the significant legacy benefits that would flow for Brisbane and Queensland
- the Intergovernmental Agreement (IGA) between the Australian and Queensland Governments provides fixed funding for this asset by the Australian Government.

Noting feedback from the Queensland Government received following the required Terms of Reference Draft Report consultation period with GIICA, in the event a decision is taken not to proceed with development of the Brisbane Arena (not recommended by GIICA), an alternative proposal will be required for Olympic and Paralympic aquatics competition.

5.10.2 Options development

GIICA considers the key desirable characteristics of a Games aquatics venue, in addition to the minimum requirements for World Aquatics, include:

- capacity for a minimum of 15,000 seats (to meet the commitment in the Future Host Questionnaire submission (2021)), which can be achieved through a combination of temporary and permanent seating
- indoor, climate-controlled environment
- transport access commensurate with the venue capacity
- event pool and warm-up pool on one level for optimal athlete experience.

These characteristics formed the basis for a process to identify and analyse potential venue options. The preliminary investigation also took into account minimum Games and legacy requirements and considered necessity, affordability, deliverability and long-term benefits (social, economic and environmental).

This analysis drew upon work undertaken during development of the Arena business case and the 2024 Sport Venue Review. Submissions to the 100 Day Review were also considered. The list of options identified included:

- Chandler Sports Precinct
- Gold Coast Aquatic Centre, Broadbeach
- Centenary Pool, Spring Hill
- Queensland Sport and Athletics Centre, Nathan
- Land at Boondall, near Brisbane Entertainment Centre
- Toombul Shopping Centre
- Windsor Park
- Brisbane Football Stadium (Lang Park)
- Victoria Park
- Visy site, West End
- Yeerongpilly (adjacent to Queensland Tennis Centre)
- Petrie (Moreton Bay)
- Murarrie Recreation Reserve
- Perry Park
- Gabba Stadium
- GoPrint, Woolloongabba

Four sites were shortlisted for further investigation:

- Chandler Sports Precinct
- Gold Coast Aquatic Centre, Broadbeach
- Centenary Pool, Spring Hill
- Boondall Entertainment Centre.

5.10.3 Analysis of the four shortlisted options

Option 1 - Chandler Sports Precinct

This solution involves:

- development of the new High Performance Aquatic Centre with a temporary 15,000 seat capacity in Games mode (6,000 in legacy) for the Olympic and Paralympic swimming competition and Olympic water polo finals
- refurbishment of the existing Brisbane Aquatic Centre to host the remaining aquatics events (water polo preliminaries, artistic swimming and diving) and additional site and precinct works at an incremental cost of circa \$300 million.

This option drew on the detailed plans that had already been prepared for a proposed new High Performance Aquatic Centre as part of the Minor Venues Program recommendations. Block planning and test fit exercises of the expanded facility confirmed that the proposed solution was feasible, notwithstanding some significant challenges, particularly transport-related constraints, as follows:

- Bus fleet demands – a dedicated fleet of around 250 buses would be required to service spectator and workforce demands, an uplift of 110 buses as a result of hosting swimming. This adds significant pressure to the bus fleet and operations during Games-time across SEQ. In comparison, should swimming be hosted at the proposed arena site, around 20-40 buses would be required for shuttle services.
- Transit mall requirements - swimming triggers the need for a more expansive transit mall, increasing bus bay requirements from approximately 20 bays without swimming, to 30-40 bays with swimming, and likely requiring additional land.

- External road network impacts - it is estimated that swimming will extend spectator bus queueing to approximately 1.5km to the east and 3km to the west during peak periods, with a requirement for dedicated lanes to ingress and egress Games Family buses and general traffic.
- Expanded back of house requirements - will result in challenging transport arrangements on Tilley Road and its integration with Old Cleveland Road bus shuttle operations.
- Reduced level of service and user experience - initial analysis indicates that transport arrangements will be costly and will deliver a poor user experience, noting the site's limited transport network resilience and reliance on bus shuttle services at scale.
- Identification of an alternate location for the BMX Track – it is likely the existing BMX track would need to be relocated (temporarily) during the Games to enable the safe circulation of the increased number of spectators in the precinct.

Option 2 – Gold Coast Aquatic Centre (as part of a two-venue option, together with Brisbane Aquatic Centre at Chandler Sports Precinct)

The Broadwater Parklands Precinct at Southport contains a World Aquatics-accredited international aquatic facility which hosted the 2018 Commonwealth Games Swimming competition and the 2014 Pan Pacific Swimming Championships. During the Brisbane 2032 candidature phase, the Future Host Commission to the IOC Executive Board identified this venue as a “back-up option”.

The City of Gold Coast has suggested that the venue could host all aquatic events for the 2032 Olympic and Paralympic Games. In their submission to the Review, the City of Gold Coast indicated that they would consider installation of a lightweight roof structure if required (for which funding co-contributions would be sought from the Queensland and Australian Governments).

In consultation with key stakeholders, GIIA notes the following key challenges:

- In its current form, the venue is not capable of hosting all aquatic event requirements due to the conflict of diving and artistic swimming in the same pool. An additional aquatics venue would likely be required for some aquatics events.
- It is unlikely a capacity of 15,000 could be achieved for swimming competition, noting:
 - Installation of temporary seats around the competition pool would be problematic due to ground conditions.
 - For the Commonwealth Games the spectator capacity was 9,387 seats, including temporary seating.
 - To accommodate 15,000 seats, the temporary stands would be at heights and with profiles that would result in compromised viewing angles.
 - Circulation of 15,000 patrons around the site appears to be very challenging.
- A transport hub and parking cannot be accommodated on the current site.
- An additional enclosure of the warm-up pool would be required.
- The proximity of the proposed Gold Coast Arena presents significant transport challenges, with initial advice suggesting that the two venues could not operate concurrently (further investigation required).
- Aquatics involves over 2,000 athletes and officials who would require accommodation in the Gold Coast Athlete Village, rather than the Brisbane Athlete Village as planned currently. The Gold Coast Village is currently scoped at a total capacity of 2,600, excluding aquatics, so this would have a significant impact and feasibility would need to be assessed.

Option 3 – Centenary Pool, Spring Hill

During the Review, Swimming Australia nominated Spring Hill as the proposed location for a National Aquatics Centre comprising three new pools (two indoor halls and an outdoor pool) and incorporating the existing Centenary Pool facility. It was put forward as being capable of hosting all aquatic events during the Games with up to 19,000 temporary and fixed seats.

Based on the brief for aquatic events from previous Games, it appears the venue, as proposed, is not suitable to host all aquatic and swimming events concurrently. In addition, the Spring Hill site presented specific challenges. The following input was obtained through consultation with key stakeholders and specialist design and overlay consultants:

- The proximity of the field of play and various front and back of house spaces to the adjacent rail line, Inner City Bypass and Gregory Terrace would present significant security issues in Games mode.
- The site has insufficient flat, accessible space to meet Games overlay requirements, most particularly the lack of available area for a transport hub.
- Local heritage and cultural heritage listings would need to be considered.
- The topographical challenges of the site would necessitate substantial earthworks (not costed), noting the risk of contamination (surface asbestos).
- Significant site utility works would be necessary (potentially including the relocation of a 33KV power transmission line).
- Road closures would be required in Games mode, with significant impacts for local traffic conditions. Traffic congestion, noise and light spill mitigation would be required due to the proximity to existing residences.

Option 4 – Boondall, Brisbane Entertainment Centre (together with Brisbane Aquatic Centre at the Chandler Sports Precinct)

The Boondall site, which currently houses the Brisbane Entertainment Centre (BEC), has been considered as a potential location for multiple venues, including an indoor sports centre or arena.

The site has significant amounts of flat, open space that is currently utilised for parking associated with BEC operations (required due to the heavy reliance on private vehicle travel to the site). Due to the size of the site and surrounding undeveloped land there is sufficient space to meet Games overlay and security requirements. Accessibility is relatively good due to the adjacent heavy rail line and Gateway Motorway.

Travel times from the Brisbane city centre are between 30 and 60 minutes. Train capacity is relatively limited, and the services would need to be supplemented by shuttles at Games-time.

The site is considered feasible as a location for either a permanent swimming venue or temporary swimming venue, subject to resolution of a number of issues:

- Transport capacity would be stretched due to the requirement to operate the aquatics venue and the BEC concurrently during the Games.
- In legacy, a permanent aquatics venue would likely necessitate construction of a multi-storey carpark to maintain the number of carparks needed for events and concerts.
- The legacy transport benefits from any Games-related transport upgrades at Boondall are perceived as limited, as it is viewed as fit-for-purpose for current BEC events and the surrounding road intersections have the capacity to accommodate legacy travel demand in its current form.
- Stadiums Queensland has identified challenges associated with operating the two venues concurrently.

- Impacts on the vegetation in the existing carpark are anticipated.

5.10.4 Best performing option

The Chandler Sports Precinct solution (option 1) was identified as the most suitable based on preliminary advice, notwithstanding the significant transport challenges that will result in a sub-optimal athlete and spectator experience.

This analysis was necessarily brief and, in the event the decision is taken to move away from the preferred solution proposed in the Future Host Questionnaire submission (2021) and in GIIICA's recommendations, GIIICA recommends a more detailed analysis is undertaken before a site is selected.

6 Olympic and Paralympic Villages

The Games requirement

To prepare for the world's largest sporting event, the Brisbane Olympic and Paralympic Games (Games) host must identify suitable village solutions for athletes and officials. The Games villages represent a central and crucial element of the overall Games Master Plan and significantly shape the athlete experience.

The Games Master Plan submitted as part of the Future Host Questionnaire submission (2021)⁴⁹ identified the requirement for 16,400 athlete beds for the Games. These were to be delivered at:

- Three legacy villages:
 - Brisbane Athletes Village, North Shore Hamilton – up to 10,729 athletes and officials
 - Gold Coast Athletes Village, Robina Town Centre – up to 2,600 athletes and officials
 - Sunshine Coast Athletes Village, Maroochydore Town Centre – up to 1,374 athletes and officials.
- One temporary village:
 - Rowing Athletes Village – up to 1,200 athletes and officials.

The four villages were to be supplemented by athlete hotel accommodation solutions in support of events proposed for regional and interstate locations.

Following the Games, it is proposed the three legacy villages will transition to permanent housing within mixed-use precincts, adding to much-needed housing stock. This presents opportunities for private sector delivery partnerships.

Apart from early civil works undertaken at Northshore Hamilton, village construction has not yet commenced in earnest.

Scope

In accordance with the 100 Day Review (Review) Terms of Reference, GIIA has undertaken analysis of the number, location, design, feasibility, delivery approach, overlay requirements and legacy outcomes associated with proposed villages and evaluation of their connectivity to transport systems and venues. This scope was excluded from the Sport Venue Review (2024)⁵⁰.

The recommendations of the Review have implications for the location of Games competition venues. An immediate priority for Brisbane 2032, for GIIA and the Department of State Development, Infrastructure and Planning (DSDIP) will be the rebalancing of athlete numbers at each of the villages.

It is noted that the collective capacity of the villages addresses the requirements of “core sports” on the Olympic and Paralympic program. It is expected the International Olympic Committee (IOC) will confirm additional sports and events in mid-2026, at which time village capacities will need to be adjusted.

⁴⁹ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

⁵⁰ Queensland Government, Sport Venue Review: Independent Review of Brisbane 2032 Olympic and Paralympic Venue Infrastructure, (2024).

Village delivery responsibilities

The village financing, planning and delivery responsibilities are complex and involve multiple Games entities.

The State, DSDIP, is responsible for delivering the Athletes Villages.

GIICA has a legislative responsibility “to monitor and ensure the delivery of villages in time for the games” (section 53AD, *Brisbane Olympic and Paralympic Games Arrangements Act 2021*).

Brisbane 2032 is responsible for funding and delivering temporary Games overlay and Games-time operational costs.

Different delivery and financing arrangements are anticipated for each of the village developments, in accordance with the commitments made by the Queensland Government to the IOC during the bid phase in relation to villages delivery.

A Villages Program Steering Committee, chaired by DSDIP, is proposed as the governance forum to oversight villages planning and delivery (superseding the existing Villages Executive Steering Committee; refer Chapter 8). Various committee documents have been shared with the Review, noting that DSDIP has ultimate responsibility for villages delivery.

Public submissions and feedback

During the Review, multiple submissions were received in relation to Athlete Villages with the following key themes:

- Various potential village sites were put forward.
- There was support for siting the Brisbane Athletes Village proximate to key venues.
- Urban renewal opportunities at Northshore Hamilton were referenced.
- Achieving a legacy from Olympic and Paralympic infrastructure was a recurring theme, with some submissions proposing the conversion of Athletes Villages to affordable housing post-Games.
- Concerns about traffic congestion and accessibility were raised for Northshore Hamilton and Robina.

Findings and recommendations

Recommendations: Olympic and Paralympic Villages	
42.	It is recommended GIICA works with the Queensland Government to clearly define villages planning, delivery and governance roles and responsibilities, noting GIICA's responsibility to monitor and ensure the delivery of villages.
43.	GIICA recommends the Department of State Development, Infrastructure and Planning (DSDIP), Brisbane 2032 and GIICA work together as a matter of urgency to refine the athlete numbers for each of the Athletes Villages in accordance with the recommendations of the Review to enable timely progression of the villages planning.

6.1 Brisbane Athletes Village

Location

Located in a premier waterfront precinct, Northshore Hamilton is an existing planned development owned by Economic Development Queensland, the master developer of the site.

The Future Host Questionnaire submission (2021)⁵¹ identified that the Brisbane Athletes Village would accommodate 10,729 athletes and team officials for the Olympic Games and over 5,790 for the Paralympic Games and would offer nearby training facilities. Proposed venue changes recommended by the Review are likely to reduce the number of athletes and officials requiring accommodation in Brisbane Athlete Village.

Multiple submissions received during the Review from individuals and organisations proposed alternative sites. These options should be fully assessed before making a final investment decision, as a full evaluation of these options was not feasible within the Review timeframe.

Legacy outcomes

Post-Games, the development will transition into a mixed-use accommodation precinct that could potentially include retirement living, social and key worker housing, build-to-rent and market housing, as well as hotel accommodation.

Feasibility and delivery approach

A range of delivery models are currently under consideration by the State.

Construction of the Brisbane Athletes Village is expected to take place between 2027 and 2032. Major time and cost risks have been identified, consistent with the challenges facing comparable high-density developments in the current market.

With development approaching critical timelines, timely decisions are essential to ensure delivery before the Games.

Connectivity

Travel time requirements committed to in the Future Host Questionnaire submission (2021) will be achieved through the provision of a dedicated Games Route Network. While the Hamilton North Shore Village location currently has poor transport connectivity, its proximity to the Gateway Motorway and the recently upgraded Kingsford Smith Drive, provide the necessary road infrastructure to transport athletes and Games Family members who will utilise car and bus fleets.

Findings and recommendations

- The Brisbane Athletes Village solution is complex and challenging. Planning at Northshore Hamilton is not well advanced and significant time/cost challenges are apparent. Proposals for several alternate sites warrant further analysis before a final decision is made on the location.

⁵¹ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

Recommendations: Olympic and Paralympic Villages	
Brisbane Athletes Village	
44.	GIICA recommends the Department of State Development Infrastructure and Planning undertakes alternative site assessments for the Brisbane Athletes Village, confirms a preferred site and commences procurement as soon as possible to enable contract close by early 2027.

6.2 Gold Coast Athletes Village

Location

Robina Town Centre is an existing planned development, identified in the Future Host Questionnaire submission (2021)⁵² as the proposed site for the Gold Coast Athletes Village.

Located in the Robina Town Centre precinct, and owned by Queensland Investment Corporation Robina Pty Ltd, the site is largely vacant land, offering views over water and green space.

The Future Host Questionnaire submission (2021) identified that 2,600 athletes and team officials would be accommodated at the Gold Coast Village for the Games and 1,313 for the Paralympic Games. Proposed venue changes recommended by the Review are likely increase the number of athletes and officials requiring accommodation in the Gold Coast Athletes Village.

Multiple submissions received during the Review period from individuals and organisations proposed alternative sites. These options should be fully assessed before making a final investment decision, as a full evaluation of these options was not feasible within the Review timeframe.

Legacy outcomes

Post-Games, it is proposed the village transitions to approximately 500 dwellings for South East Queensland's growing population, supporting the ongoing urban development of the Robina Town Centre.

Feasibility and delivery approach

It is proposed that Queensland Investment Corporation Robina Pty Ltd will develop the village site. Site constraint issues have been identified in respect of village overlay and security requirements. Further analysis of the site's capacity to accommodate the increased number of athletes and officials is required.

Connectivity

Travel time requirements committed to in the Future Host Questionnaire submission (2021) will be achieved through the provision of a dedicated Games Route Network. Its proximity to the Pacific Motorway and Cheltenham Drive provides the necessary road infrastructure to transport athletes and Games Family members who will utilise car and bus fleets.

Robina has good access to public transport, being located within 800 metres of the Robina railway station.

⁵² Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

Findings and recommendations

- Potential site constraints identified at the Gold Coast Athletes Village at Robina Town Centre need to be investigated. Proposals for several alternate sites warrant further analysis before a final decision is made on the location.

Recommendations: Olympic and Paralympic Villages	
Gold Coast Athletes Village	
45.	GIICA recommends the Department of State Development Infrastructure and Planning undertakes alternative site assessments for the Gold Coast Athletes Village, confirms a preferred site and commences procurement as soon as possible to enable contract close by early 2027.

6.3 Sunshine Coast Athletes Village

Location

Maroochydore Town Centre is an existing planned development that was identified in the Future Host Questionnaire submission (2021) as the location for the Sunshine Coast Athletes Village. The precinct is part of the Maroochydore City Centre Priority Development Area (PDA) being led by the Walker Corporation.

During the bid phase it was anticipated that 1,374 athletes and team officials would be accommodated at the Sunshine Coast Village. This number is not expected to be impacted by the recommendations of the Review.

Legacy outcomes

Post-Games, the village will transition to permanent dwellings for the growing Sunshine Coast population.

Feasibility and delivery approach

Sunshine Coast Council is currently in discussions with its partners (SunCentral Maroochydore and Walker Corporation) on site selection and project concept feasibility.

GIICA notes the proposal in relation to the Maroochydore Horizon Centre that contemplates the Sunshine Coast Athletes Village as a component of an integrated arena and village development. GIICA recommends DSDIP assesses that proposal against other potential village options (refer Chapter 5).

Connectivity

Travel time requirements committed to in the Future Host Questionnaire submission (2021) will be achieved through the provision of a dedicated Games Route Network. The proximity of the site to Maroochy Boulevard and the Sunshine Motorway provides the necessary road infrastructure to transport athletes and Games Family members who will utilise car and bus fleets.

Maroochydore is planned to have good access to public transport through the Sunshine Coast Public Transport Priority Project to be delivered by 2032.

Findings and recommendations

Recommendations: Olympic and Paralympic Villages	
Sunshine Coast Athletes Village	
46.	GIICA recommends the Department of State Development, Infrastructure and Planning investigates the options for the Sunshine Coast Village, works with relevant stakeholders to confirm the preferred location and delivery model, and consults with the Sunshine Coast Council to resolve the village development strategy.

6.4 Satellite Athlete Accommodation

Rowing Athletes Accommodation

GIICA is recommending the relocation of flatwater events to the Sydney International Regatta Centre in Penrith, New South Wales. A temporary accommodation solution for 1,200 athletes and officials utilising nearby hotels is proposed, eliminating the need for significant capital or temporary village-related expenditure.

Initial analysis indicates that there is an adequate supply of suitable hotel accommodation in close proximity to the competition venue.

Cairns Athletes Accommodation

GIICA is recommending the Cairns Convention Centre be considered as a competition venue for Games indoor sport competition, noting the venue is relatively small in terms of seating capacity and floor space for field of play.

Athlete numbers are dependent on the Brisbane 2032 decision on sport allocation. The minimum requirement is estimated at 200 beds (in addition to the accommodation already designated for Football preliminary matches in Cairns).

It is anticipated that existing hotel accommodation will be sufficient to meet this demand, and a new stand-alone Athlete Village will not be required.

Equestrian Athletes Accommodation

GIICA is recommending the Toowoomba Showgrounds as the competition venue for all Games Equestrian events. Approximately 300 beds will be required to accommodate athletes and officials.

As outlined in Chapter 5, the Wellcamp Regional Accommodation Centre located approximately 13km from Toowoomba Showgrounds is proposed as a suitable location for athlete and official accommodation, subject to the conclusion of appropriate commercial arrangements.

Regional and Interstate Football Accommodation

In accordance with the proposal in the Future Host Questionnaire submission (2021), Olympic Football preliminaries and quarter final matches will be staged in Cairns, Townsville, Sydney and Melbourne.

It is anticipated that existing hotel accommodation in those cities will be sufficient to meet this demand, and new stand-alone villages will not be required.

Findings and recommendations

Brisbane 2032 is responsible for securing the accommodation facilities in satellite locations and bearing the operational costs, including temporary Games overlay.

Recommendations: Olympic and Paralympic Villages	
Satellite Athlete Accommodation	
47.	It is recommended that Brisbane 2032, supported by GIIA, undertakes further work to identify suitable athlete and official accommodation, including hotel options, outside South East Queensland.

7 Transport

7.1 Background

South East Queensland (SEQ), with a population of 4.02 million people in December 2024, is already larger than Sydney at the time of the 2000 Olympic and Paralympic Games (3.78 million) and is projected to reach a population of 4.6 million by 2032⁵³, and 5.9 million by 2046⁵⁴. This strong population growth drives demand for transport capacity upgrades. The region's public transport network capacity and reach lags behind other world leading cities for a region of this population. As a comparison, 2024 public transport patronage for SEQ was approximately one third of the equivalent public transport patronage for Sydney in 2000.

Transport projects such as Cross River Rail, Brisbane Metro and road upgrade projects are progressively being delivered and while these will help with the current transport task, more needs to be done for SEQ's growing population and in time for the Games.

During the month of the Games, transport systems will need to manage the mass movement of more than 2 million daily trips between venues, accommodation and other destinations in addition to existing daily travel.

A step-change is required if SEQ is to meet the challenges of a growing population, becoming a global city and successfully hosting an Olympic and Paralympic Games.

Through the Games bid, the Council of Mayors South East Queensland (CoMSEQ) and others sought to leverage the Games as a catalyst to accelerate much needed transport and social infrastructure, including several recommendations to better connect the SEQ region. These recommendations were granted an 'early advantage' window when the International Olympic Committee (IOC) awarded the Games 11 years prior to hosting, providing sufficient time to deliver infrastructure that would support the Games and offer legacy connectivity.

With July 2025 marking four years since Brisbane was awarded the privilege of hosting the Games, there is now a maximum of seven years to plan, refine, design, build and test all necessary transport requirements. GIIICA reinforces the importance of progressing projects critical to the success of the Games.

Queensland has several transport projects in planning or partial procurement that need to be accelerated. The transport requirements are necessary for the growing population of Queensland and are therefore needed in time for the Games, but not only for the Games.

7.2 Response and solutions – Nine critical transport programs to implement

Acknowledging the challenge of facilitating convenient movement to and from Games destinations, and the need to leave a transport legacy following the Games, GIIICA endorses nine critical transport programs.

⁵³ Queensland Government Statistician's Office, Queensland Government population projections, 2023 edition (2023).

⁵⁴ Queensland Government, SEQ Regional Plan, 2023 (2023).

These include:

- An upgrade of:
 1. Brisbane public transport
 2. Gold Coast public transport
 3. Sunshine Coast public transport
 4. Sections of the road network for the Games Route Network (GRN).
- Implementation of:
 5. A SEQ Transport Coordination Centre (TCC)
 6. An expanded European Train Control System (ETCS).
- An uplift of:
 7. Public transport fleet and facilities
 8. Active travel aligned to the Games Masterplan
 9. Accessibility aligned to the Games Masterplan

Recognition of shared and diverse responsibilities

GIICA recognises many entities have significant transport responsibilities, such as policy, funding and delivery agencies and transport providers. GIICA acknowledges the work completed to date by Australian, Queensland and local governments and their agencies to progress the planning of the transport task for the Games and will continue to work with all levels of government as key delivery partners.

7.3 Vision and key principles

The Games Transport Steering Committee's vision for the Games is to deliver 'reliable, sustainable and inclusive transport services to Olympic and Paralympic stakeholders and spectators, while advancing the delivery of infrastructure and services to meet community transport needs before, during and after the Games'.

Previous Games have left many lasting and positive legacies for their host cities and increased and sustained public transport usage is one that will benefit SEQ. The Games provide a unique opportunity to positively influence behaviour change in relation to public transport patronage, based on a significant improvement in convenience and availability. Transport planning and delivery must balance Games-time transport demands and commitments including agreed levels of service and accessibility, while supporting the long-term transport network and service improvement needs.

7.4 Transport analysis scope and methodology

With regard to the Review Terms of Reference, GIICA undertook the following transport scope:

- identify and assess critical transport projects to be constructed prior to the Games, ensuring alignment with long-term mobility and transport strategies
- evaluate the connectivity of proposed new, upgraded and temporary venues to transport systems
- evaluate the connectivity of proposed Olympic and Paralympic villages to transport systems
- evaluate affordability of proposed infrastructure projects for economic viability and value for money.

To meet the scope, GIIA:

- undertook a review of strategic transport demand modelling to assess the impact of the Games on the current transport system
- undertook model scenarios and tested transport assumptions for future transport demand.
- reviewed business cases and PVRs
- reviewed Transport and Main Roads Queensland Transport Strategy; Regional Transport Plans; Movement and Place Policy; Accessibility and Inclusion Strategy; Creating Better Connections; Zero Emission Vehicle Strategy; Qld Freight Strategy; Qld Walking Strategy; Qld Cycling Strategy; ShapingSEQ 2023; SEQ Rail Network Strategy; and Queensland Transport and Roads Investment Program 2024 –25 to 2027 – 28 (QTRIP)
- reviewed Brisbane City Council’s “The race to gold – Brisbane’s Games Transport Legacy”
- reviewed public submissions made during the Review
- met with, and took advice from, many stakeholders including transport planning agencies and service delivery providers
- researched the transport requirements and success stories of other large-scale events, including Olympic and Paralympic Games
- undertook site visits.

7.5 Desktop review and transport modelling

IIICA reviewed the comprehensive analysis completed by the Queensland Department of Transport and Main Roads (TMR) to identify potential Games-time transport needs and impacts across state and local governments. This included desired levels of service, likely transport requirements and supporting documentation for identified key transport projects needed to fulfil the Games transport task.

Analysis indicates the existing transport system capacity is insufficient to cater for the Games travel demand. This is the case at the inter-city mass movement level as well as intra-city level for both active travel and public transport demands.

Within the Future Host Questionnaire submission (2021)⁵⁵, there is a target of 90%+ for travel to venues during Games-time to be undertaken by public or active transport. The demand levels of these trips exceed the current system’s capacity. This is validated by model outcomes evidencing significant transport system inefficiencies. Further, an assessment of the modelling forecasts of SEQ road network performances identified many critical corridors are expected to operate at or above capacity during the Games and beyond.

Data demand analysis and transport modelling provided further insights into the consequences of not delivering critical transport infrastructure for the Games. A critical study was the current state-future state gap analysis to understand the 2032 ‘transport task’ and assess what Queensland needs to implement to be ready for the Games.

⁵⁵ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

7.6 Connectivity assessment

To meet the Terms of Reference, GIICA assessed many factors, both relevant to the Games and transport. The Review assessed prospective state-wide venues, villages and urban centres for transport connections, infrastructure and accessibility using multi-criteria analysis and modelled transport requirements associated with proposed Games venues and villages.

Key inputs included technical expert assessment and advice from stakeholders with relevant transport expertise and experience. The assessment included the determination of transport network infrastructure requirements already identified for Queensland and what could be accelerated in time for the Games.

This approach also sought to minimise adverse impacts on residents and businesses by maintaining viable options for normal daily travel needs during the Games, acknowledging venue locations will likely be experiencing greater traffic volumes in 2032 from population growth.

7.7 Stakeholder input

During the 100 days, GIICA met with a range of key stakeholders as per the Terms of Reference, including all levels of government, together with interested community groups, public transport advocates and patrons.

Submitters to the Review sought better transport outcomes, reinforcing stakeholder interest in the state's connectivity. Most submissions about transport came from SEQ-based stakeholders.

The key themes of materials and discussion included:

- Connectivity and capacity - the public transport system must have greater connectivity, particularly inter regionally, and capacity to meet the growing needs of Queensland. The Games is an opportunity for investment.
- Sustainability – the need for more sustainable travel options
- Accessibility and inclusion – the need for better accessibility and inclusion so all Queenslanders can utilise public transport
- Legacy benefits – existing transport infrastructure is insufficient to meet Games needs. Improved transport will unlock long-term economic and social benefits by providing legacy infrastructure and services post 2032.
- Investment – adequate funding must be available to ensure transport infrastructure delivery
- Deliverability – the need to progress delivery with an accelerated program requiring cross-government and public support.

7.8 Value for money and affordability

To assess Value for Money (VFM) in the time available, GIICA considered existing project feasibility and business cases to understand project scope, benefits and value. GIICA notes existing infrastructure planning assurance processes at local, state and federal levels require demonstration of VFM.

In Queensland, VFM assessment is guided by the Queensland Treasury Project Assessment Framework (2024)⁵⁶. The Queensland Department of Transport and Main Roads references the Project Assessment Framework as setting "the foundation for ensuring that project evaluation, procurement and delivery activities are undertaken effectively and efficiently across the Queensland Public Sector, and that the State Government achieves value for money from its investment in projects".

Business cases have been prepared for two rail projects: (1) Logan and Gold Coast Faster Rail project (Kuraby to Beenleigh) and (2) Sunshine Coast Rail Stage 1 and 2 (Beerwah to Birtinya). The business case for the Sunshine Coast rail project, for example, considered VFM propositions, such as safety, productivity and social equity.

Based on the work completed and assessments of the current delivery environment and Games transport task, GIICA determined that these projects were the best option to meet the Games need and justified the investment required.

The 'Delivery Challenges and Solutions' Chapter discusses procurement, delivery partner and private sector contributions such as Public Private Partnerships (PPP's) opportunities as potential mechanisms to enhance efficiency and value for money. The current ETCS rollout is being delivered through a PPP and the extension of this project may provide an opportunity to utilize this mechanism again. PPPs are regularly used in transport infrastructure delivery and should be evaluated as a possible delivery model for some of the critical transport programs GIICA are recommending.

Projects endorsed within this report that are yet to be fully scoped and assessed as VFM, should be expedited through required processes, ensuring these hurdles are met, but that the process does not compromise the delivery timetable.

The estimated project costs available during the Review have been included in an assessment of the overall required transport infrastructure program. For projects that currently have no cost estimate, an initial high-level benchmarking assessment has been undertaken as part of an initial evaluation of the deliverability and affordability of the required transport infrastructure program.

It was noted that all projects require a Business Case which includes consideration of value for money and economic viability prior to commencement.

7.9 Deliverability

As per the Terms of Reference, GIICA has assessed deliverability of the recommended critical programs noting the variation in their stages of maturity.

Where business cases were available, deliverability has been assessed against the delivery program details provided, and where these have not been available, industry experts have confirmed the deliverability of each program noting that many of these are already in the planning stage.

Delivery challenges and recommended solutions for the Review recommendations are addressed in detail in Chapter 10 – Delivery Challenges and Solutions.

⁵⁶ Queensland Treasury, Project Assessment Framework, 2024.

These are intended to provide additional support to the delivery of the required transport infrastructure projects which have in many cases had business cases completed that consider procurement, delivery partners and private sector contributions.

Delivery of transport infrastructure will also require adequate resourcing and funding to the delivery entity to ensure that the programs are planned and constructed in time.

7.10 Findings

7.10.1 The Games Transport Task

The Games transport task for SEQ encompasses the mass movement of more than 2 million daily trips between venues, accommodation, tourist attractions, restaurants and more, including Games spectators, workforce and visitors.

The SEQ public transport system will need to predominantly support Games spectators and workforce, whilst also needing to support the daily travel needs of Queenslanders, an influx of visitor trips and servicing ongoing freight and logistics activities. Many of these visitors, spectators, workforce and daily users will have diverse accessibility requirements.

During the Games, an additional 50,000 Olympic and Paralympic athletes and Games personnel will need to travel between accommodation, training facilities and venues over many days.

The transport management task is significant and challenging.

The combination of surrounding Games Live Sites, non-ticketed Games events and visitor trips, will place an unprecedented level of travel demand on the SEQ transport network, particularly for public transport and active travel.

Overall, this is an unprecedented scale of movement within SEQ and Queensland.

7.10.2 The unique SEQ transport task challenge for the Games

GIICA considered key components that influence transport operations for a city. Three factors that influence the scale of the transport challenge in any Olympic and Paralympic city are:

- City population – urban areas that have lower population levels are less able to accommodate the mass movement of Games-time demand peaks.
- Public transport network supply and usage – low level of public transport supply and travel mode share reduces the effectiveness of mass movement across the transport network.
- Distance between venues – geographical dispersal of venues across the urban areas increases required transport fleet size, operating costs and travel time.

Brisbane's transport task is uniquely challenging in that it will be the first city to host a Games that must address all three factors. While there are many advantages of the dispersed approach particularly for the economy of each region, it will place additional stress on many road and rail corridors and the transport programs identified in this report are required to manage this.

The SEQ transport network and proposed venues per the latest Games Master Plan are illustrated in the following figure – noting these are all subject to final approval:

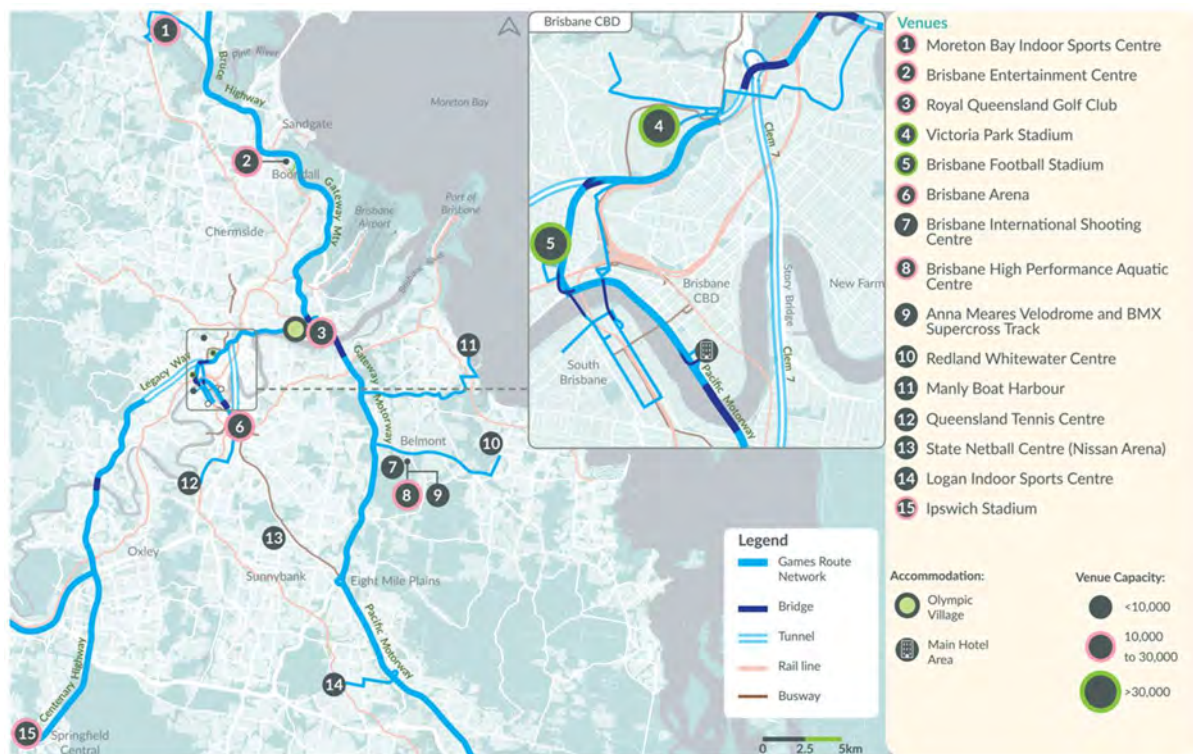


Figure 4 - Indicative location of venues and transport links, noting (a) venues need to be confirmed by the Queensland Government following the 100 Day Review, (b) Brisbane 2032 is responsible for allocating events to venues and (c) not all venues are depicted.

The regional transport network and proposed venues per the latest Games Master Plan are illustrated in the following figure:

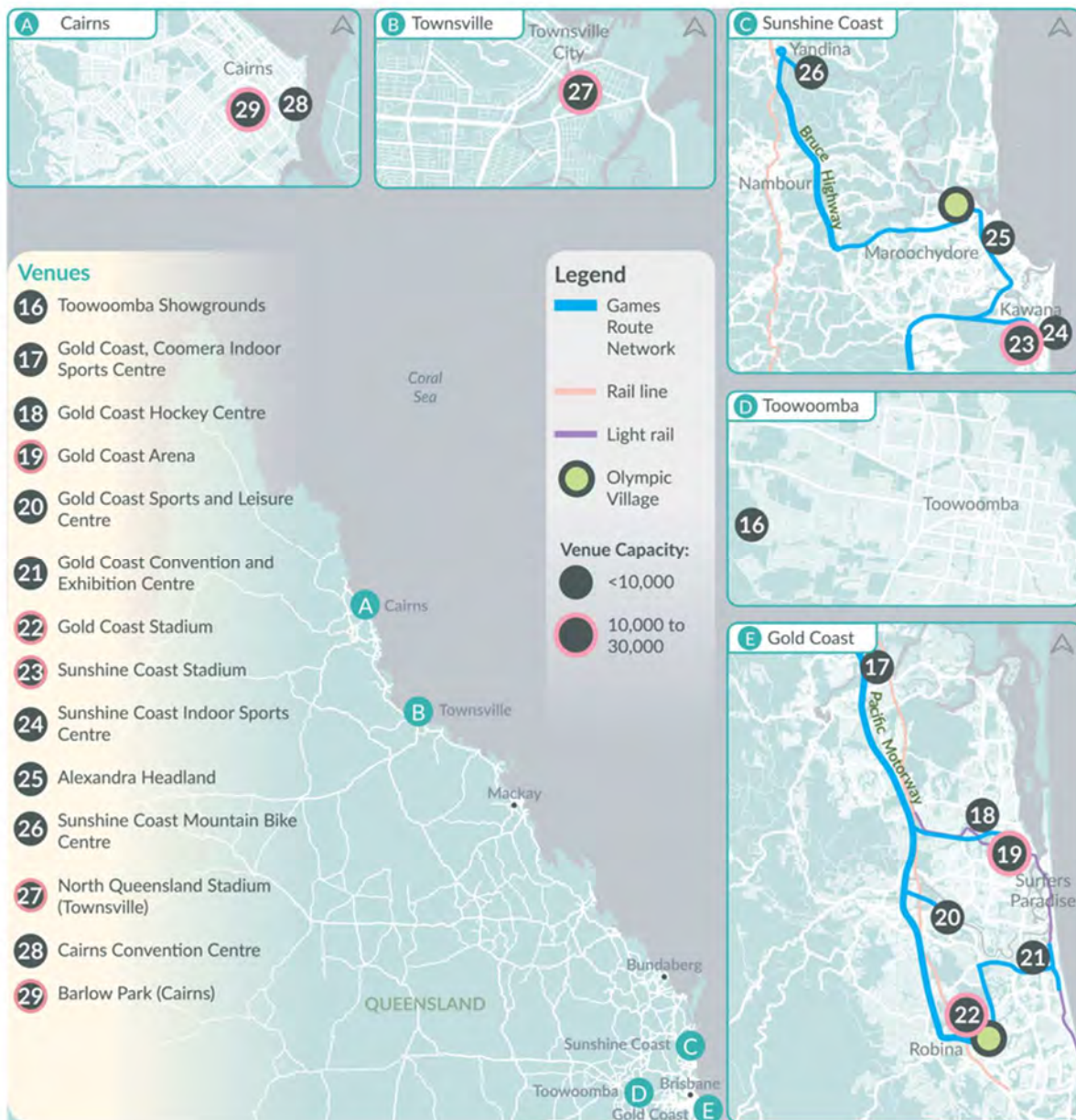


Figure 5 - Indicative location of venues and transport links, noting (a) venues need to be confirmed by the Queensland Government following the 100 Day Review, (b) Brisbane 2032 is responsible for allocating events to venues and (c) not all venues are depicted.

7.10.3 Integration with venues and villages

When the Games Master Plan is confirmed, detailed integrated venue and transport planning will be needed, in association with detailed venue planning to enable associated transport infrastructure decisions, deliverability and active travel planning.

Venue planning will also require further detailed work on last mile connectivity. Village planning will need to consider connectivity with venues for Games mode that enables travel time requirements committed to in the Future Host Questionnaire submission (2021)⁵⁷ to be achieved. Transport upgrades associated with village planning need to deliver a legacy future use that meets the housing and accommodation needs of the host city.

Opportunities also exist to leverage Games requirements to accelerate transport system improvements that deliver accessible and inclusive upgrades. In particular, at transport hubs and key venues to accommodate users with diverse mobility challenges including wheelchair users, the elderly and young families.

7.10.4 Opportunity to provide a transport legacy

Sustainable outcomes are lasting results that stand the test of time by integrating environment, social and economic considerations to create a positive legacy. Hosting the Games offers a generational opportunity to accelerate investment in transport infrastructure that incentivise positive community travel behaviours. For example, signature rail upgrades will enable people to adopt travel by public transport as a default between, and within, urban centres.

Maximising public and active transport is a key transport commitment in the response to the Future Host Questionnaire submission (2021), aligned with strong sustainability objectives to maximise low emissions transport for the Games. Brisbane and SEQ rank low on public transport patronage amongst Australian capital cities, representing only 5% of travel between Brisbane and the Gold Coast or Sunshine Coast made by rail and around 8-10% public transport usage within the Brisbane urban area. In addition to new or upgraded infrastructure, complementary policies, strategies and systems are required to embed any change in long-term travel behaviour. This legacy will reduce reliance on private vehicles and have a positive environmental impact, noting that rail services will also benefit from electricity grid decarbonisation. The transition to low emissions buses and an increase in active travel will enable legacy for low impact travel in urban and suburban areas.

7.10.5 Greater Accessibility

The Olympic Host Contract⁵⁸ transport commitments include fully accessible transport options and facilities. Currently Queensland is in early-stage planning to ensure its public transport fleet is more accessible. The current and proposed program of work is insufficient to meet both the Games commitment and current accessibility needs of Queenslanders and visitors. More than a fifth of the Queensland population has a disability, with 8% having a profound or severe disability requiring assistance. The Voice of Queenslanders with Disability Report 2024 identified that 67% of people with disability were not able to access public transport every time or most of the time.

⁵⁷ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

⁵⁸ International Olympic Committee, Brisbane City Council, Queensland Government and Australian Olympic Committee, Olympic Host Contract for the Games of the XXXV Olympiad 2032, (2021).

Improvements to accessibility and inclusivity for the Games will have a legacy effect for a large proportion of the Queensland population, enabling greater travel ease, safety and comfort, and ultimately greater social inclusion and community and economic participation.

Accessibility considerations have included the full range of door-to-door needs, including journey planning and digital accessibility mapping, wayfinding, footpaths, bus and train access, accessible taxi and rideshare availability, the diversity of disability needs and venue access.

7.10.6 Regional transport requirements

The transport needs of regional Games events differ from the needs of major venue clusters of SEQ. Regional areas typically have lower public transport service levels compared to SEQ. The Games, therefore, offers an opportunity to reduce this discrepancy. Long-distance intercity transfers must also be considered, in addition to local and regional road network capacity and connectivity, public transport infrastructure and service levels (including bus shuttle services) and, importantly, the provision of first and last mile access. A proportion of the additional bus fleet procured for the Games could be deployed to provide new permanent bus services in regional Queensland.

Non-urban rail: Long-distance rail services do not have sufficient capacity or connectivity to contribute materially to the Games task. Further, regional rail travel times are considered lengthy when compared to air travel.

Air travel and supported travel to and from airports: Games demand for air travel will be double the baseline seat capacity. Games transport demand to regional venues, particularly Cairns and Townsville, will place pressure on the baseline airline capacity. Early engagement is required with commercial airlines to ensure sufficient capacity is directed to these routes. Higher frequency bus services, supported by additional temporary shuttle bus services, will be needed to and from Queensland airports in regions hosting Games events, with the opportunity to make permanent service improvements beyond the Games.

7.10.7 Critical programs

As per the Terms of Reference, GLICA's assessment of the strategic and operational transport task for Games-time has identified the critical transport programs and associated projects that must be delivered by 2032.

A balanced approach of both strategic large-scale infrastructure, coupled with leveraging technology and lower-cost public transport and active transport project investments is recommended. At the core of this task is the user experience, including accessibility needs.

The following set of complementary programs has been identified as critical for the successful operation of the Games. All must be completed together to deliver a successful Games, so they are not presented in priority order.

Table 14 – Complementary programs identified for a successful operation of the games

Transport Program	Program Description	Games Rationale	Transport Legacy
1. Upgrade Brisbane public transport	A. Deliver infrastructure and/or operational improvements to service the: • Eastern corridor with a bus priority solution (Old Cleveland Road – Coorparoo to Capalaba project - 15km) • Northern corridor with a bus priority solution (Gympie Road to Kedron to Carseldine project- ~9km) • Brisbane High Frequency Bus Network. B. Investigate improvements for Brisbane Airport connectivity.	• The Eastern corridor requires high-priority bus servicing to meet the expected Games demands of ~51,000 daily passengers. Current daily bus service capacity of the corridor cannot meet this demand. • The northern Brisbane corridor is required to support the Games transport task, especially the Brisbane inner city and Moreton Bay venues. • Brisbane Airport domestic and international passenger levels are expected to be extremely high during the Games. A high-capacity bus service will support existing Airtrain services and will enable visitors and workers to connect to the airport with sufficient public transport services and take pressure off the surrounding road network. • The bus transport task to service Games demands across each venue will be significant and challenging. • Expanding the high frequency bus network will play a key role in ensuring the transport system has sufficient bus service coverage across Brisbane.	• The eastern and northern Brisbane corridors currently have lower access to mass rapid transit services compared to other corridors within Brisbane. These projects have been identified within regional transport planning of SEQ for decades to support the growth and transport connectivity. • The Brisbane and Redland area population is expected to grow from ~1.3 million in 2021 to ~1.7 million in 2046. This uplift in high-capacity priority bus services will better connect future communities to jobs, education and health. • These bus network improvements are consistent with proposed upgrades in the TMR 'Regional Transport Plan' and Brisbane City Council's "Race to Gold".

Transport Program	Program Description	Games Rationale	Transport Legacy
2. Upgrade Gold Coast public transport	A. Deliver the: - Logan to Gold Coast Faster Rail Project (Kuraby to Beenleigh – 20km) B. Deliver infrastructure and/or operational improvements to service the: - East-west bus priority corridor (Nerang to Broadbeach project – ~12km) - East-west bus priority corridor (Robina to Miami project- ~8km) - Gold Coast High Frequency Bus Network.	- Rail projects are critical to service the forecast public transport demands of the Games with expected daily passenger rail demands of ~193,000 for the Gold Coast far exceeding existing capacities. - The proposed Gold Coast venues and village will require increased east- west public transport connectivity between Gold Coast's heavy and light rail corridors during the Games. - The daily patronage demands for the Nerang to Broadbeach bus rapid transit corridor are expected to be ~ 79,000 during the Games, which far exceeds the current bus capacity of the corridor. - SEQ's bus transport task to service Games demands across each venue will be significant and challenging. Expanding the high frequency bus network will play a key role in ensuring the transport system has sufficient bus service coverage across the Gold Coast.	- These projects will provide better connectivity for Gold Coast to support both the city's forecast future population growth from ~634,000 in 2021 to ~1 million in 2046, as well as servicing the travel demands of major events at Carrara and Robina venues. - Rail upgrades are critical to provide sustainable and efficient mass movement connectivity across SEQ beyond 2046. - Wider benefits can also be achieved through investing in transit-oriented developments at new railway stations. This can provide enhanced equitable access to surrounding housing, health, retail, recreation and education precincts. - The planned high frequency bus network expansion is consistent with planned upgrades within the TMR 'Regional Transport Plan'.

Transport Program	Program Description	Games Rationale	Transport Legacy
3. Upgrade Sunshine Coast public transport	A. Deliver direct public transport capability from Beerwah to Maroochydore and the Sunshine Coast Airport including: - The Direct Sunshine Coast Rail Line Stage 1 and 2 Projects (Beerwah to Caloundra – 19km and Caloundra to Birtinya – 7km) - A final public transport link from Birtinya to Maroochydore and on to the Sunshine Coast Airport to be delivered by 2032. B. Deliver infrastructure and/or operational improvements to service the: - Sunshine Coast High Frequency Bus Network.	- Rail projects are critical to service the forecast public transport demands of the Games with expected daily passenger rail demands of ~126,000 for the Sunshine Coast, far exceeding existing capacities. - Bus services alone will be unable to meet Games demand to and from venues within the Kawana precinct, as well as the coastal event non-ticketed events at Alexandra Headlands. The forecast Games demand for the Sunshine Coast public system far exceeds the current bus capacity of the region. - An upgraded and direct public transport solution from Beerwah to Maroochydore is required for the Games. It is recommended Stages 1 and 2 of the DSCRL are delivered to meet the SEQ inter-city mass transit demands for the Games. - The final link from Birtinya to Maroochydore, and a link to the Sunshine Coast Airport, needs to be planned as a priority and be operational by 2032 and this should be undertaken with minimal impact to the community. The use of the existing reserved corridor should be considered. - The bus transport task to service Games demands across each venue will be significant and challenging. - Expanding the Sunshine Coast's high frequency bus network will play a key role in ensuring the transport system has sufficient bus service coverage during the Games.	- The Sunshine Coast population is forecast to grow from ~347,000 in 2021 to ~566,000 in 2046. - Efficient public transport is critical for sustainable growth and development of future communities, providing more equal access to jobs, education and health. - Wider benefits can also be achieved through investing in transit-oriented developments at new railway stations. This can provide enhanced equitable access to surrounding housing, health, retail, recreation and education precincts. - Efficient public transport is critical for sustainable growth and development of future communities, providing more equal access to jobs, education and health. - The planned high frequency bus network expansion is consistent with planned upgrades in the TMR 'Regional Transport Plan'.

Transport Program	Program Description	Games Rationale	Transport Legacy
4. Deliver road upgrades for the Games Route Network	A. Continue to upgrade the Games Route Network including: • Bruce Highway upgrades (Gateway Motorway to Uhlmann Road - ~19km) • M1 Pacific Motorway upgrades (Gateway interchange) • Gateway Motorway upgrades (Old Cleveland Road interchange).	• The Games Route Network (GRN) requires protected capacity and security to meet complex and critical Games Family mobility needs across SEQ during the Games. • The primary road corridors are expected to be operating at capacity during the Games, and a prioritised program of road upgrades is required to ensure the GRN and the main trunk line from the Sunshine Coast to the Gold Coast meets the travel performance commitments of the Future Host Questionnaire submission (2021). There is a need to complete planned upgrade projects for the GRN as a priority and to also investigate the deliverability of the sections not currently in upgrade planning. Particular focus should be applied to the Gateway Motorway / Old Cleveland Road interchange and the Pacific Motorway / Gateway Motorway interchange. • The road upgrade projects should align with any changes to the venues master plan and Games Route Network and include essential road links around venues and villages. • Further investigations on the requirements of other critical road corridor upgrades on the GRN are suggested, including the Sunshine Motorway and interchanges, and further sections of the Pacific Motorway and the Gateway Motorway.	• SEQ's population is expected to grow from ~3.8 million in 2021 to ~5.9 million in 2046. TMR forecasts many major road corridors to be operating above capacity in 2031 with the costs of road congestion expected to rise from \$2.1 billion in 2016 to an equivalent \$7.6 billion in 2031. These road upgrades will play a key role in minimising future costs of congestion (lost productivity) and improving road safety. • These road upgrade projects are consistent with the planned upgrades within TMR's 'Regional Transport Plan'.

Transport Program	Program Description	Games Rationale	Transport Legacy
5. Build a SEQ Transport Coordination Centre (TCC)	A. Plan and deliver a: • TCC upgrade (new upgraded facility) • Transport systems upgrade • Digital capability uplift.	• The current Traffic Management Centres are insufficient for managing the Games task. • Enhanced coordination will improve transport network capacity and operational efficiency and will also provide the capability needed for the safety and security requirements of the Games. • Investment in digital capabilities that will assist the visitor transport experience are necessary for the Games and will also provide a legacy for all transport users.	• The TCC will provide multi-modal transport system coordination and integration along with improved technology. These improvements will deliver transport operational efficiency and reduce peak period congestion while also improving safety.
6. Implement an expanded European Train Control System (ETCS)	A. Plan and deliver: • ETCS Level 2 – Sector 1 network (Sunshine Coast to Gold Coast rail line including the Redcliffe Peninsula).	• This advanced technology will improve speed and headway required to deliver much needed capacity improvements on the SEQ rail networks during the Games.	• This technology ensures safe shorter service headways for train services while also enabling trains to increase section speeds. This increase is required to service the demand of SEQ's growing population.

Transport Program	Program Description	Games Rationale	Transport Legacy
7. Uplift Public Transport Fleet and Facilities	A. Increase: - Bus and train fleet manufacturing and procurement. B. Upgrade: - Bus depots, handling and layover sites.	- The Games demand requires more SEQ daily bus services and buses. - Approximately two-thirds of forecast Games demand will be serviced by bus, requiring an expanded fleet in the range of 2,000 additional buses, combined with additional train rollingstock. - It is noted that the Games fleet requirements are planned to be met through accelerated growth in the Translink transit fleet and temporary leasing of private buses. - Additional bus fleet and rail services will require upgrades to associated bus depots, handling and layovers and planning for this needs to be prioritised.	The additional bus fleet and rail rollingstock will enable SEQ to successfully continue expanding the high frequency public transport network to meet the public transport demands for the Games and beyond 2046.
8. Uplift active travel aligned to the Games Masterplan	A. Expand inner-city and venue active travel corridors B. Illuminate and shade inner city paths C. Create bike and micro- mobility venue parking	- This suite of infrastructure and facilities are vital to ensure a successful user experience for Games spectators and workers, as well as general visitor travel across Queensland during the Games. - Many areas of the active travel network surrounding proposed venues and the inner-city require upgrades or new link connections to meet Games demands. - A program of active travel infrastructure and facility upgrades needs to be coordinated, planned and prioritised across Queensland to ensure all venues, transit hubs and live sites can be adequately serviced by active travel needs.	- Regional venues will require new or upgraded active travel links that will provide a legacy with their continued use. - The Brisbane Inner City area population is forecast to grow from ~298,000 (2021) to~506,000 (2046), amplifying future demand for active travel within the densest urban area of SEQ. - Providing an expanded priority network of walking, rolling and cycling facilities within the inner-city will provide a positive shift in active travel and provision of upgraded active travel facilities across Queensland will enable future communities to have more sustainable transport facilities.

Transport Program	Program Description	Games Rationale	Transport Legacy
9. Uplift Accessibility aligned to the Games Masterplan	A. Increase the accessible taxi and ride- share fleet	The Future Host Questionnaire submission (2021) commits to fully accessible transport and facilities (including signage).	Accessibility to transport infrastructure and services for all abilities is a fundamental right and underpins each program but requires additional uplift to meet Games and legacy standards. A 2022 ABS survey found that 37.5% of the 5.2 million people in Australia aged 5 years or older with a disability, reported a difficulty or inability to use some or all forms of public transport. The recommended accessibility uplifts will ensure long-term transport inclusivity and social equity.
	B. Undertake bus and railway stations accessibility upgrades	The Games transport will include door-to-door accessibility requirements and equitable levels of service to meet the Future Host Questionnaire submission (2021) commitment.	
	C. Implement inclusive wayfinding	Inclusive wayfinding will be required to meet the range of disability and language needs.	
	D. Update customer service support programs	There is also a requirement for community and staff training on general disability awareness.	

7.11 Context for the following recommendations

There are nine critical transport programs that must be implemented to meet the transport demand of the Games. Each program provides a necessary upgrade to the SEQ transport system that will be vital to the delivery of a successful Games, while providing transport legacy to support the growth and development of SEQ. Partial delivery of the suite of critical programs will compromise the effectiveness of the transport system to deliver the expected long-term benefits and meet Games transport demand.

7.12 Recommendations

Recommendations: Transport	
Critical Transport Programs	
48.	Immediately progress the following nine critical transport programs as outlined in recommendations 49 to 57 below.
49.	Upgrade Brisbane public transport - Deliver infrastructure and/or operational improvements to service the: - Eastern corridor with a bus priority solution (Old Cleveland Road – Coorparoo to Capalaba) - Northern corridor with a bus priority solution (Gympie Road - Kedron to Carseldine). - Brisbane high frequency bus network. - Investigate improvements for Brisbane Airport connectivity.
50.	Upgrade Gold Coast public transport - Deliver the: - Logan to Gold Coast Faster Rail project (Kuraby to Beenleigh). - Deliver infrastructure and/or operational improvements to service the: - East-west corridor with a bus priority solution (Nerang to Broadbeach) - East-west corridor with a bus priority solution (Robina to Miami) - Gold Coast high frequency bus network.
51.	Upgrade Sunshine Coast public transport - Deliver direct public transport capability from Beerwah to Maroochydore and the Sunshine Coast Airport including: - The Direct Sunshine Coast Rail Line Stage 1 and 2 Projects (Beerwah to Caloundra – 19km and Caloundra to Birtinya – 7km) - A final public transport link from Birtinya to Maroochydore and the Sunshine Coast Airport to be delivered by 2032. - Deliver infrastructure and/or operational improvements to service the: - Sunshine Coast High Frequency Bus Network.
52.	Deliver Road Upgrades for the Games Route Network - Continue to upgrade the Games Route Network including: - Bruce Highway upgrades (Gateway Motorway to Uhlmann Road) - M1 Pacific Motorway upgrades (Gateway interchange) - Gateway Motorway upgrades (Old Cleveland Road interchange).

Recommendations: Transport	
53.	Build a SEQ Transport Coordination Centre a. Plan and deliver a: • TCC upgrade (new upgraded facility) • Transport systems upgrade • Digital capability uplift.
54.	Implement an expanded European Train Control System (ETCS) a. Plan and deliver: • ETCS Level 2 across the Sector 1 network.
55.	Uplift Public Transport Fleet and Facilities a. Increase • Bus and train fleet manufacturing and procurement. b. Upgrade • Bus depots, handling and layover sites.
56.	Uplift Active Travel aligned to the Games Masterplan a. Expand inner-city and venue active travel corridors b. Illuminate and shade inner city paths c. Create bike and micro-mobility venue parking.
57.	Uplift Accessibility aligned to the Games Masterplan a. Increase the accessible taxi and ride-share fleet b. Undertake bus and railway stations accessibility upgrades c. Implement inclusive wayfinding systems d. Update the customer service support programs.
Transport Delivery	
58.	Utilise innovative delivery models Alternative delivery models that drive efficiencies and enable delivery to the fixed timeline of the Games should be explored by all delivery partners to suit the specific needs of the Games program.
59.	Implement a strong governance system Effective governance is required with a commitment to collaboration between delivery partners with accountability and transparency in decision-making.
60.	Modernise procurement processes Improved and highly efficient procurement processes, including fit for purpose and streamlined/accelerated planning and approvals (both internal to government and external), are essential, including tender processes, early engagement of delivery partners and a targeted approach to attract and secure required resources.
61.	Utilise the Private Sector Strengthen partnerships with the private sector for the delivery solutions of all critical transport projects, including Public Private Partnerships as a potential financing and/or funding source.
62.	Transport and Main Roads (TMR) should be appropriately resourced for planning and delivery.

7.13 Implementation

GIIICA has the legislative responsibility to develop the Transport and Mobility Strategy for the Games. This Strategy will take forward the work completed in the Review and will further expand on strategic and operational approaches to meet the Games demand and service requirements, accessibility and sustainability commitments and how they can contribute to the broader legacy of greater connectivity in Queensland.

8 Games governance

8.1 Background

A primary objective of the Terms of Reference was to evaluate the current governance arrangements for the Games and recommend any changes to increase the likelihood for successful delivery and reduce the overall cost and risk in delivering the Games.

8.2 Scope

The scope of the Games governance review was to evaluate the current governance arrangements for the Games, including the various Games entities' roles and responsibilities.

8.3 Methodology

The governance review methodology included:

Document review: Review of current governance arrangements and establishing documents for Games entities and governance groups. GIIA also benchmarked previous large-scale sporting events, with a focus on the Sydney 2000 and London 2012 Olympic and Paralympic Games, and the Gold Coast 2018 Commonwealth Games, which offered valuable insights for Games editions within similar systems of government.

Stakeholder consultation: Targeted engagement was undertaken with Games entities in relation to the existing governance arrangements across the three levels of government, the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032), the Australian Olympic Committee and Paralympics Australia to gather insights on effectiveness of current governance arrangements.

Independent assessment: GIIA evaluated insights collected from the above activities to identify gaps, risks and opportunities to form targeted recommendations. This included an independent review by a governance expert to validate findings and recommendations, ensuring pragmatic and actionable solutions that address gaps and enhance decision-making are provided.

8.4 Better practice governance principles

Governance provides the framework for informed, accountable and timely decision-making, essential for Games success and intended community benefits. Conversely, poor governance can:

- place pressure on infrastructure delivery
- contribute to cost overruns
- reduce legacy opportunities and benefits.

Effective and efficient governance ensures:

- decisions are made by the right people, at the right time, within clear accountabilities
- transparent, well-structured decision-making processes align with strategic objectives
- independent oversight, through fit-for-purpose governance structures
- data-driven insights support evidence-based decision-making.

Games governance differs from traditional governance within a single organisation as it spans multiple entities and must uphold the decision-making rights of each entity.

Effective coordination across these boundaries is essential to align delivery partners, stakeholders, government bodies and teams, ensuring seamless management of interdependencies and collaborative issue resolution. Governance arrangements must efficiently support complementary functions such as advisory, assurance, performance monitoring and stakeholder engagement.

8.4.1 Games lessons learned

Key lessons learned from previous major sporting events, including the Sydney 2000, London 2012, Rio 2016 and Paris 2024 Olympic and Paralympic Games, and the Gold Coast 2018 Commonwealth Games, include the following:

- A shared whole-of-Games vision will unify a diverse network of delivery entities, create a shared planning framework and align efforts towards a common goal.
- Successful Games governance arrangements provide a single point of oversight, are jointly owned and recognise the responsibility, accountability and authority of each entity, facilitating effective information sharing, issue escalation and decision-making across a multi-entity environment.
- Centralising coordination and integration of Games planning is critical to ensuring the complexities are understood and managed, and decision-makers are provided with a single source of truth on Games progress.
- Documenting and agreeing roles and responsibilities across the Games ecosystem will create clarity for all stakeholders with delivery and funding responsibilities, drive composition of governance groups and guide decision-making rights.

8.5 Overview of current arrangements

8.5.1 Games entities

Delivering the Games requires collaboration across thousands of individuals and organisations from the public and private sectors. Governance arrangements must effectively support engagement, coordination and decision-making among the diverse Games entities involved in planning and delivery, as listed below.

Table 15 - Games entities involved in planning and delivery

Entity	Primary Role and Responsibilities
Queensland Government	The Queensland Government is a signatory to the Olympic Host Contract⁵⁹, with responsibilities including funding new and upgraded venues (with others), delivering athletes' villages, coordinating Queensland Government responsibilities under the Intergovernmental Agreement⁶⁰, and delivering a range of services (including security, transport infrastructure and operations, and utilities) as per guarantees made during the initial bid for the Games and in the Olympic Host Contract. The Queensland Government is also responsible for underwriting the delivery of the Games and administering the <i>Brisbane Olympic and Paralympic Games Arrangements Act 2021</i> (that established both Brisbane 2032 and GIIA).

⁵⁹ International Olympic Committee, Brisbane City Council, Queensland Government and Australian Olympic Committee, Olympic Host Contract for the Games of the XXXV Olympiad 2032, (2021).

⁶⁰ Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

Entity	Primary Role and Responsibilities
Australian Government	The Australian Government funds key infrastructure projects for the Games under an Intergovernmental Agreement ⁶¹ with the Queensland Government. The Australian Government delivers a range of services relevant to the Games (including biosecurity, customs and dignitary management) as per guarantees during the initial bid for the Games and related to the Olympic Host Contract.
Local Government including Brisbane City Council (BCC), and other co-host cities.	BCC is a signatory to the Olympic Host Contract. All co-host Queensland Councils provide certain venues, venue services and a range of operational services including city dressing such as street banners and civic decoration, traffic management, cleaning and waste services, as per guarantees made during the bid for the Games and related to the Olympic Host Contract.
International Olympic Committee (IOC)	The IOC is the leader of the Olympic movement, providing support in planning, organising, financing and staging the Games. The IOC have ultimate sign-off of Olympic Games plans including Venue Master Plan, in line with the Olympic Host Contract ⁶² and candidature.
International Paralympic Committee (IPC)	The IPC is the leader of the Paralympic movement. The Committee provides support in planning, organising, financing and staging the Paralympic Games. The IPC has ultimate sign-off of Paralympic Games plans including the Venue Master Plan.
Australian Olympic Committee (AOC)	The AOC is a signatory of the Olympic Host Contract, responsible for Australian preparation leading into the summer and winter Olympic Games, providing support and services to those competing as members of the Australian Olympic Team, promoting the Olympic movement and safeguarding Olympic values throughout Australia. The AOC is responsible for the selection, preparation, management and performance of the Australian Olympic Team at the Games.
Paralympics Australia (PA)	PA is responsible for Australian preparation in summer and winter Paralympic Games, providing support services to all those competing as members of the Australian Paralympic Team, promoting the Paralympic movement, and safeguarding Paralympic values throughout Australia.
Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032)	Brisbane 2032 was established under the <i>Brisbane Olympic and Paralympic Games Arrangements Act 2021</i> . Brisbane 2032 is a party to the Olympic Host Contract to facilitate the organisation, conduct, promotion, commercial and financial management of the Games, including allocating sports to venues; in effect, 'staging the event'. Brisbane 2032 is governed by a 24-member board, comprising representatives from all levels of government alongside independent directors with expertise across business and industry, recent Olympic and Paralympic athletes, the International and Australian Olympic committees, and the International and Australian Paralympic committees.

⁶¹ Australian Government and Queensland Government, Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games, (2023).

⁶² International Olympic Committee, Brisbane City Council, Queensland Government and Australian Olympic Committee, Olympic Host Contract for the Games of the XXXV Olympiad 2032, (2021).

Entity	Primary Role and Responsibilities
Games Independent Infrastructure and Coordination Authority (GIICA)	GIICA was established under the <i>Brisbane Olympic and Paralympic Games Arrangements Act 2021</i>. GIICA is required to investigate and plan for potential venues and villages, and related infrastructure for the Games, deliver venues in time for the Games and within budget allocations, monitor and ensure the delivery of villages in time for the Games, and coordinate and integrate the planning and delivery of Queensland, Australian, and local government obligations under, or related to, the Olympic Host Contract. GIICA is governed by a seven-member independent board.
Council of Mayors (South East Queensland) (CoMSEQ)	While CoMSEQ has no specific delivery responsibilities, the council assists with cross-local government coordination (SEQ councils), provides advisory support as required, and supports the planning for Games legacy outcomes.
Local Government including Brisbane City Council (BCC), and other co-host cities.	BCC is a signatory to the Olympic Host Contract. All co-host Queensland Councils provide certain venues, venue services and a range of operational services including city dressing such as street banners and civic decoration, traffic management, cleaning and waste services, as per guarantees made during the bid for the Games and related to the Olympic Host Contract.
Local Government Association of Queensland (LGAQ)	While LGAQ has no delivery responsibilities, the association assists with cross-local government coordination (across councils beyond SEQ) as a delegate on the Games Partners' Leadership Group.
NSW and Victorian governments	Provision of certain venues to host events.

8.5.2 Current Games governance arrangements

In early 2023, the Queensland Government, in conjunction with the government partners and Brisbane 2032, implemented governance arrangements to coordinate and integrate government planning and delivery responsibilities required for the Games. Since implementation, the governance arrangements have evolved over time, with the current state depicted in figure below.

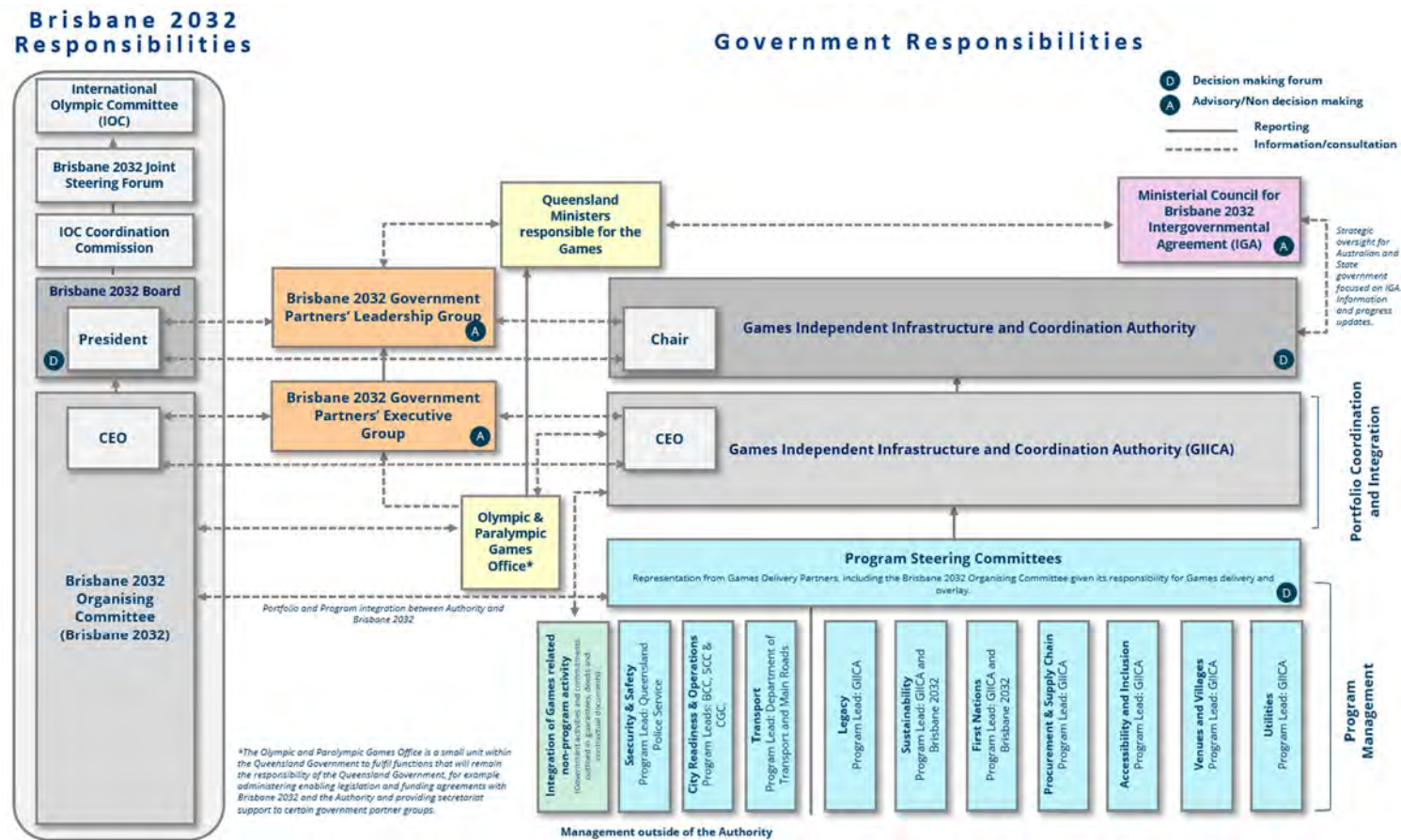


Figure 6 – Current cross-partner governance model

The current governance model includes two forums for cross-partner integration:

- Brisbane 2032 Government Partners' Leadership Group (GPLG) - represented by elected officials and equivalent representatives.
- Brisbane 2032 Government Partners' Executive Group (GPEG) - represented by the Chief Executive Officers (CEOs).

The purpose of these groups is to update members on progress, address strategic cross-partner matters and collaboratively resolve issues. A key governance process is to refer any matters for resolution to member entities outside of sessions. These forums primarily focus on government responsibilities for the Games, with Brisbane 2032 and GIIA providing updates to the partners.

Delivery is supported by ten initial programs of work, developed through a bottom-up planning approach, aligned with Olympic Host Contract⁶³ commitments. The programs of work include:

- Accessibility and Inclusion
- City Readiness and Operations
- First Nations
- Legacy
- Procurement and Supply Chain
- Security and Safety
- Sustainability
- Transport
- Utilities
- Venues and Villages.

Each program is governed by a dedicated Steering Committee comprising Games Delivery Partners and led by a program lead, selected based on technical expertise. Some programs operate under dual or co-leadership, where multiple entities share coordination and management responsibilities.

Separately, the Ministerial Council for the Intergovernmental Agreement governs the Australian Government's venue infrastructure funding in partnership with the Queensland Government. The Queensland Department of State Development, Infrastructure and Planning (DSDIP) administers the Intergovernmental Agreement.

Coordination and support arrangements comprise:

- Central coordination function: Supervises and integrates all government responsibilities. Initially housed within the Queensland Government, this function transferred to GIIA (formerly the Games Venue and Legacy Delivery Authority) on 1 July 2024, aligning with GIIA's legislative coordination role.
- Olympic and Paralympic Games Office (OPGO): Housed within the Department of Sport, Racing and the Olympic and Paralympic Games (DSROPG), this office is responsible for enabling legislation, whole of Games budget oversight and secretariat support for the Brisbane 2032 Government Partners' Leadership Group and Brisbane 2032 Government Partners' Executive Group.

⁶³ International Olympic Committee, Brisbane City Council, Queensland Government and Australian Olympic Committee, Olympic Host Contract for the Games of the XXXV Olympiad 2032, (2021).

The current governance model prioritises collaboration and inclusion, ensuring all Games Delivery Partners are engaged at every level. Decision-making follows a consensus-based approach (requiring unanimous support) rather than an accountability-based model.

8.6 Findings and recommendations

Finding 1: In the absence of a cross-entity Games vision, there is no overarching strategic framework uniting entities and guiding priorities.

- Stakeholder feedback and current state analysis highlighted a lack of strategic decision-making across the system, characterised by a bottom-up planning approach prevailing over a strategy-led, top-down framework. This has resulted in duplication of work. (Note: Brisbane 2032 is required by the Olympic Host Contract to develop a Games vision, with planning scheduled to commence in early 2025).
- Planning efforts to date demonstrate partial integration between Brisbane 2032 and government programs (e.g. sustainability and transport), however other planning efforts are predominately siloed.
- While Games Delivery Partners collaboratively developed Elevate 2042⁶⁴, the Games Legacy vision and strategy focused on long-term benefits, there is a need to provide broader objectives for event delivery and infrastructure planning. A whole-of-Games vision is key to aligning effort, prioritising investment, identifying gaps and measuring benefits and would fall within the remit of a governance group with whole-of Games oversight, such as the proposed Games Leadership Group referenced in the following set of recommendations.

Recommendation: GIICA recommends establishment of a joint, whole-of-Games vision that brings together the aspirations for the event, infrastructure and legacy to ensure a unified direction across all Games entities, providing a clear line of sight from strategy to delivery.

- Use the Games vision process to be run by Brisbane 2032 as a vehicle to galvanise the Games entities around a shared vision and strategic objectives that bring together the aspirations for the event, infrastructure and legacy.
- Integrate Elevate 2042 into this vision and strategy framework to ensure themes that articulate the enduring social, cultural, economic, connectivity and environmental changes enabled by the Games are driven forward. This integration can inform investment justification of any initiatives that are not mandatory for successful delivery of the event.
- Use the shared vision to inform an alignment exercise to ensure a clear line of sight from vision to outcomes, and project outputs to support decision-makers at all levels. The alignment exercise would identify and address duplication in planning efforts and cease any work not strategically aligned or mandatory for the Games task to reduce redundant activity and cost.

⁶⁴ Queensland Government, Australian Government, Council of Mayors Southeast Queensland, Brisbane City Council, the City of Gold Coast, Sunshine Coast Council, Australian Olympic Committee, Paralympics Australia and Brisbane 2032 Organising Committee, Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, (2023).

Finding 2: Current cross-partner governance arrangements do not sufficiently support efficient and effective decision-making, due to lack of whole-of-Games oversight and the size and decision-making processes of groups.

- The most complex Games issues typically span multiple partners. With multiple entities operating with different statutory and governmental functions and powers, stronger cross-partner governance is needed, including a clear distinction between traditional decision-making forums and coordination forums.
- Current Games governance arrangements contemplate separate oversight of the key aspects of 'setting the stage' (Government entities) versus 'putting on the show' (Brisbane 2032) for the Games.
- While the Brisbane 2032 Government Partners' Leadership Group (GPLG) and Government Partners' Executive Group (GPEG) aim to support cross-partner integration, their broad membership includes non-delivery entities, and the scheduling and attendance of meetings have been inconsistent.
- These groups lack decision-making authority and clear processes, with limited mechanisms to resolve cross-partner issues. As a result, matters will escalate directly to the Queensland Minister for Sport, Racing and the Olympic and Paralympic Games, bypassing whole-of-Games insights and limiting strategic decision-making.
- Decision-making is and will continue to be slowed down by the size of governance groups (better practice guidelines advise seven members or less for optimal decision-making) and their collaborative, consensus-based nature.
- Risk, and consequently cost, can be reduced if planning and performance of the Games is viewed holistically, with a clear pathway for resolution of complex, cross-partner risks and issues.
- The current Administrative Arrangements Orders (No. 2) 2024 assign two Ministers with Games responsibilities:
 - The Deputy Premier and Minister for State Development, Infrastructure and Planning is responsible for Chapter 3 under the Act relating to the Games Independent Infrastructure and Coordination Authority, with the exception of:
 - GIICA's function to *"co-ordinate and integrate the planning and delivery of State, Commonwealth and local government obligations under, or related to, the host contract"*
 - responsibility for the Games Coordination Plan, for which GIICA is accountable to the Minister for Sport, Racing and the Olympic and Paralympic Games.
 - The Minister for Sport, Racing and the Olympic and Paralympic Games is responsible for the Games, except to the extent administered by the Deputy Premier and Minister for State Development, Infrastructure and Planning.
- Other Games editions, notably the Sydney 2000 and London 2012 Olympic and Paralympic Games had single Ministerial and departmental accountability. The current Brisbane 2032 Games model, with two Ministers and supporting departments administering a Games entity, may lead to duplication and requires absolute clarity on roles and responsibilities within the Queensland Government.

Recommendation: GIIICA recommends whole-of-Games governance is implemented, including establishment of the proposed Games Leadership Group (GLG) and Games Executive Group (GEG), replacing the existing Government Partners' Leadership Group and Government Partners Executive Group.

- GIIICA recommends two whole-of-Games governance groups be established: the Games Leadership Group (GLG) and the Games Executive Group (GEG), replacing the current Brisbane 2032 Government Partners' Leadership Group (GPLG) and Government Partners' Executive Group (GPEG) forums.
- GIIICA proposes these groups exercise decision-making rights and coordinating functions that enable strategic alignment of whole-of-Games activities and proactive risk and issue resolution, while respecting the corporate governance of the individual Games entities.

Games Leadership Group (GLG)

- The GLG will provide strategic direction and be collectively accountable for approving and ensuring the implementation of the Games vision, strategic objectives and delivery of the Olympic Host Contract commitments, adopting a 'best for Games' lens.
- This group will hold entities to account for the successful delivery of the Games and will be the peak escalation point for Games matters unresolved by the program governance groups or entities.
- GIIICA proposes the GLG is chaired by a Queensland Government Minister and meets quarterly with a membership of seven, comprising Games Delivery Partners with the most significant delivery responsibilities, funding contributions and risk including:
 - Queensland Government Minister responsible for the Olympic and Paralympic Games
 - Queensland Government Minister for Infrastructure
 - Australian Government Minister for Sport
 - Australian Government Minister for Infrastructure
 - Lord Mayor, Brisbane City Council
 - President, Brisbane 2032
 - Chair, GIIICA Board
- Relevant local government representation will be included when matters specifically impacting those councils are considered.
- Members of the GLG will be subject to their own entity/sector decision-making arrangements. The GLG will not supersede these. Further details on functions for this proposed Group is included at Appendix 3 – Games Governance: Whole-of-Games Governance.

Games Executive Group (GEG)

- The GEG will support the GLG by reviewing and monitoring performance at a whole-of-Games executive level, ensuring work aligns to the Games vision and strategic direction, and providing assurance to the GLG regarding Games progress.
- This group will aim to resolve escalated cross-partner issues with interdependencies and interfaces and refer matters to the GLG as required.
- Chaired by a Queensland Government Director-General, it is proposed GEG meets every six to eight weeks, with membership reflecting GLG membership at the CEO equivalent level. Further details on this proposed group are included at Appendix 3.
- Refer to 8.7.1 - Future State governance.

Recommendation: GIIICA recommends strategic governance groups are reviewed and streamlined to enhance the efficiency and effectiveness of decision making, including the establishment of a Games-specific Queensland Government Cabinet Committee and potential reductions to the membership of the Brisbane 2032 Board.

- Queensland Government consider the establishment of a Queensland Government Cabinet Committee comprising relevant Ministers to ensure speed of decision-making and executive government discussions on Queensland Government matters.
- With the introduction of the GLG and GEG, there are opportunities to streamline membership of the Brisbane 2032 Board, which currently comprises 24 directors (including six Vice Presidents), a number considered too large for efficient decision-making. The Olympic Host Contract mandates a minimum of nine members (Queensland Government nominee, Lord Mayor of Brisbane nominee, AOC President, AOC CEO, PA President, IOC member in Australia, IPC member in Australia, Olympic athlete nominated by AOC, Paralympic athlete nominated by PA) or more, depending on the number of IOC members in Australia.
- Taking into account those obligations, it is recommended:
 - Non-Olympic Host Contract membership of the Brisbane 2032 Board is reduced to five (independent President nominated by Queensland Government, one nominee of each of the Australian Government, City of Gold Coast and Sunshine Coast Council and the AOC Honorary President. If an individual can fulfil more than one of the nine positions required on the Board under the Olympic Host Contract, it is recommended government consider appointing only that one individual that meets multiple requirements where practicable, in order to minimise the overall board size.
 - The Queensland and Australian Governments each consider one additional independent director to achieve optimal board capability and diversity.
 - The number of Vice Presidents is reduced in accordance with the overall reduction in Board size. The number of Vice Presidents be reduced in line with an overall reduction of Board directors.
 - Membership is further detailed at Appendix 4.
- an **Executive Subcommittee** of no more than seven members be established by the President of Brisbane 2032 to delegate Board matters for decision as a means to further enhance decision-making.

Recommendation: GIIICA recommends membership of cross-partner governance groups is reviewed to ensure alignment with relevant roles and responsibilities and ensure appropriate decision-making processes.

- Review and update membership of all cross-partner governance groups to ensure alignment with relevant roles and responsibilities and clear decision-making processes for each group.
- These processes must also be defined, agreed and documented in a manner that does not override the corporate governance decision-making of the other entities (i.e. GIIICA Board) and are based on a member being:
 - responsible for funding or co-funding delivery, or
 - directly involved in delivery, or
 - required to apply or use the output of delivery, or
 - significantly impacted (e.g., operationally, in terms of being able to meet their Games responsibilities or accountabilities).

- The governance arrangements for GLG and GEG are to be reviewed every 12 months to ensure they remain relevant and support effective and efficient decision making over the Games delivery phases

Finding 3: A lack of clarity in relation to the respective roles and responsibilities of Games entities is increasing the risk of gaps, duplication and inefficiencies.

- Lessons learned from the Paris 2024 and London 2012 Games highlighted that a lack of clarity of accountabilities resulted in cost planning and control overruns and impacts on understanding who is empowered to make decisions.
- While the Olympic Host Contract and associated guarantees outline headline responsibilities, the role boundaries, dependencies and integration points remain undefined.

Recommendation: GIICA recommends the establishment of a master list of commitments and the Games Coordination Plan, delivering a single source of planning truth for the Games aligned with roles and responsibilities of Games entities.

- GIICA has a legislative responsibility to develop the “Games Coordination Plan” to provide assurance for Games delivery partners in relation to the coordination and integration of planning and delivery of State, Commonwealth and local government obligations under, or related to, the Olympic Host Contract (section 53AM, *Brisbane Olympic and Paralympic Games Arrangements Act 2021*). This task should be progressed as a priority.
- Brisbane 2032 is progressing development of the master list of commitments and the “Games Plan” as required by the Olympic Host Contract. This work will integrate with the Games Coordination Plan, that assigns the obligations of the three levels of government under, or related to, the Olympic Host Contract to the relevant entities, providing a single source of planning truth and a mechanism for whole-of-Games reporting.

Recommendation: GIICA recommends roles, responsibilities and accountabilities are clarified to ensure each program, project and key initiative has a single point of accountability.

- All programs and projects to have a single point of program delivery leadership, undertaken by the entity with the most significant delivery responsibility.
- Consideration to be given to delivery leadership changes of existing programs as follows:
 - Brisbane City Council (BCC) to assume leadership of City Readiness and Operations Program (currently jointly led by BCC, Sunshine Coast Council (SCC) and City of Gold Coast (CGC)).
 - Brisbane 2032 to assume leadership of the Sustainability Program (currently jointly led by Brisbane 2032 and GIICA) under agreed transitional arrangements to ensure continuity of capability. This recommendation recognises that a strong focus of the program is to enable Brisbane 2032 to deliver a more sustainable Games. The Games entities’ responsibilities related to sustainability will be documented in the Games Coordination Plan and DSROPG will assist GIICA in ensuring delivery of these responsibilities across the various agencies in the Queensland Government. Work with Games entities to clarify roles and responsibilities in priority areas or where there is functional duplication, including confirming:
- How GIICA can work efficiently under the current legislative arrangements with two Ministers and two administering departments in the Queensland Government, being the Department of State Development, Infrastructure and Planning (DSDIP) and Department of Sport, Racing and the Olympic and Paralympic Games (DSROPG).
- Roles and responsibilities between GIICA and DSDIP on Villages.

Finding 4: The current structure of Games programs is creating operational challenges and inefficiencies.

- The current arrangements organise delivery into ten program that lack a higher-level mechanism (vision and strategy) to ensure alignment result. This results in duplication, inefficiencies, potential misalignment and rework across some program areas.
- Stakeholder feedback indicates the current program structure that generated ten program steering committees and subordinate groups is sub-optimal. Games entities are not currently resourced for representation, resulting in unnecessary cost. Consultation also revealed several program delivery functions were duplicated within GIICA and government agencies (for example, First Nations, accessibility and inclusion, sustainability and assurance).
- The outcomes identified in Elevate 2042 are duplicated across other program structures, contributing to confusion regarding program delivery responsibilities.
- Benchmarking against other Games such as the London 2012 Olympic and Paralympic Games and the Gold Coast 2018 Commonwealth Games indicates that the host government(s) typically assume the leadership role in leveraging the Games hosting opportunity for a period that continues well beyond the operations of independent delivery entities such as Brisbane 2032 and GIICA. While all delivery entities will contribute to legacy, host governments that have the relevant policy levers and access to funding are best placed to drive the legacy strategy.

Recommendation: GIICA recommends delivery governance and work organisation arrangements are streamlined. In particular, it is recommended that Games Legacy Program responsibilities, including First Nations and Accessibility and Inclusion programs, are assumed by the Queensland Government to leverage existing capability.

Through this recommendation, GIICA considers the following should be implemented:

- To reduce duplication and clarify roles and responsibilities, it is proposed the following programs are consolidated under the Legacy Program:
 - First Nations
 - Accessibility and Inclusion
 - Procurement and Supply Chain.
- The consolidated Olympic Host Contract obligations and Games outcomes would be considered during an alignment exercise with the whole-of-Games vision to determine the best delivery approach to maximise the outcomes of Elevate 2042.
- Planning and delivery of the Legacy Program be returned to Queensland Government (DSROPG) to leverage broader policy-related capability and resources in Queensland Government. This ensures continuity before, during and after the Games, noting GIICA would be dissolved post-Games. Functional duplication between GIICA and the Queensland Government would also be reduced.
- Review existing advisory groups, including the Industry Advisory Group and the First Nations Advisory Group to ensure they are fit-for-purpose and that technical expertise, industry voices and lived experience is leveraged across the Games governance ecosystem.
- Consider establishing additional advisory groups as required, such as the Accessibility and Inclusion Advisory Group to provide a cohort with lived experience for the Games planning and delivery ecosystem.
- Transfer responsibility for the management of the advisory committees to DSROPG as the administering department for the Games, to manage these groups and their service provision to the Queensland Government, GIICA and Brisbane 2032.

- Rename the Transport Program to Transport Operations Program, to be governed by the Transport Operations Program Coordination Committee comprising multiple entities responsible for transport operations at Games-time, to provide clarity of focus between operational planning and transport infrastructure delivered through the Transport and Mobility Strategy.
- Within three months of the Review, establish a Transport Infrastructure Committee, co-chaired by GIICA and TMR, to oversee the delivery of critical Games transport infrastructure. It is proposed this group remains separate from the Transport Operations Committee.
- Decouple the existing Venues and Villages Program, previously established in the DSDIP, to establish two separate program governance and management structures:
 - a Venues Program Steering Committee established in GIICA reporting directly to the GIICA Board (accountable for venues delivery)
 - a Villages Program Steering Committee established in DSDIP reporting internally to Queensland Government (accountable for villages delivery).
- Leveraging CoMSEQ and LGAQ, GIICA to maintain structured and sustained engagement with the regions to ensure opportunities are identified and regional voices are heard through all stages of Games planning and delivery.
- Refer to Figure 8 – Delivery arrangements.

Finding 5: There is no central point of coordination, consolidating key performance metrics (scope, time, risk, benefits) across the Games, weakening the ability to identify and mitigate risks proactively.

- Integration between Brisbane 2032 and the Government Delivery Partners is intended, however it is not compelled in the model design. While no material issues have surfaced at this early stage of the Games lifecycle, as planning progresses there is no mechanism to bring together the planning of all parties into a holistic view.
- Without a central point of coordination across whole-of-Games delivery, it would be difficult for the proposed GLG and GEG to identify and address risk and issues across the ecosystem, diminishing the ability to make informed decisions. The Queensland Audit Office, in its recent Performance Report on Preparing for the Brisbane Games (December 2024), highlighted the importance of a holistic approach to Games risk, recommending a risk management system be implemented.
- GIICA currently has responsibility for the coordination and integration of government responsibilities under or related to the Olympic Host Contract, however a broader remit is required to provide a holistic view of Games performance

Recommendation: GIICA recommends the establishment of a GIICA Games Coordination Unit to support the Games-wide governance ecosystem.

- Establishing a Games Coordination Unit will expand GIICA's current function to coordinate whole-of-Games planning and delivery.
- As an independent entity, GIICA can bring enhanced accountability, transparency and consistency to the coordination task and is in a strong position to mobilise this function expeditiously as the Games entity most progressed in its planning. This function will provide the proposed GLG and GEG decision makers with timely and relevant information.
- The Games Coordination Unit will:
 - define the scope of work (the portfolio) to be governed and ensure strategic alignment of all work to a Games vision and strategic objectives
 - coordinate responses to identified gaps in initiatives to deliver on the Games vision

- utilise the Games Coordination Plan to coordinate, track and report on Olympic Host Contract commitments, an integrated schedule, benefits, whole-of-Games risks, assumptions, dependencies, issues and opportunities and any performance metrics and key performance indicators
 - ensure the whole-of-Games governance arrangements for the portfolio are clearly documented
 - be an observer on all program-level delivery governance groups to enable the performance of the coordination function
 - provide information, analysis, recommendations, and assurance via reporting to GLG and GEG (through the Olympic and Paralympic Games Office, DSROPG in its capacity as secretariat to these groups)
 - orchestrate information flow between work programs and Games partners
 - set minimum standards to enable the integration of work and ongoing reporting and data.
- Refer to Figure 7 – Future State Governance Arrangements.

8.7 Recommendations

Recommendations: Games governance	
63.	Establish a joint, whole-of-Games vision that brings together the aspirations for the event, infrastructure and legacy to ensure a unified direction across all Games entities, providing a clear line of sight from strategy to delivery.
64.	Establish whole-of-Games governance, including mobilising the proposed Games Leadership Group (GLG) and Games Executive Group (GEG), replacing the existing Government Partners' Leadership Group and Government Partners Executive Group.
65.	Review and streamline strategic governance groups to enhance efficiency and effectiveness of decision making, including considerations to: a. reduce membership on the Brisbane 2032 Board and establish an executive sub-committee b. establish a Queensland Government Ministerial Committee focused on Games matters.
66.	Ensure governance arrangements are fit-for-purpose, updating membership to align with relevant roles and responsibilities and ensure appropriate decision-making processes.
67.	Establish the master list of commitments and the Games Coordination Plan to align with roles and responsibilities and contribute to a single source of planning truth for the Games.
68.	Clarify roles, responsibilities, and accountabilities, ensuring programs, projects and any other initiatives have a single point of accountability.

Recommendations: Games governance	
69.	Update delivery governance and work organisation to maximise efficiency, including consolidation of First Nations and Accessibility and Inclusion programs under the Legacy Program and leveraging existing capability in the Queensland Government.
70.	Establish a Games Coordination Unit within GIIA to support the Games wide governance ecosystem.

8.7.1 Future State governance

The proposed future state governance arrangements are designed to support the Games ecosystem to enable decision-making to occur across multiple entities while upholding, and not superseding, the corporate decision-making rights of each Games entity.

It is proposed the GLG and GEG are collectively accountable for the Games, with decision-making rights on whole-of-Games matters.

The arrangements accommodate traditional decision-making groups, such as the GIIA and Brisbane 2032 Boards and program steering committees, as well as program coordination committees that primarily focus on coordinating services such as transport operations and security across multiple Games entities. GIIA proposes that all governance groups be reviewed in accordance with these arrangements, with Terms of Reference updated and meetings streamlined. The governance arrangements are to be reviewed every 12 months to ensure they continue to be fit-for-purpose.

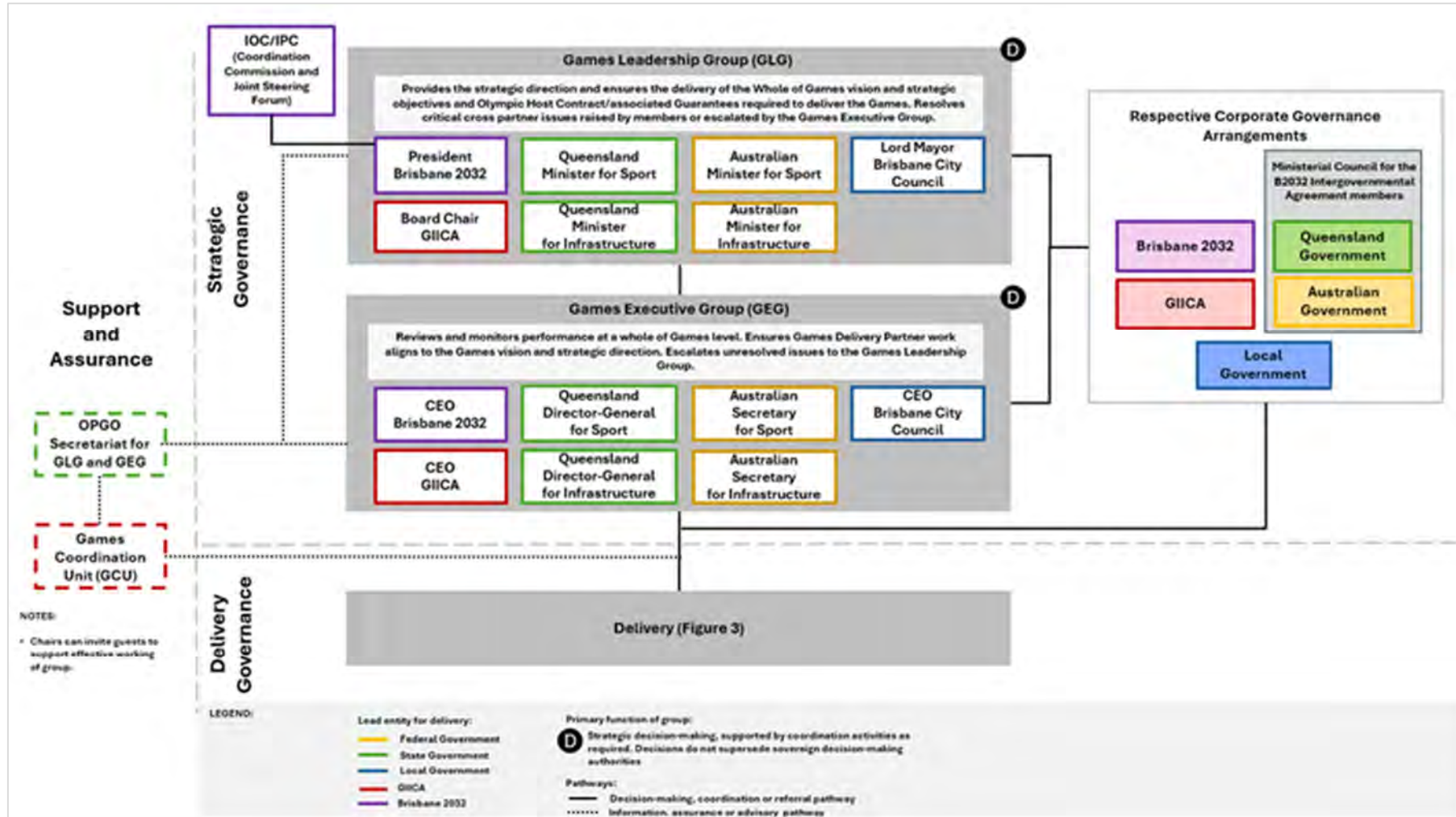


Figure 7 - Future state governance arrangements - overview

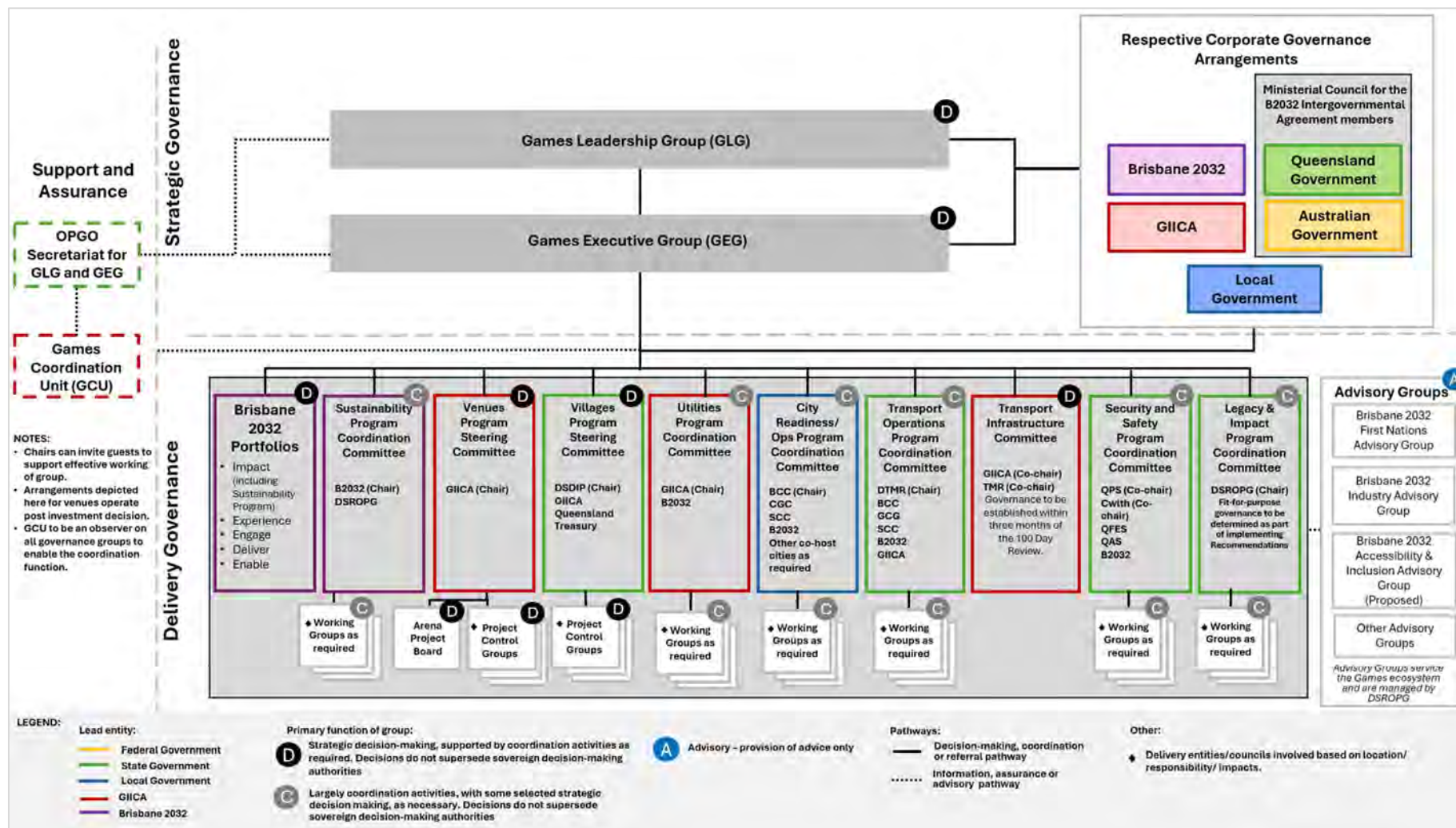


Figure 8 - Future state delivery arrangements – detailed delivery governance

9 Regional legacy

9.1 Background

From the early stages of the Brisbane 2032 Olympic and Paralympic Games (Games) proposition, deriving benefits from the Games for all of Queensland has been a priority. The Future Host Questionnaire submission (2021)⁶⁵ identified a vision for the Games that includes ‘accelerated delivery of long-term plans needed for sustainable growth across Queensland’ (page 4).

The *Brisbane Olympic and Paralympic Games Arrangements Act 2021* outlines specific requirements for GIIICA, in performing its functions to:

- ensure the Games deliver legacy benefits for all of Queensland, including regional areas
- have regard to the document: Elevate 2042⁶⁶: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy.

Elevate 2042 references benefits to regional communities across focus areas and desired outcomes, including equity in sports participation, increased local and regional connectivity, advancing equitable economic participation, and encouraging innovation, future jobs, and sectors.

The objective has been to identify practical and tangible benefits for regional Queensland communities, ensuring the Games benefit all of Queensland in line with commitments from the Premier and Queensland Government.

9.2 Scope

The Terms of Reference objectives and guiding principles include the need for benefits for regional Queensland, specifically:

- **Maximise long-term benefits:** Ensure that infrastructure investments support regional economic development and align with broader strategies, including tourism, and deliver lasting community benefits such as increased housing and improved public amenities.
- **Benefits for rural and regional Queensland:** The review will seek to ensure infrastructure investments deliver benefits for rural and regional Queensland.

Legacy, within Elevate 2042, is defined as things that can only happen because of the Games, or things that can be accelerated or enhanced because of the Games. For the purposes of this report, “regional” Queensland encompasses all Local Government Areas (LGA) outside of South East Queensland (SEQ). Regional benefits include initiatives, programs or projects that would deliver economic and/or social benefits to communities outside SEQ.

⁶⁵ Australian Government, Queensland Government, Council of Mayors South East Queensland and Brisbane City Council, IOC Future Host Commission Questionnaire Response, (2021).

⁶⁶ Queensland Government, Australian Government, Council of Mayors Southeast Queensland, Brisbane City Council, the City of Gold Coast, Sunshine Coast Council, Australian Olympic Committee, Paralympics Australia and Brisbane 2032 Organising Committee, Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, (2023).

9.3 Methodology

GIICA applied four principles to the identification and assessment of regional benefits:

- **Common understanding:** Analyse existing data and insights, from work previously done, to inform recommendations
- **Engage and communicate:** Identify and engage with key stakeholders
- **Transparency:** Maintain transparent communications and decision-making
- **Decide and deliver:** Decide and deliver practical and tangible recommendations for implementation.

In the first instance, a long list of opportunities was identified with the potential to deliver economic and/or social benefits for regional Queensland, comprising those things that could be enhanced or accelerated by hosting the Games in Queensland. Some proposals included opportunities that might only happen because of hosting the Games.

The list was refined, using the lens of the Review Terms of Reference, to focus on opportunities that delivered economic benefits driven by infrastructure investment. Given the condensed timeframes for the Review, opportunities were assessed through the lens of what could progress immediately and what were medium or longer-term opportunities requiring further scoping and advocacy with Games Delivery Partners and stakeholders.

Investigation into these opportunities involved stakeholder engagement, desktop research, and evaluation of themes from submissions and broader stakeholder engagement meetings.

The long list initiatives were assessed against their alignment to Elevate 2042 focus areas and desired outcomes. This assessment identified potential opportunities for GIICA to support, influence and advocate to the Queensland Government and other Games Delivery Partners, as well as refining opportunities within GIICA's remit.

This evaluation informed the identification of proposed regional benefit initiatives and relevant recommendations for the Review.

9.4 Public submissions and stakeholder engagement

GIICA received a range of submissions and engaged with regional Queensland Councils, sporting organisations, peak bodies, Games Delivery Partners and elected representatives. The submissions and stakeholder engagement interaction emphasised the importance of delivering tangible regional benefits and advocated for:

- **Investment in major and minor regional sporting infrastructure** – directing significant investment into sporting infrastructure including major upgrades (i.e. new and expanded major sporting facilities and precincts, indoor sports centres, grandstands) and minor upgrades (i.e. indoor courts, lighting and surface upgrades, clubhouse and changeroom upgrades, storage, air conditioning) to facilitate Games-related opportunities and participation pathways for future Olympians and Paralympians.
- **Pre-Games training and events** – maximising opportunities for regional centres to host training, sports camps and major events in the lead-up to and beyond the Games, supporting regional economic development.
- **Games sporting content in the regions** – identifying proposed locations and venues in the regions to host Games sporting content, including analysis of current venue use and possible upgrades required.

- **General infrastructure investment in the regions** – investing in enabling infrastructure in the regions including transport and road connections, digital connectivity and community assets to ensure regional areas are prepared to benefit from the Games.
- **Regional economic development** - ensuring the regions realise economic benefits through Games-related procurement, tourism and other regional business opportunities, as well as community legacy benefits.
- **Regional representation and engagement** – ensuring there are ongoing opportunities for regional communities to engage with Games planning and delivery, to further enhance regional benefits, including having representatives from Queensland regions on the appropriate advisory groups.

9.5 Regional opportunities

Community consultation undertaken as part of the Review submission process found that 86% of Queenslanders agree it is important for regional communities to benefit from the Games. However, there is also a lack of confidence this will be the case, with just over half (58%) believing the regions will benefit.

Based on the themes that emerged through submissions to the Review, stakeholder engagement meetings and existing data and insights, three specific areas were explored with direct alignment to the Terms of Reference:

- delivery of regional sporting infrastructure
- regional procurement and supply chain opportunities
- Games events in regional Queensland.

These themes, and a range of other regional opportunities not directly aligned to the Review or within GLICA's remit, are outlined below.

9.5.1 Games Regional Sporting Legacy Fund

Regional sporting infrastructure landscape

The submission process demonstrated a strong expectation and desire from the public to see investment directed towards rural and regional areas, with in excess of 50 separate proposals or requests for new, upgraded or enhanced infrastructure for both Games and non-Games sports.

Sporting infrastructure is important for regional communities because it provides equitable opportunities for all Queenslanders to participate in sport and physical activity in their own region. It enables participation at all levels including pathways for future Olympians and Paralympians, close to home.

Further, these infrastructure assets provide the opportunity to attract more visitors, delivering economic benefit through events with enhanced opportunities pre-Games, aligning with sport and tourism programs.

At the Paris 2024 Olympic and Paralympic Games, Queenslanders made up 140 of the 460 Olympians and 45 of the 160 Paralympian, with strong regional Queensland representation. Investment in regional sporting infrastructure will provide for the identification and development of future Olympians and Paralympians to join notable regional Queensland athletes that have heralded from places like Mackay, Mount Isa, Blackwater, Cairns and Kilcoy.

Requests received through the Review indicated the need, across regional Queensland, for a range of infrastructure including:

- grassroots facilities to increase participation in sport, with some submissions citing an evident decline in participant numbers due to lack of playing surfaces and facilities
- upgraded multi-sport facilities and precincts, with focus on girls and womens' participation, as well as accessibility and inclusion
- major infrastructure with a sport facility element, as well as broader entertainment or industry use
- new high-performance facilities with the intent of ensuring emerging athletes can train and develop closer to home, as well as the opportunity to attract pre-Games training opportunities and national and international lead-in events.

There are Queensland Government programs that provide funding for regional sporting infrastructure. However, stakeholders reported that these programs have been consistently oversubscribed for many years. There is currently no ongoing, dedicated funding program for sporting infrastructure in rural and regional communities. The 'Games On!' program is a very worthwhile funding initiative, however it is understood to only have limited life funding at this stage.

Submissions for the Review were sought in line with the Terms of Reference, which included consideration of new, upgraded and temporary Games venues. The magnitude of requests for new and upgraded facilities received outside the scope reflects the demand for additional investment in regional sporting infrastructure, including for the cost impact of maintenance and asset depreciation. This opportunity was further reiterated during consultation with Queensland regional councils who consider investment in infrastructure will realise economic benefits that will flow throughout the State as a result of hosting the Games⁶⁷.

Recommendation for Games regional sporting legacy fund

To drive a long-term benefit for regional communities, GIIA recommends the Queensland Government extends and enhances the Games On! Fund (Fund) to enable the delivery of new or upgraded sporting infrastructure, and associated programs, for regional communities.

Based on the focus of submissions received from regional communities and associated stakeholder feedback including consultation with Councils and representative bodies, GIIA proposes an investment of between \$750 million and \$1 billion, until 2032, be committed.

The proposed Fund would also seek to deliver on the outcomes of Elevate 2042, including high levels of physical activity leading to a healthier population and increased participation in sport with equity targets for identified cohorts.

The submissions and stakeholder feedback identified a range of infrastructure investment requests such as:

- Pools and aquatic centres
- Youth action sport facilities e.g. skate and BMX parks and mountain bike trails
- Multi-sport facilities and sporting precincts
- Indoor sports centres.

⁶⁷ On your Marks, Queensland local government and the road to 2032' (Local Government Association of Queensland)

GIICA supports the investment into infrastructure of this nature and recommends a clear framework and guidelines for this Fund be developed by the Queensland Government, with an advisory panel established to guide decision-making and outcomes. The advisory panel should include GIICA representation and potentially regional Olympians and Paralympians. While GIICA received proposals for funding, a robust and transparent framework is needed to ensure funding for regional sporting infrastructure is considered equitably.

GIICA proposes further consultation with the Queensland Government to extend and enhance the Games On! Fund including the following considerations:

- Establishment of clear criteria that differentiates the program from existing programs, including a focus on supporting future sporting champions including Olympians and Paralympians, and regionally significant sporting infrastructure that drives both economic and social outcomes.
- Monitoring and measurement of the Fund against legacy outcomes for the Games.
- Community need (ageing or no infrastructure, access to facilities due to population growth)
- Opportunities to support improved social cohesion and youth engagement and mental health and wellbeing.
- Positioning regions for pre- and post-Games training or event opportunities.
- Optimisation and coordination of the Fund with other Games infrastructure investments, where applicable.
- Branding of the Fund to ensure the Games legacy benefits for regional communities are recognised in perpetuity.

9.6 Hosting the Games

Consistent with the Review Terms of Reference, GIICA undertook an extensive review and assessment of opportunities to provide additional or alternative regional venue options and regional Games sporting content opportunities. This included analysis of proposals and submissions from across regional Queensland advocating for venue upgrades and allocation of Games sporting content to regional locations.

This analysis recognised the ongoing commitment to hosting Football preliminaries in Cairns and Townsville as identified in the Future Host Questionnaire submission (2021). There were also new opportunities identified in the Review including the possibility of hosting Equestrian in Toowoomba, Sailing in Townsville and indoor sport competition in Cairns.

In respect to the allocation of further content to regional locations, GIICA acknowledges the existing arrangements under the Olympic Host Contract. However, GIICA supports the consideration of hosting additional Games competitions in the regions in line with the Terms of Reference, noting these decisions are outside of its remit.

GIICA acknowledges the potential tourism and visitation benefits of Games events in regional locations. Should further regionally hosting options be considered, GIICA encourages the prioritisation of infrastructure investments that leave a tangible legacy over cases where large temporary infrastructure is required for Games mode only, diminishing long term legacy benefits.

9.6.1 Assessment of regional hosting opportunities

Cairns region

Barlow Park

Barlow Park, Cairns is currently proposed to host Football preliminaries with a temporary Games capacity of 20,000 seats. The Barlow Park project is considered to deliver an important and worthwhile legacy benefit to the Cairns and Far North Region communities. Further information on this venue can be found in the Chapter 5 – Venues: Minor Venues Program.

Cairns Convention Centre

A study of indoor sports centres undertaken through the Review identified Cairns Convention Centre, a major events facility in North Queensland, as a potential venue for hosting Games indoor sport competition.

GlICA notes the allocation of indoor sports will be determined by the Brisbane 2032 Olympic and Paralympic Organising Committee (Brisbane 2032), once the sport program is confirmed by the International Olympic Committee, anticipated to be mid-2026. Further information on Indoor Sports Centres can be found in the Chapter 5 – Venues: Minor Venues Program.

Townsville region

North Queensland Stadium

Queensland Country Bank Stadium, also known as North Queensland Stadium, is earmarked to host the football preliminary events with more than 25,000 spectator seats.

It is noted that there are no major works proposed for this facility.

Sailing

The proposed location for Olympic sailing competition is currently Manly Boat Harbour, the largest boat harbour on the East Coast of Australia. The Review received submissions from sailing bodies suggesting alternative locations in North Queensland (including Townsville and Whitsundays) that may have more reliable wind conditions and would also broadcast an iconic regional location to international audiences.

GlICA acknowledges this would support the Terms of Reference in respect to a whole of state approach to the Games and support regional benefit Sailing does not require permanent infrastructure and therefore, is not within GlICA's direct responsibilities. However, due to the submissions of key stakeholders during the review GlICA recommends further analysis be undertaken, in consultation with Brisbane 2032, to identify the optimal location for Sailing events, with a specific focus on weather conditions and regional showcasing potential.

Toowoomba region

As a result of the proposal to site the main stadium in Victoria Park, an alternative location for Equestrian (Cross Country, Dressage and Jumping) events is required. The Toowoomba Showgrounds Equestrian Centre of Excellence was assessed during the Review and is considered to be a feasible project for hosting Olympic Equestrian competition that will create a lasting legacy for the Toowoomba region. Further detailed information on this venue can be found in Chapter 5 – Venues: Minor Venues Program.

9.7 Supplying to the Games – building readiness in the regions

The scale and breadth of the infrastructure and services to be procured for the Games presents a unique opportunity to distribute economic benefits across Queensland. This was recognised in an economic analysis commissioned by the Queensland Government: KPMG⁶⁸ report, 2021. The Games will create a pipeline of opportunities for businesses, fostering economic growth and development across Queensland in the lead up to, and following, the Games.

By engaging regional Queensland suppliers and contractors, the Games can support regional economies, create jobs and enhance infrastructure. In preparing for Games procurement opportunities, businesses will also increase their capabilities and become more competitive on the national and global stage. Games procurement will provide both initial opportunities for businesses (growth opportunities) and subsequently drive an increased capability legacy for the State as businesses become more aligned with the economies of the future. Achieving these outcomes requires support for local and regional businesses to participate.

9.7.1 Regional procurement considerations

The Games will require an extensive procurement program across the planning, construction and delivery phases. The initial focus is primarily related to the infrastructure build coordinated by GIIA. As we approach 2032, procurement will shift to provision of goods and services required to deliver the Games event.

As part of the Review, consideration has been given to how the procurement process is best leveraged as a vehicle to spread regional benefits. This aligns with Focus Area 13 of Elevate 2042⁶⁹ in seeking to ensure participation of regional businesses in Games supply.

Due to the vast and complex nature of the Queensland-wide procurement landscape, further analysis is required (outside the timeframe of this Review) to consider supply requirements and regional opportunities. This supply-demand analysis is critical to ensure local regional markets are not overburdened and overall Games project delivery is not impacted by additional costs or time delays. GIIA is committed to pursuing this thoroughly after the Review process to ensure benefits flow to the regions.

The analysis will need to establish the capabilities and capacity of businesses related to Games requirements across the State. This understanding will enable the procurement process to minimise risks relating to lack of supply, protect supply requirements in the regions for regional infrastructure builds and maximise Statewide benefits and compliance with Games commitments.

9.7.2 Capacity building – ensuring a pipeline of skills to meet Queensland’s growing needs

Games Apprenticeship Scheme

As the requirements for Games supply are established, it will be critical to determine how this relates to the existing skillset of the entire Queensland workforce. This understanding will help to

⁶⁸ KPMG, Brisbane 2032 Olympic and Paralympic Games, Preliminary social, economic and environmental analysis (2021).

⁶⁹ Queensland Government, Australian Government, Council of Mayors Southeast Queensland, Brisbane City Council, the City of Gold Coast, Sunshine Coast Council, Australian Olympic Committee, Paralympics Australia and Brisbane 2032 Organising Committee, Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, (2023).

identify where further skill development is required. This support could be built around existing measures such as the Green Building Institute's Green Tradies scheme, and establish where new training schemes are required. Consideration will also need to be given to access to training across the State. Online training and accreditation is now widely used and supports access to opportunities in the regions.

The London 2012 Olympic and Paralympic Games (London 2012), established an Apprenticeship Program Framework. This framework sought to develop the workforce skills required to deliver the Games and also secure a skillset uplift legacy. Consideration should be given to the creation of an apprenticeship scheme for Queensland with an emphasis on providing opportunities across the State. The Games has the potential to be the catalyst for the development of a Queensland workforce, equipped with the skills to deliver the development and growth anticipated over coming decades. Additionally, skillset development could be coupled with initiatives to encourage the location of training to align with specific regional gaps and requirements.

9.7.3 Capability building – ensuring businesses are ready for Games opportunities

Analysis of Games requirements will also support the identification of areas where Queensland businesses will need to increase their capability to secure emerging opportunities. Measures to support capability building will need to address both the specific areas where capability uplift is required and the supporting conditions to enable this.

Existing mechanisms to support business capability building (e.g. EcoBiz which enables businesses to audit their resource use, save costs and manage their carbon emissions) will likely need to be supported by additional measures to provide capability uplift across the State. The Queensland 2032 Procurement Strategy encourages businesses to produce a capability statement in preparation for seeking Games opportunities. The development of capability statements presents a unique opportunity for businesses to record and develop capability development in a focussed manner and demonstrate their competitiveness at the tendering process.

Capability building will also need to be supported by measures to provide the conditions for businesses to develop and thrive. Digital connectivity is one key element of this whereby regional businesses require access to fast and reliable internet and communication networks. Queensland Government's Action Plan – Our Thriving Digital Future⁷⁰ runs until 2026. The review of this work will enable regional connectivity within the Games supply timeline to be considered. Regional connectivity is important for all regional businesses but also critical for the development of digital and technology industries across Queensland.

The pipeline of supply opportunities for the Games is exciting and presents a chance for Queensland to showcase its businesses credentials to the world. These opportunities are, however, only one element of a much larger procurement pipeline across the State. The Games procurement pipeline highlights the capabilities and skills that will be required before and after the Games.

⁷⁰ https://www.qld.gov.au/_data/assets/pdf_file/0034/469636/digital-economy-strategy.pdf

In preparing to seek Games related opportunities, businesses will align themselves with wider procurement processes in the State, building credentials and capabilities required by global markets.

9.8 Connecting with the Games

In addition to procurement, a range of other initiatives were identified through the submissions, stakeholder engagement and detailed analysis which can deliver Games benefits to regional Queensland.

Whilst not directly within GIIICA's remit, GIIICA will support the delivery of initiatives such as tourism and trade opportunities, ensuring strategic alignment to Elevate 2042 focus areas and GIIICA's desire to optimise outcomes for regional Queensland.

9.8.1 Tourism and trade

Tourism is a key contributor to the Queensland economy⁷¹, employing one in 12 Queenslanders, supporting over 64,000 businesses and contributing \$34.7 billion annually in overnight visitor expenditure.

Hosting the Games presents Queensland with a golden opportunity to maximise the State's export industries of trade and tourism and position itself as a globally recognised visitor and investment destination in the years leading up to and beyond 2032.

The development of Queensland's 20-year tourism plan – Destination 2045 will focus on capitalising on the Games opportunity. With 53% of tourism-related businesses located outside the Brisbane region, the Games present a real opportunity to distribute economic benefits across the tourism industry and Queensland communities. There is no greater stage to showcase Brand Queensland to the world.

The 'Green & Gold Runway' of major events as well as business events and conferences, in the lead up to 2032, can genuinely be dispersed across the State and strategically positioned in various venues throughout Queensland. The attraction of these events will also have an impact on trade opportunities; hence collaboration and coordination will be critical.

Destination 2045 will have a significant focus on ecotourism. This opportunity offers a symbiotic relationship between tourism and environmental stewardship, fostering conservation and an appreciation of natural and cultural values, while supporting economic development in local communities.

In the year to June 2024, 1.31 million international and 5.22 million domestic visitors participated in nature-based activities in Queensland. Globally, the growing appetite for responsible travel, combined with the well-documented connection between immersion in nature and enhanced improved physical and mental wellness, has led to a surge in visitors pursuing ecotourism experiences.

9.8.2 Arts and culture

Queensland has five World Heritage Areas, 1,300 national parks, State forests and recreation areas and two of the oldest living cultures – presenting a significant opportunity to align with the Games objectives of being the most sustainable and leaving a legacy for generations to come.

⁷¹ Tourism and Events Queensland, Queensland Tourism Economic Key Facts (2024).

The contemporary Games program has always sought to create a dialogue between those who watch and participate in art, culture and sport, enabling host cities and regions to develop new creative experiences before, during and after the Games.

Regional Queensland opportunities include:

- engaging with the Games, including through lead-in local events, live sites, torch relay and other key events
- developing and sustaining the pipeline of creative talent and new work required to showcase diverse and unique stories, storytellers and cultures with global audiences and markets
- sharing stories and employment opportunities from across regional Queensland in the cultural program.

9.8.3 Pre-Games training and events

Whilst Brisbane 2032 will develop the official Games Pre-Event Training Program closer to the Games, sporting organisations are able to access GIIA's Sport Venues Connect searchable website which identifies national and international standard sporting venues across Queensland. GIIA will continue to actively work with Brisbane 2032 and other stakeholders to ensure the locality of regional sporting venues is well known and considered.

Organisations such as Tourism and Events Queensland (TEQ) and regional tourism organisations already actively work to attract and secure events for regional Queensland. With increased global attention on Queensland and its regions there is an opportunity:

- to continue to build on the Sport Venues Connect platform, ensuring all national and international standard venues are included
- for regions to continue to work with relevant tourism organisations to promote opportunities to attract events to their region and drive economic benefits.

9.8.4 School programs

Utilising the Games to boost sports participation rates for children and young people can yield improvements in health, wellbeing, inclusion and social cohesion. Opportunities include:

- securing access to school facilities and assets to provide more sporting infrastructure in communities
- ensuring children in schools are physically active and can participate in sport and physical activity during school hours
- programs to promote engagement with the Games and increased participation in sports, including visits from Olympians and Paralympians.

9.8.5 Allocation of Games assets post-Games

The Games present an opportunity to deliver on sustainability ambitions relating to waste reduction, resource management and the circular economy through practical re-use of Games inventory. The repurposed use of goods and equipment into the regions should be considered by governing bodies, with useful inventory channelled to clubs and the wider community. This initiative was undertaken following the Gold Coast 2018 Commonwealth Games (Gold Coast 2018) and Paris 2024. GIIA considers that this initiative should be applied to the 2032 Games.

The Paris 2024 Games commitment to a circular economy saw almost all of the 1.2 million pieces of sports equipment used during the Paris Games given a second life, through renting equipment and donating purchased equipment to the French sports movement post-Games.

9.8.6 Digital connectivity

Digital connectivity⁷² is essential to supporting Queensland's emerging priorities. Expanding and enhancing digital infrastructure across the state will strengthen Queensland's position within Australia's digital landscape. By ensuring communities, businesses, and individuals can access and benefit from a more connected and inclusive future, this investment will drive productivity, economic growth, and improved access to vital services such as e-Health and education.

While significant work is already underway across government and the private sector, the Games present a unique opportunity to accelerate progress in closing the digital divide. By fostering partnerships, we can fast-track the delivery of digital infrastructure that connects all of Queensland.

9.8.7 Regional sustainability and circular economy opportunities

Games Delivery Partners have committed to delivering a more sustainable Games with a strong focus on climate action.

As identified in submissions to the Review, the Games can provide a platform to advance circular economy and sustainability initiatives throughout Queensland whilst providing numerous opportunities for rural, remote and regional Queensland. This includes regional opportunities for new industries, carbon offsetting and second-life solutions to achieve Games sustainability obligations.

9.8.8 Games-time events/participation (live sites, torch relay, volunteering)

Opportunities for all Queenslanders to experience Games-related activities include live site locations and Olympic and Paralympic torch relay routes, providing tangible experiences for regional Queenslanders to 'touch and feel' the Games in their own communities.

The distribution of such activities across Queensland would:

- increase direct Games engagement and participation of people in rural and regional locations
- create more pathways for people seeking to volunteer for the Games
- provide opportunities to strategically showcase the State's unique places and tourism destinations through the Torch relay and other Games ceremony involvement, linking to a Games-related tourism strategies.

Volunteering is a great opportunity for regional Queenslanders to connect with the Games. The number of volunteers that will be required to support delivery of the Games will be significant:

- 45,000 volunteer roles were required for Paris 2024⁷³
- 15,000 volunteers were involved in the Gold Coast 2018
- 40,000 volunteers played a part in Sydney 2000.

The 2024 State of Volunteering⁷⁴ in Queensland report identified that the volunteering sector is currently equivalent to just over half of the entire Queensland workforce, with the survey

⁷² Digital Economy Strategy | About Queensland and its government | Queensland Government

⁷³ Paris Organising Committee for the 2024 Olympic and Paralympic Games, Paris 2024 Sustainability and Legacy Post-Games Report Summary, 2024 (2024). p.3.

⁷⁴ State of Volunteering in Queensland 2024 Report – Volunteering Queensland

response showing 38.8% of volunteers are located in inner regional, outer regional, remote, or very remote communities.

The current Parliamentary Inquiry into Volunteering in Queensland will look at various aspects of volunteering, including 'opportunities to support growth in volunteering across Queensland including through hosting the Games.

9.9 Recommendations

Recommendations: Regional legacy	
71.	The Queensland Government extends and enhances Games On! with an investment of between \$750 million and \$1 billion until 2032 to deliver new or upgraded sporting infrastructure, and associated programs for regional communities, with GIICA representation to be included on the advisory panel to ensure Games legacy outcomes are optimised.
72.	A clear framework and guidelines for the Games On! fund be developed by the Queensland Government (in collaboration with GIICA), noting a significant number of regional submissions seeking funding for sporting infrastructure were received as part of the Review process.
73.	Regional sporting content: a. Existing commitments to host Football Preliminaries in Cairns and Townsville, as per the Future Host Questionnaire submission (2021), remain. b. Further analysis be undertaken by Brisbane 2032 to identify the optimal location for Sailing events, with a specific consideration of weather conditions and regional showcasing opportunities. c. Cairns Convention Centre be included in the venues plan as one of six existing indoor sports centres. d. Further analysis of existing venue options be undertaken with Brisbane 2032 to identify other potential regional hosting opportunities.
74.	The Queensland Government and Games Delivery Partners undertake supply-demand analysis across the Games procurement process to establish how supply requirements align with workforce skillsets and the capability/capacity of regional Queensland businesses.
75.	The Queensland Government establishes the following initiatives to ensure Queensland workforce and business capability and capacity: a. Games Apprenticeship Scheme – Create a scheme with training opportunities across the State to develop the necessary skills for the Games. b. Capability Building – Provide training and support for business across the State to enhance their capability uplift. c. Capacity Development- mechanisms to create an environment where businesses can grow and develop in response to Games requirements, such as reviewing the Queensland Action Plan on digital connectivity.
76.	GIICA be represented on relevant Games-related governance groups, committees and working groups to assist a coordinated effort to maximise opportunities and outcomes for regional Queensland.
77.	GIICA to maintain structured and sustained engagement with the regions to ensure opportunities are identified and regional voices are heard through all stages of Games planning and delivery of venues.

10 Delivery challenges and solutions

10.1 Fast tracking the way to 2032

Delivering major projects for the largest event in Queensland's history, on a non-negotiable deadline, demands a regulatory environment that drives efficiency and certainty. Escalating construction costs, supply chain pressures and constrained market conditions, exacerbated by record government infrastructure spending, only heighten the urgency for action.

There is an opportunity for the private sector to play a key role in not only delivering the infrastructure for the Games, but through broader community benefits through the development of vibrant precincts that create economic, cultural and environmental benefits.

Critical actions include streamlining regulations, fast tracking approvals, removing investment barriers and adopting a flexible project-by-project approach to procurement, to ensure significant projects can be delivered at pace. These would be underpinned by a steadfast commitment to ethical processes.

Major projects such as the proposed Main Stadium and Arena take many years to traverse the planning and procurement processes. Adopting the "status quo" approach to the delivery of Games infrastructure means the deliverability of the entire Games infrastructure is at risk.

Engagement with appropriate industry bodies and technical experts, including but not limited to, legal, planning, development, design and construction specialists with industry expertise and insights, have shaped and informed the recommendations set out below.

10.2 Leveraging private investment

Opportunities to leverage private investment to contribute to Games essential requirements such as infrastructure delivery certainty, financing and funding are significant. Private investment has played an essential role in the delivery of city changing, iconic stadiums and venues globally for many years and some examples of these include:

- \$1.6 billion Optus Stadium Perth
- \$1.5 billion International Convention Centre Sydney
- \$200 million Qudos Bank Arena
- \$615 million Stadium Australia
- HKD\$30 billion Kai Tak Sports Park
- SG\$1.33 billion Singapore Sports Hub
- CA\$483.5 million Rogers Place

Public Private Partnerships (PPP) are a delivery model that includes private sector funding and/or financing options. As defined by Queensland Treasury⁷⁵, "a PPP is a long-term contract between the public and private sectors where the Government engages the private sector (typically a consortium) to deliver infrastructure and/or services".

The benefits of including private investment when financing infrastructure are many and the most prominent include:

- the transfer of delivery risk (time and budget risk) to the private sector

⁷⁵ Queensland Treasury Public Private Partnerships Issues Paper December 2024

- maximising innovation in design and delivery through competitive processes
- value for money improvements through the life of a private sector contract with improved service outcomes through incentives included in contractual terms.

There are generally two types of PPPs which are outlined below.

Availability Based Public Private Partnership

Under an availability based PPP, a private entity (generally a consortium) is contracted to design, finance, build and maintain an infrastructure asset and return the asset back to the government at the end of a negotiated contract term in exchange for periodic payments from government.

This PPP model was recently adopted for the Perth Stadium and involves the Western Australian State Government making service payments to the PPP consortium during the term of the PPP contract in exchange for their contribution to the much needed upfront financing for the construction of the Stadium.

In the case of the Perth Optus Stadium, the model produced a 21% value for money saving⁷⁶ compared to the alternative State led model. In this example, financing costs were reduced by the inclusion of a 60% government financial contribution being made during the construction phase. This reduced the cost exposure of the project financing while ensuring sufficient private finance remained exposed to project risk.

Economic Public Private Partnership

Under an economic PPP, a private entity/consortium is contracted to design, finance, build and maintain an infrastructure asset and return the asset back to the government at the end of a negotiated contract term. In this model, the PPP consortium takes demand risk on an agreed revenue stream which is then utilised to offset their financing and or funding contribution.

Public Private Partnership's in the context of the Games

During the Review's extensive stakeholder consultation, many potential PPP proponents expressed their interest in participating in a PPP process. GIIA sees merit in further exploring these opportunities post the Review to assist in offsetting the financing and/or funding requirements for the Games.

Additionally, further investment opportunities should be explored including from Councils, venue hirers and operators, sporting codes/teams, private contributions (including for opportunities where broader precinct value can be created) to contribute to the significant venue legacy that will be left through Games investment.

10.3 Delivery approach

10.3.1 Delivery model and procurement

As projects move through the stages of the procurement process it is critical that every effort is made to fast track the delivery of the infrastructure and venues. The significant delays caused by years of uncertainty have seen substantial cost escalation due to the current market conditions and now time constraints. Any further delay will only see costs continue to escalate, whilst further exacerbating program risks.

⁷⁶ Government of Western Australia, The new Perth Stadium Design, Build, Finance and Maintain Project, Project Summary. (2015). P.25.

GIICA procurement practices are currently governed by the Queensland Procurement Policy 2023 (QPP), Queensland Indigenous Procurement Policy (QIPP) and Queensland 2032 Procurement Strategy (Q2032). This overarching framework for the procurement of goods and services mandates the key principles of value for money, supporting local and regional business, supporting First Nations business, integrity, accountability and advancing government priorities through procurement.

Currently, the Department of Housing and Public Works, the lead procurement agency within the Queensland Government, generally adopts a two-stage Managing Contractor model for the delivery of infrastructure. This traditional contracting model does not enable GIICA the capacity to address current market constraints, complexity, or time sensitivities of the quantum of infrastructure to be delivered. GIICA needs the flexibility to adopt alternative models and innovative procurement approaches where required to manage on time and on budget delivery and will work with the Queensland government on exemptions on a case by case basis.

10.3.2 Delivery partner

There are many examples of the benefits of a Delivery Partner approach for infrastructure projects. For the London 2012 Olympic and Paralympic Games (London 2012), the Olympic Delivery Authority (ODA) with its Delivery Partner, CLM, successfully delivered the London 2012 construction program. This is a proven model most commonly adopted to derisk on time delivery, drives competitive processes, gives greater certainty to the attraction and retention of a highly skilled and capable workforce, achieves flexibility in the approach to individual projects, enables the bundling of projects, adopts increased innovation in construction methods and leverages economies of scale. This proven model could be adopted for the Brisbane 2032 Games infrastructure program.

The most critical benefit in adopting the Delivery Partner model is the capacity to deliver on time. With the window of opportunity rapidly closing, this is arguably the most critical factor in decision-making regarding delivery models.

Whilst the Brisbane 2032 Games delivery task differs to London 2012, primarily due to the geographical dispersion of the Games events, there are synergies and positive outcomes GIICA should seek to emulate – particularly relating to generational legacy benefits.

Brisbane, like London, has many stakeholders and a top-heavy pipeline of work to deliver within challenging market conditions. In London 2012, to ensure the ODA could deliver on its key priorities without losing oversight of the delivery processes, a Delivery Partner with deep experience on major projects was appointed to act as a program manager: CLM, a consortium of three major construction companies⁷⁷.

Clear definition of roles is essential when adopting a Delivery Partner model. Many argue that the success of the London model was due to a mutually beneficial, incentivised partnership that allowed ODA to manage stakeholders without distraction, while the Delivery Partner undertook delivery of the venues and infrastructure.

⁷⁷ Jacobsen, J. Lessons learned from the London 2012 Games. (2011).

The figure below outlines the Delivery Partner Process as adopted by ODA.

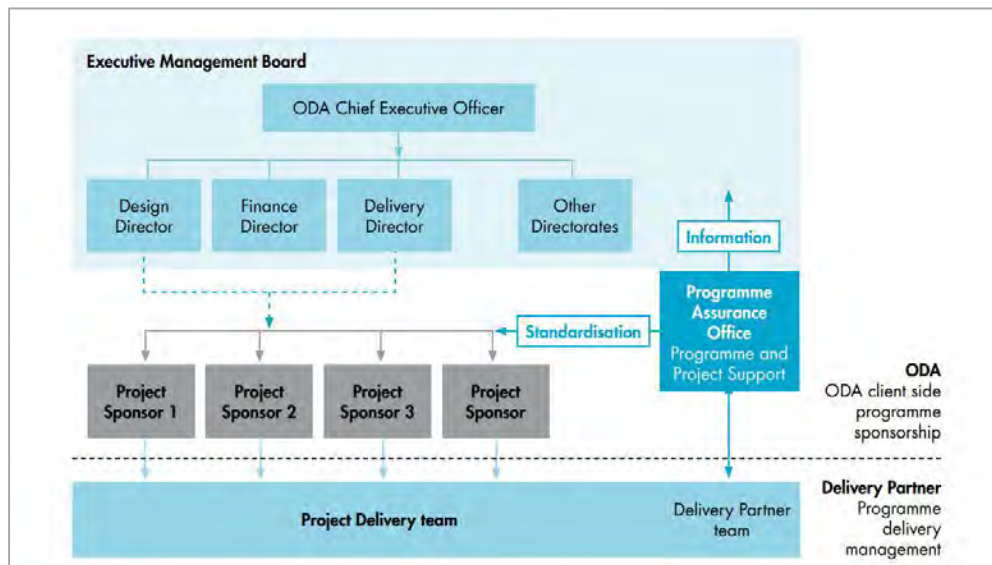


Figure 9 - London 2012 Olympic Games – Olympic Delivery Authority; source: *Lessons learned from the London 2012 Games*, Jacobson, 2011.

10.4 Planning

The development of a stadium, arena indoor sports centre or other facility, whether a new venue or redevelopment of an existing facility, will involve multiple planning and other approvals.

The Queensland Government has binding obligations under the Olympic Host Contract in relation to the delivery of venues and villages. GIICA is tasked with delivering venues in time for the Games and within budget allocations (and monitoring and ensuring villages and transport infrastructure are delivered in time for the Games). It is essential that infrastructure is delivered on time for the hosting of a successful Games and to comply with the Olympic Host Contract.

This imperative is likely to necessitate GIICA being able to use streamlined development processes where required. Queensland's existing legislative framework makes various streamlining mechanisms available to the Queensland Government (including the Minister responsible for Economic Development Queensland and the Coordinator-General), through the Planning Act 2016 (Planning Act), Economic Development Act 2021 (ED Act) and State Development and Public Works Organisation Act 1971 to facilitate timely development for significant projects of public benefit.

In addition, the Brisbane Olympic and Paralympic Games Arrangements Act (BOPGA Act) sets out provisions to facilitate the timely delivery of development for venues and villages in accordance with the Olympic Host Contract by enabling GIICA to facilitate the making of timely and efficient decisions under the Planning Act and ED Act. The active involvement of the Queensland Government is required.

The use of special legislation to deliver major projects is not new. In the past, major urban development and tourism projects, for example, have benefited from the use of special legislation. To discharge GIICA's statutory function of delivering the venues in time for the Games and within budget allocations (and to monitor and ensure the delivery of villages), GIICA will request various streamlining mechanisms, including those available under the BOPGA Act.

This is to ensure that planning and other approval requirements are obtained in a timely and efficient manner, as is typically expected of major projects of State significance and public benefit. It may be necessary to use a combination of mechanisms.

It also may be necessary in the future to consider amendments to the BOPGA Act (or other special legislation) to ensure the timely delivery of these major projects. GIICA will work closely with the Queensland Government to identify appropriate planning and approval pathways.

GIICA notes that planning risks and delays are unappealing to private financiers who require investment certainty. Streamlined, efficient approvals are essential to ensure the procurement phase for the project can be managed in a timely and effective manner.

To ensure deliverability it will be essential that the Queensland Government, the Australian Government and GIICA work collectively to consider ways to ensure EPBC Act assessment processes are managed in a timely manner for Games venue projects, including providing for progressing early works where applicable.

10.5 Capacity constraints

Australia is facing a labour shortage⁷⁸ and constrained delivery capacity. This pressure is further exacerbated in Queensland by the current infrastructure pipeline. This infrastructure program represents a significant portion of the work in market, with **72%**⁷⁹ of all funded work being attributed to the public sector.

Projects across a variety of sectors are running concurrently, absorbing the available workforce, resulting in severe labour scarcity, increased costs, causing further delays and making it increasingly difficult for the market to address the needs of Queenslanders – as can be seen by the lack of new housing supply being brought to market.

10.6 Labour shortage

The availability of a capable workforce to deliver the Games projects, other critical social infrastructure and housing that Queensland needs, will be vital to maintaining the state's liveability. The Infrastructure Australia figure below shows the forecast of supply and demand of public sector infrastructure workers.

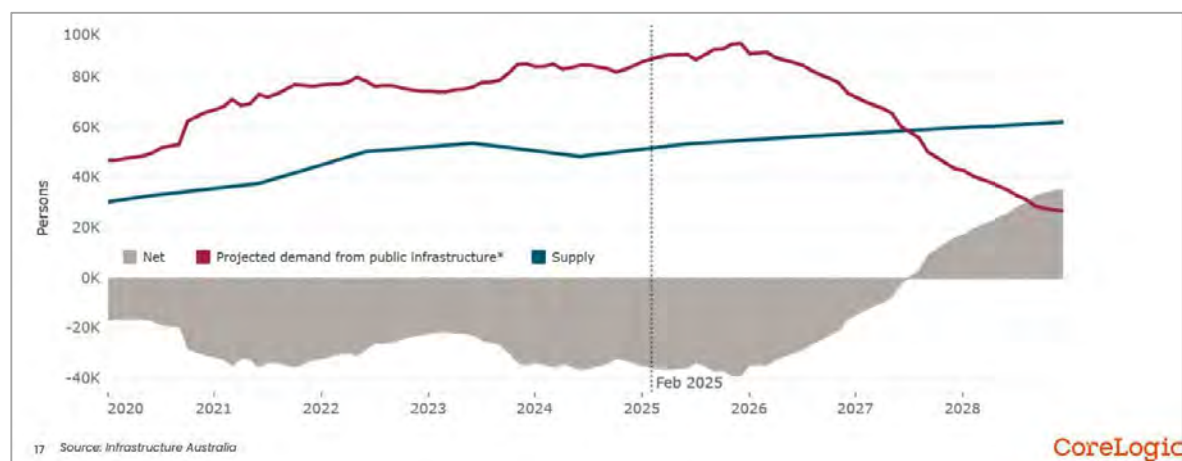


Figure 10 - Demand for personnel from public infrastructure projects⁸⁰

⁷⁸ Australian Government, Jobs and Skills Australia, Towards a National Jobs and Skills Roadmap – Summary (2023).

⁷⁹ Queensland Major Contractors Association, Queensland Major Projects Pipeline Report, 2024 (2024) p.6.

⁸⁰ <https://www.infrastructureaustralia.gov.au/public-infrastructure-workforce-supply-dashboard>.

BuildSkills Australia have estimated the labour market adjustment required to support the full scale of the built environment ambition for Queensland. The adjustment needed is listed in the following table and figure.

Table 17 - Labour supply and demand – Queensland construction program

	Jun-25	Jun-26	Jun-27	Jun-28	Jun-29	Jun-30	Jun-31	Jun-32
Normal Supply	285,260	290,580	296,290	302,290	308,520	314,920	322,300	329,830
Projected labour demand	324,560	346,500	363,350	369,510	366,430	364,560	366,980	363,180

Source: BuildSkills Australia

As Queensland seeks to grow the current skilled workforce, meeting the needs of the next decade will require a greater emphasis on attracting skilled migrants to support its talented domestic workforce. Over the last 20 years only 1.8% of migrants to Australia⁸¹ have been employed in the construction industry – to boost these numbers there will need to be a concerted effort. It will be essential to collaborate with the appropriate industry groups to assess the specific skill gaps.

Innovation will play a critical role in addressing productivity challenges. The delivery of the Games venues provides an opportunity to showcase innovative construction methods which have the added benefit of efficiency, increased sustainability, and could assist in alleviating some skills shortages.

10.7 Building a pipeline of skilled labour

As Queensland aims to deliver the world's largest international sporting event, while responding to the infrastructure needs of its growing state, there is an opportunity to build on our talented domestic workforce across Queensland, including across our regions.

As the requirements for Games supply are established, it will be critical to determine how this relates to the existing skillset of the entire Queensland workforce, including within its regions. This understanding will help to identify where skill development is required. This support could be built around existing measures (e.g. the Green Building Institute's Green Tradies scheme) and establish new training schemes where required

London 2012 established an Apprenticeship Program Framework⁸². This framework sought to develop the workforce skills required to deliver the Games and secure a skillset uplift legacy.

Consideration should be given to the creation of an apprenticeship scheme for Queensland, with an emphasis on providing opportunities across the State. The Games has the potential to be the catalyst for the development of a Queensland workforce equipped with the skills to deliver the development and growth anticipated over coming decades.

⁸¹ Australian Bureau of Statistics. Permanent migrants in Australia. Characteristics of permanent migrants who arrived in Australia between 1 January 2000 and 10 August 2021. (2023).

⁸² Bowsher, K and Martins, L. Olympic Delivery Authority. Lessons learned from the London 2012 Games construction project. London 2012 Apprenticeship Programme. (2011).

Additionally, skillset development could be coupled with initiatives to encourage the location of training to align with specific regional gaps and requirements. This priority is also recognised in the 'Regional Benefit' Chapter.

10.8 Barriers to investment

A key benefit of hosting a global event like the Games is the shining light placed on Brisbane, South East Queensland and Queensland, more broadly. With the eyes of the world on the state, there is a rapidly closing window of opportunity to attract the investment Queensland needs.

The role of the private sector in delivering not only the generational legacy infrastructure for the Games but also in supporting the needs of a growing Queensland through the delivery of much needed housing across an array of typologies, city shaping developments, vibrant mixed-use precincts that boost hotel accommodation, enhance the entertainment and nighttime economy, and critical social infrastructure—cannot be understated.

Private capital, the investment needed to deliver all that we require, cannot be entirely sourced domestically. To attract and retain this capital, it is imperative that barriers to investment are removed as international investment has no geographical bounds and seeks out the most compelling investment proposition.

Now is the time for Queensland to cement itself as the most competitive investment destination and by doing so there is a real opportunity to deliver legacy benefits.

With constrained markets, ever escalating costs that see projects across all asset types increasingly challenging to deliver, the competition for capital has never been greater. Queensland has a unique opportunity to attract this “patient capital” by reinforcing a stable policy environment that supports business confidence.

10.9 Recommendations

GIICA makes the following recommendations to ensure the delivery of the infrastructure required for a successful Games:

Recommendations: Delivery challenges and solutions	
78.	Where appropriate, the Queensland Government leverages existing streamlining mechanisms, to ensure that planning and other approval requirements are obtained in a timely and efficient manner as are typically utilised for major projects of State significance and public benefit.
79.	GIICA immediately progresses further investigations into appropriate delivery models, a delivery partner approach and funding models to swiftly move to the design development and construction stage.
80.	GIICA is provided with the ability to request exemptions to adopt flexible procurement approaches to ensure timely and cost-effective delivery of venues and infrastructure.
81.	Queensland Government works with GIICA and the Australian Government to secure streamlined funding approval processes and timeframes, and the ability to adopt flexible procurement approaches, where necessary, to ensure the timely and cost-effective delivery of co-funded venues and infrastructure.
82.	Queensland Government supports a Delivery Partner model to ensure projects will be delivered on time for the games.

Recommendations: Delivery challenges and solutions	
83.	Queensland Government sequence the public sector pipeline of major projects to ensure a sustainable deliverable flow of projects across the varying asset types, without comprising the delivery of essential housing and other critical projects.
84.	To support the pipeline of works, including but not limited to Games infrastructure, GIICA recommends Government considers: the implementation of a targeted skilled migration strategy to attract skilled construction workers to supplement Queensland workforce resources.
85.	Bolstering the construction workforce and business capability and capacity building, through delivery of a program such as through a Games Apprenticeship Scheme.
86.	Address barriers to private sector investment across all asset types through streamlining regulation, reducing red tape, and reviewing prohibitive taxes and charges for projects delivering social and economic benefit to Queensland.

Appendices

Appendix 1 – Games Independent Infrastructure and Coordination Authority Board

The Games Independent Infrastructure and Coordination Authority Board was formed in late 2024, with the early task to undertake a review of the infrastructure projects required to support the Brisbane 2032 Olympic and Paralympic Games, as directed by the Queensland Government.

The Board has extensive collective experience in infrastructure delivery, property and investment, planning policy, events planning and management, transport, tourism, corporate governance and Olympic and Paralympic Games governance and delivery.



Stephen Conry AM, Chairman

Stephen has over 40 years' experience in executive positions in the commercial property and investment sector in Australia and globally.



Jess Caire, Director

Jess, Executive Director of the Property Council of Australia (Queensland), is an accomplished property industry leader with extensive experience in advocacy, public policy, stakeholder management, digital transformation, and strategic engagement.



Tony Cochrane AM, Director

Tony is an experienced director and chair, working in the sporting, events and entertainment industries for over 45 years.



Jill Davies, Director

Jill has 28 years' experience in securing, planning and delivering Olympic and Paralympic Games across five continents and multiple cities, including Sydney 2000.



Jamie Fitzpatrick, Director

Jamie is a highly respected leader in North Queensland, with over 30 years' experience spanning across the hospitality, tourism and events industries.



Sue Johnson, Director

Sue has over 20 years' experience developing, funding, constructing and operating complex legacy infrastructure.



Laurence Lancini AM, Director

Laurence is founder and Executive Chairman of Lancini Property Group and has overseen construction and property development across Queensland for over 40 years.

Appendix 2 - 100 Day Review Terms of Reference

100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure

Terms of Reference

Preamble

In the lead up to the Brisbane 2032 Olympic and Paralympic Games (the Games), the Queensland Government has committed to conducting a comprehensive 100-day infrastructure review. This review will assess the intricate network of critical infrastructure projects required to support the Games, ensuring projects align with long-term planning, fiscal and future legacy objectives.

This review will focus on ensuring that Queensland is delivering the right projects in the right places with the right governance. It will prioritise key infrastructure, assess connectivity, and ensure integration across venues, transport projects and athlete's villages. This review will consider deliverability, legacy impact, value for money, and alignment with long-term growth strategies, aiming to generate lasting economic, social and environmental benefits across the State whilst enabling the successful delivery of the Games.

Objectives

The primary objectives of this 100-day review are to:

- **Assess infrastructure demand alignment:** Confirm that infrastructure projects are strategically chosen based on demand, ensuring they are located in the right places to meet the needs of the Games and support Queensland's long-term legacy outcomes.
- **Assess connectivity and integration:** Evaluate the interconnectivity of venues, transport systems, athlete's villages and precincts within the infrastructure network including the need to facilitate access during the Games and promote long-term mobility solutions.
- **Evaluate affordability:** Examine all proposed infrastructure investments for their economic viability and value for money. This includes ensuring investments within the venues program remain within the agreed \$7.1 billion funding envelope from the State and Australian governments, and other investments for athlete's villages and transport infrastructure meet legacy and Games needs.
- **Evaluate deliverability:** Assess the feasibility of completing infrastructure projects on time and within budget, considering resource availability, Olympic Host Contract and Games commitments and other risk factors. This includes reviewing infrastructure procurement, staging strategy and delivery models, including those that involve private investment, and evaluating industry capacity.
- **Identify priority projects:** Identify critical infrastructure investments that are essential for both Games-time needs and long-term growth for Queensland, while recommending opportunities for cost savings across the venues program.
- **Maximise long-term benefits:** Ensure that infrastructure investments support regional economic development and align with broader strategies, including tourism, and deliver lasting community benefits such as increased housing and improved public amenities.
- **Assess Games governance:** Evaluate the current governance arrangements for the Games and recommend any changes that are considered to increase the likelihood for successful delivery of the Games, including the infrastructure required, and to reduce the overall cost and risk in delivering the Games.

Scope

The 100-day review will include the following in its scope:

- **New, upgraded and temporary venues:**
 - Assessment of the necessity, location, feasibility, delivery approach, overlay requirements and long-term impact of proposed venues (including all projects identified within the Intergovernmental Agreement on the Brisbane 2032 Olympic and Paralympic Games).
 - Evaluation of their connectivity to transport systems, training venues, and villages.
- **Olympic and Paralympic villages:**
 - Analysis of the number, location, design, feasibility, delivery approach, overlay requirements and legacy outcomes associated with the villages.
 - Evaluation of their connectivity to transport systems and venues.
- **Transport infrastructure:**
 - Identify and assess critical transport projects to be constructed prior to the Games, ensuring alignment with long-term mobility and transport strategies.
- **Games Governance:**
 - Evaluation of the current governance arrangements for the Games, including the various games entities' roles and responsibilities.

Guiding Principles

The review will adhere to the following principles:

- **Maximise use of existing venues:** The review will prioritise the utilisation of existing venues and infrastructure to minimise new construction, thereby enhancing cost-efficiency and promoting sustainability.
- **Value within the agreed funding envelope:** Venue infrastructure investments will be assessed for viability, and value for money, ensuring delivery models and opportunities for private sector investment are considered, to enable delivery within the \$7.1 billion funding envelope agreed between the State and Australian governments. Funding for transport infrastructure, precincts and villages does not form part of the \$7.1 billion funding envelope but should also be assessed in accordance with these principles.
- **Leveraging investment:** The review will consider opportunities to leverage transport, venue and village investment to provide the widest public benefit to the community, noting well designed precincts can create economic, cultural and environmental value, attract public and private co-investment, and increase the use of shared space.
- **Legacy-focused:** Permanent infrastructure investments must provide lasting community and economic benefits, extending beyond the Games.
- **Integrated Planning:** The review will conduct all infrastructure assessments within a master plan framework, considering how venues, transport, and villages interconnect to avoid isolated decision-making.
- **Benefits for rural and regional Queensland:** The review will seek to ensure infrastructure investments deliver benefits for rural and regional Queensland.

Methodology

The review will follow a structured and transparent methodology, ensuring that all relevant aspects of infrastructure delivery are considered. The key elements of the methodology will include:

- **Document review:**
 - All planning completed to date, including existing project plans, business cases, Project Validation Reports (PVRs), cost assessments, gateway reviews and other relevant project documentation (where permissible to be shared).
 - Commitments related to the Games, including those within the Olympic Host Contract and intergovernmental agreements
 - Relevant sporting federation requirements for venues, as required
 - Government transport plans
 - Current governance arrangements and establishing documents for games entities and governance bodies.
- **Stakeholder consultation:**
 - The Review will be informed by a public submission process (open for a suitable portion of the 100 days) which welcomes all Queenslanders to contribute directly to the Review.
 - The Review will also be informed by targeted consultation and relevant advice from stakeholders which, at the discretion of the Reviewers, may include:
 - the Australian Government
 - relevant Queensland Government agencies
 - relevant local government agencies and bodies, including Brisbane City Council, City of Gold Coast, Sunshine Coast Council, and other local governments hosting Brisbane 2032 events, Council of Mayors - South East Queensland (COMSEQ) and the Local Government Association of Queensland (LGAQ)
 - relevant statutory bodies and authorities, including the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games, Stadiums Queensland and Economic Development Queensland
 - the Australian Olympic Committee and Paralympics Australia
 - key end users, including venue managers and operators
 - Gateway Reviewers and other advisors on PVRs and business cases
 - sport representative bodies, including International Federations, National Sporting Organisations and State Sporting Organisations.
- **Independent assessments:**
 - Independent evaluations will assess infrastructure feasibility, deliverability, connectivity, and long-term legacy outcomes to ensure recommendations align with the review's objectives. These assessments will be conducted within a cohesive master plan framework to consider how venues, villages, transport, and services interconnect, promoting an integrated infrastructure strategy for the Games and beyond.

Assessment Framework:

Key components of the assessment framework include:

- a **demand and scope assessment** of the proposed infrastructure and its connectivity to ensure alignment with both the immediate needs of the Games and the long-term legacy objectives
- a **cost analysis**, including infrastructure capital costs, displacement costs, operational costs incurred during the Games (e.g. staff, logistics, government services) and ongoing operational costs post-Games
- a **deliverability assessment** which considers project timelines, site selection, land acquisition, resource availability, delivery models and market capacity, policy and games commitments and risk
- a **legacy impact evaluation** which considers community benefits, long-term use of infrastructure, opportunity for economic growth
- a collection and analysis of **stakeholder feedback**.

Deliverables

The review will yield the following deliverables:

1. **Draft Report**
 - Issued to the Queensland Government at least 14 days prior to delivery of the Final Report for review. Government will have the opportunity to send written responses including identifying matters of accuracy and fact, which will be included in full in the final report.
2. **Final Report**
 - A final, consolidated report of findings and recommendations issued to the Queensland Government 100 days from the commencement of the Review.

Appendix 3 - Games Governance: Whole-of-Games Governance

Table 16 – Games Leadership Group

Games Leadership Group (GLG)	
Purpose	Provide strategic direction and ensure the delivery of the Games vision and strategic objectives and Olympic Host Contract obligations required to deliver the Games. Resolve critical cross-partner issues raised by members or escalated by the Games Executive Group (GEG).
Functions	• Approve and oversee the implementation of the whole-of-Games vision, strategic objectives and Games Delivery Partner roles and responsibilities. • Oversee and ensure the collective delivery of Olympic Host Contract obligations for the Games, including change control. • Consider, advise on, and resolve critical, complex and strategic cross-partner issues. • Ensure the Games benefit from, and contribute to, national, state and local strategies and objectives. • Leverage and promote the benefits of the Games. • Reinforce a unified approach and positive public narrative on strategic Games matters. • Does not monitor budget performance.
Chair	• Queensland Government Minister, as determined by the Queensland Government.
Membership	• Queensland Government Minister responsible for the Olympic and Paralympic Games • Queensland Government Minister responsible for Infrastructure* • Australian Government Minister responsible for Sport • Australian Government Minister responsible for Infrastructure* • Lord Mayor, Brisbane City Council • President, Brisbane 2032 • Chair, GIIICA Board Standing attendees and guests are at the discretion of the Chair.
Authority	• The GLG derives its collective authority from the individual delegations of each member and cannot make decisions that override these. The GLG is not authorised to make funding or investment decisions. • Members can only contribute to decisions where their own organisation will be impacted. • Members of the GLG are subject to their own organisations' decision-making arrangements. The GLG will not supersede these. • Decision-making processes suitable to this context are to be agreed with members.
Secretariat	Olympic and Paralympic Games Office (OPGO), Department of Sport, Racing and Olympic and Paralympic Games
Frequency	Quarterly

**Given the current stage of Games planning where delivery of infrastructure is a critical focus to ensure the Games' fixed deadline can be met, GIIICA recommends that the infrastructure Ministers of both Queensland and Australian governments are included. Over time, as Games planning progresses, the Chair may propose changes to the representation or attendance of representatives to reflect the relevant focus area/s at that time, such as transport or security.*

Table 17 – Games Executive Group

Games Executive Group (GEG)	
Purpose	Review and monitor performance at a whole-of-Games level. Ensure Games Delivery Partner work aligns to the Games vision and strategic objectives. Escalate unresolved issues to the Games Leadership Group (GLG).
Functions	• Monitor progress of work against the Games Plan and the Games Coordination Plan to ensure that work remains on track and aligned to the Games vision and strategic objectives. • Provide the Games Leadership Group with advice and assurance on Games progress. • Review and provide advice on the Games Plan and Games Coordination Plans (including subsequent updates) to ensure alignment to the Games vision and strategic objectives. • Consider and approve proposed changes to the delivery of Olympic Host Contract obligations. • Facilitate the Games Leadership Group in its functions, take decisions on cross-stakeholder issues and escalate matters to the Games Leadership Group as appropriate. • Receive reporting on benefits realisation and monitors its progress on behalf of the Games Delivery Partners. • Does not monitor budget performance.
Chair	• Queensland Government Director-General, as determined by the Queensland Government.
Membership	• Director-General responsible for the Olympic and Paralympic Games • Director-General responsible for Infrastructure* • Australian Government Secretary (or delegate) responsible for Sport • Australian Government Secretary (or delegate) responsible for Infrastructure* • CEO, Brisbane City Council • CEO, Brisbane 2032 • CEO, GLICA.
Authority	• The GEG derives its collective authority from the individual delegations of each member and cannot make decisions that override these. The GEG is not authorised to make funding or investment decisions. • Members can only contribute to decisions where their own organisation will be impacted. • Members of the GEG are subject to their own organisations' decision-making arrangements. The GEG will not supersede these. • Decision-making processes suitable to this context are to be agreed with members.
Secretariat	Olympic and Paralympic Games Office (OPGO), Department of Sport, Racing and Olympic and Paralympic Games
Frequency	Six to eight weeks

**Given the current stage of Games planning where delivery of infrastructure is a critical focus to ensure the Games' fixed deadline can be met, it is recommended that the infrastructure Directors-General (or equivalent) of both Queensland and Australian governments are included, over time, as Games planning progresses, the Chair may propose changes to the representation or attendance of representatives to reflect the relevant focus area/s at that time, such as transport or security.*

Appendix 4 – Games Governance: Brisbane 2032 Board

Table 18 – Proposed Brisbane 2032 Board Membership

	Appointment	Provision under Olympic Host Contract	Nominator/ Representative entity	Notes/Legislative Changes
1	Independent President nominated by Queensland Government	No	Queensland Government	Legislation currently provides for the President to be an Independent Director
2	Queensland Government Nominee	Yes	Queensland Government	Identified as member representing or designated by the Host State
3	BCC Lord Mayor nominee	Yes	Brisbane City Council (BCC)	Identified as member representing or designated by the Host State
4	Ex-officio AOC President	Yes	Australian Olympic Committee (AOC)	
5	Ex-officio AOC CEO	Yes	Australian Olympic Committee (AOC)	Identified as the Secretary General of National Olympic Committee
6	Ex-officio PA President	Yes	Paralympics Australia (PA)	
7	Ex-officio IOC Member(s) for Australia	Yes	International Olympic Committee (IOC)	Identified as all IOC Member(s) from Australia (may have multiple appointments) NOTE: Currently Jessica Fox and Ian Chesterman AM (AOC President) are members. In the future, more than one appointment may be necessary to fulfil this requirement
8	Ex-officio IPC Governing Board Member	Yes	International Paralympic Committee (IPC)	
9	Para athlete nominated by PA	Yes	Paralympics Australia (PA) Athlete	Identified as at least one athlete who recently competed in a Paralympic Games Recommend including provision within the Act that this appointment is filled only if there is no other suitable representative already appointed

	Appointment	Provision under Olympic Host Contract	Nominator/ Representative entity	Notes/Legislative Changes
10	Athlete nominated by AOC	Yes	Australian Olympic Committee (AOC) - Athlete	Identified as at least one athlete who recently competed in an Olympic Games Recommend including provision within the Act that this appointment is filled only if there is no other suitable representative already appointed
11	Australian Government nominee	No	Australian Government	
12	CGC nominee	No	City of Gold Coast (CGC)	
13	SCC Nominee	No	Sunshine Coast Council (SCC)	New position. This ensures all three major co-host local governments have nominees
14	Ex-officio AOC Honorary President	No	Australian Olympic Committee (AOC)	Provision under the Act
15	Ex-officio IOC Member(s) for Australia	Yes	International Olympic Committee (IOC)	Provision for additional IOC member, noting Mr Ian Chesterman AM is currently appointed as the AOC President and IOC Member in Australia In the future, more than one appointment may be necessary to fulfil this requirement

Appendix 5 – Queensland Government response to Draft 100 Day Review Report



The Hon Jarrod Bleijie MP
Deputy Premier
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

Our ref: OUT25/1110

7 March 2025

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Mr Stephen Conry AM
Chair
Games Independent Infrastructure and Coordination Authority
boardsecretariat@gvlda.au

Dear Mr Conry

Thank you for providing me with a copy of the 100 Day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure Draft Report for review and comment.

I take this opportunity on behalf of the Queensland Government to extend to you, your fellow Board Members, as well as the staff of the Games Independent Infrastructure and Coordination Authority (GIICA), our appreciation for the extraordinary effort each of you have made in preparing the Report in such a short time. I have no doubt that this Report will help position Queensland for both the 2032 Games and beyond.

I also appreciate the time the GIICA team has made available in meeting and engaging with the representatives of the various Departments that have key roles in delivering the Olympic and Paralympic Games. It is not necessary for me to repeat the feedback that was given by Government representatives. Whilst the bulk of the feedback was technical, it was nonetheless aimed at providing clarity within the Report.

The considerable work undertaken by GIICA over the 100 Day Review period provides the Government with the foundation to implement Queensland's 2032 Olympic and Paralympic Games Delivery Plan. The Delivery Plan will chart a course beyond the 1,200 days of Games chaos under the former Palaszczuk-Miles Labor Government, during which infighting took priority over delivery. To Queensland's embarrassment, the former Labor Government failed to appoint an independent delivery board, failed to plan for generational infrastructure and failed to shape a Games for the whole of Queensland. Because of this chaos and uncertainty, planning for the delivery of a world-class event has been significantly impacted, with multiple changes to proposed venue options and embarrassing suggestions unfit for a world-class event such as the Queensland Sport and Athletics Centre proposal from the former Premier.

Through Queensland's 2032 Olympic and Paralympic Games Delivery Plan, the Crisafulli Government will deliver a world-class event and lasting legacy all Queenslanders can be proud of. Importantly, this plan will ensure the delivery of generational infrastructure and it will secure the benefits that rural and regional Queensland deserve.

As you are aware, the Terms of Reference included the following guiding principles, which are paramount to the development of the Games Delivery Plan:

- Maximise use of existing venues: The review will prioritise the utilisation of existing venues and infrastructure to minimise new construction, thereby enhancing cost-efficiency and promoting sustainability.
- Value within the agreed funding envelope: Venue infrastructure investments will be assessed for viability, and value for money, ensuring delivery models and opportunities for private sector investment are considered, to enable delivery within the \$7.1 billion funding envelope agreed between the State and Australian Governments. Funding for transport infrastructure, precincts and villages does not form part of the \$7.1 billion funding envelope but should also be assessed in accordance with these principles.
- Leveraging investment: The review will consider opportunities to leverage transport, venue and village investment to provide the widest public benefit to the community, noting well designed precincts can create economic, cultural and environmental value, attract public and private co-investment, and increase the use of shared space.
- Legacy-focused: Permanent infrastructure investments must provide lasting community and economic benefits, extending beyond the Games.
- Integrated Planning: The review will conduct all infrastructure assessments within a master plan framework, considering how venues, transport, and villages interconnect to avoid isolated decision-making.
- Benefits for rural and regional Queensland: The review will seek to ensure infrastructure investments deliver benefits for rural and regional Queensland.

I wish to deal in this letter with three key matters that go to the heart of the Draft Report.

The first responds to the guiding principle of value within the agreed funding envelope. While funding for transport infrastructure, precincts and athlete villages does not form part of the \$7.1 billion funding envelope, nonetheless all of the other Olympic and Paralympic venue infrastructure investments must fit within this funding envelope.

This is a critical consideration, particularly in light of the Federal Treasurer's reported comments in the *Courier Mail* of 5 March 2025, that the Australian Government has no intention of providing any more cash for the Games beyond those funds already promised.

To provide context, to enable a successful hosting of the 2032 Games, the Government has commitments not only to funding venues to be delivered by GIIA, but also transport infrastructure, delivery of villages, and providing the necessary security, emergency services, legacy and other operational funding, which, when combined, presents a very significant funding task for this sporting event. This must be considered and accommodated alongside investment required across the State to meet the needs of a growing Queensland.

Further, the report notes consideration of delivery models will be undertaken. The Government recognises that Public Private Partnerships (PPP) as a delivery model can deliver a range of benefits when applied to certain projects. However, when calculating the \$7.1 billion funding envelope in the context of PPPs, recognised and accepted accounting measures are to be used.

Second, the Government notes that Victoria Park is recommended as the preferred location for the Main Stadium.

The draft Report outlines and discusses a number of locations for the Main Stadium, including the Gabba (full rebuild), the former GoPrint Site at Woolloongabba, Albion Park Raceway, Victoria Park and Northshore Hamilton.

The Queensland Government has publicly stated it does not support construction of a new stadium at Victoria Park.

The Government understands that the Board is firmly of the view that as a matter of practicality, the construction of a Main Stadium at the Gabba is unlikely to be completed prior to the Games, nor would appropriate alternative locations be available for AFL and cricket, due to the delays in commencing construction brought about by the lack of decisions by the previous Government.

Third, the Government does not accept, based on the information contained in the draft Report, that the Brisbane Arena is essential infrastructure for the Games.

It is clearly not practical for the Arena, as well as all of the other Games venues, to be constructed within the \$7.1 billion funding envelope. This is the case whether or not PPPs are utilised. For this reason alone, a recommendation to proceed with the Brisbane Arena could not be accepted.

The Brisbane Arena is proposed to host swimming events, but the events would be held in a "drop in" pool that would provide no legacy for Queensland swimming. It would be much more desirable from a legacy perspective that funding be directed to providing Queensland swimming with a world class venue that not only provides a Games showcase but assists future generations of Queensland athletes.

The Government supports, in principle, a new entertainment centre/arena located in Brisbane that would provide greater connectivity and entertainment precinct outcomes. The Government is open to assist in the future with the development of such a venue and would be prepared to look at a number of means to facilitate such a venture, including future precinct development opportunities utilising the existing Gabba land, should the entertainment centre/arena be developed at the GoPrint site. However, such an enterprise is not necessary for the Games, nor does the Government wish to see time and effort diverted in the seven short years ahead on non-Games projects.

Should the Board, despite the Government's position, still recommend a Brisbane Arena as part of the Games, then the Government signals that it reserves the right not to accept such a recommendation.

Finally, to assist the Government in implementing those recommendations of the Board that are accepted, it would be helpful if GIICA could provide to the Department of State Development, Infrastructure and Planning a copy of all submissions received as well as any other supporting information that would assist in this endeavour. This will be particularly helpful, for example, in dealing with the selection of sites for the various Athlete's Villages.

Should you require any clarification on any of the above matters, please do not hesitate to contact me.

If you require any further information regarding this matter, please contact my Chief of Staff, Mr Nathan Ruhle, by email at deputy.premier@ministerial.qld.gov or by telephone on (07) 3719 7100.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jarrod Bleijie', with a long horizontal flourish extending to the right.

JARROD BLEIJIE MP
DEPUTY PREMIER
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

Glossary

Term	Meaning
Athlete Village	A site or facility providing accommodation and related facilities for competitors, team officials and other team personnel for the Olympic and Paralympic Games.
Arena	Arenas, in comparison to larger venues such as Main Stadium, are generally smaller entertainment venues, with an enclosed or operable roof that offer versatility in hosting a broad variety of events including indoor sports and concerts.
Back of house	Non-public areas at Olympic and Paralympic Games venues necessary to operate the venue, including staff offices, loading docks, equipment storage rooms, and athlete and officials' facilities.
Brisbane 2032	The Brisbane Organising Committee for the 2032 Olympic and Paralympic Games.
Competition venues	Venues intended to host Olympic and Paralympic competition.
Detailed Business Case	A Detailed Business Case provides detail about shortlisted options to address the problem or opportunity, including detail on the costs, benefits, delivery and risks of each option.
Elevate 2042 ⁸³	Elevate 2042 is Brisbane 2032 Olympic and Paralympic Games Legacy Strategy. Elevate 2042's vision is that by 2042, we will live in an inclusive, sustainable and connected society with more opportunities in life for everyone. Legacy initiatives are those that can only happen because of hosting the Olympic and Paralympic Games, made bigger or better because of the Olympic and Paralympic Games, or happen sooner because of the Olympic and Paralympic Games.
Existing venues	Venues which are already built and operating that are considered suitable to host Olympic and Paralympic Games competition.
Front of house	Public and ticketed areas where patrons enter, are security screened and progress into a venue. These are common to many sporting and entertainment events and part of the Olympic and Paralympic Games overlay.
Future Host Questionnaire	Future Host Questionnaire is the document that was prepared by the Queensland Government during the bid phase in 2021. The commitments and undertakings provided were enshrined in the Olympic Host Contract.
Games	Brisbane 2032 Olympic and Paralympic Games.
Games Delivery Partner	The Queensland Government, the Commonwealth Government, the Brisbane City Council, the corporation(Brisbane 2032), the Sunshine Coast Regional Council, the Gold Coast City Council, the Australian Olympic Committee, Paralympics Australia, Council of Mayors (SEQ) Pty Ltd.

⁸³ Queensland Government, Australian Government, Council of Mayors Southeast Queensland, Brisbane City Council, the City of Gold Coast, Sunshine Coast Council, Australian Olympic Committee, Paralympics Australia and Brisbane 2032 Organising Committee, Elevate 2042: Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, (2023).

Term	Meaning
Games Family	The Games Family (or Olympic and Paralympic Family) is a term used by the International Olympic Committee that describes people considered to have certain privileges during the Olympic and Paralympic Games and Winter Olympic and Paralympic Games.
Games legacy	The ongoing benefits to regions and communities following the Olympic and Paralympic Games, including physical infrastructure such as new venues and public transport systems provided in time for the Games.
Games Master Plan	The master plan identifies the location, specification and details for competition venues, non-competition venues, athlete villages and transport required to host the Olympic and Paralympic Games.
Games On!	A Queensland Government 2024 election commitment to allocate \$250 million into community sports infrastructure across Queensland in the lead up to 2032.
Games overlay	Temporary infrastructure and services provided by Brisbane 2032 needed to host the Olympic and Paralympic Games. These include competition, spectator, officials, media and athlete facilities and amenities, and supporting services such as transport, security, broadcast and operations.
Games Route Network	A network of dedicated roads linking venues and other key Olympic and Paralympic Games sites to ensure that athletes and officials get to events on time.
Intergovernmental Agreement	An agreement between the Australian Government and State Government confirming project scope, funding share, and delivery responsibility, along with joint and separate commitments.
International Olympic Committee 'New Norm' reforms	International Olympic Committee-led reforms that 'reimagines how the Olympic and Paralympic Games are delivered', based on the key delivery themes of cost, complexity, risk, and waste, and the key value themes of flexibility, partnership, efficiency and sustainability.
Main Stadium	The largest Olympic and Paralympic Games venue typically hosting the opening and closing ceremonies and athletics competition.
Minor Venues Program	Describes those sporting and community venues co-funded by the Queensland and Australian Governments through the <i>Brisbane 2032 Olympic and Paralympic Games Intergovernmental Agreement</i> on venue infrastructure.
New permanent venues	Venues that provide an ongoing community legacy but are built in time to host Olympic and Paralympic Games competition.
Non-competition venues	Venues that provide supporting services to host the Olympic and Paralympic Games such as media and operations centres.
Olympic Host Contract	The Olympic Host Contract determines the responsibilities of the National Olympic Committee, the Organising Committee of the Olympic Games (Brisbane 2032) and the host, concerning the organisation, financing and staging of the Olympic and Paralympic Games, as well as the contribution of the International Olympic Committee to the success of the Games.

Term	Meaning
Project Validation Report	A report developed to support the Queensland and Australian governments' decision-making process, ensuring the project meets the approved budget and delivers on requirements for the Olympic and Paralympic Games and post-Games. These reports ensure investments into infrastructure are both fit-for-purpose for hosting Games events in 2032 and provide an ongoing community legacy for future generations.
Regional Queensland	Areas outside the core metropolitan and urban areas of South East Queensland.
Regional benefit	The notion of distributing social and economic value from the Olympic and Paralympic Games, hosted by Brisbane as the host city, to regional Queensland. Also known as regional legacy.
South East Queensland	The area within the south east corner of Queensland, made up of multiple Local Government Areas generally identified as north of the New South Wales border to the Sunshine Coast and west to the Darling Downs/Great Dividing Range.
The Gabba	The Brisbane Cricket Ground, commonly known as 'The Gabba', located at Woolloongabba, Brisbane.
Tier One stadium	Highest category of stadium, with a minimum 40,000 spectator capacity.
Temporary venues	Areas where temporary facilities are installed such as seating for the purposes of hosting an Olympic and Paralympic Games sport, and then disassembled after competition, usually returning to their former use. A temporary venue will include the Games Overlay to ensure the temporary value is suited to host Olympic and Paralympic Games competition.
Training venues	Games-time facilities for Olympic and Paralympic teams to use for training purposes prior to competition.
Venue Games mode	In Olympic and Paralympic Games mode, the venue has the necessary infrastructure and services to meet the functional and operational requirements of the specific sporting discipline.
Venue legacy mode	Legacy mode is the post-Olympic and Paralympic Games use and capacity of any venue.

Acronym list

Acronym	Full term
AFL	Australian Football League
AOC	Australian Olympic Committee
BCC	Brisbane City Council
Brisbane 2032	The Brisbane Organising Committee for the 2032 Olympic and Paralympic Games
CBD	Central Business District
CGC	City of the Gold Coast
CoMSEQ	Council of Mayors (South East Queensland)
CRR	Cross River Rail
CRRDA	Cross River Rail Delivery Authority
DBC	Detailed Business Case
DDA	<i>Disability Discrimination Act 1992 (Cth)</i>
DSDIP	Department of State Development, Infrastructure and Planning
DSROPG	Department of Sport, Racing and Olympic and Paralympic Games
EDQ	Economic Development Queensland
EPBC Act	<i>Environment Conservation and Biodiversity Conservation Act 1999</i>
Games	Brisbane 2032 Olympic and Paralympic Games
GIICA	Games Independent Infrastructure and Coordination Authority
GRN	Games Route Network
IOC	International Olympic Committee
IPC	International Paralympic Committee
LGA	Local Government Area
MCA	Multi-Criteria Analysis
PA	Paralympics Australia
PVR	Project Validation Report
QPS	Queensland Police Service
SCC	Sunshine Coast Council
SEQ	South East Queensland
TMR	Department of Transport and Main Roads

This above list is not exhaustive. Other less common acronyms, specific to certain chapters, are explained in the body of the report.

