



Brisbane
Queensland
ASPIRING TO HOST THE
OLYMPIC AND PARALYMPIC
GAMES 2032



IOC Future Host Commission Questionnaire Response

Final Submission - May 2021



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Vision, Games Concept and Legacy

01



1. Vision, Games concept and legacy

1.1 Vision and legacy

Q01 Vision

Guiding and directing our 20+ year opportunity

The Brisbane 2032 Olympic and Paralympic Games proposal is founded on a clear and unqualified intent to:

- Accelerate delivery of long-term plans needed for sustainable growth across Queensland, in particular the South East Queensland region, providing a catalyst for compelling economic, social and environmental impacts and showcasing the liveability and vitality of Queensland
- Celebrate the global impact of the Games through the delivery of a 10+10+ year legacy programme including enhanced “business as usual” practices
- Deliver great Games with optimal conditions for athletes in a safe and secure environment, delivered through a spirit of partnership aligned with IOC and IPC objectives

To serve these objectives we embrace the IOC’s Olympic Agenda 2020, the New Norm initiatives and the Olympic Agenda 2020+5 policies and undertake to act as a model for future sustainable and resilient Games. All aspects of our preparations will be guided by these fundamental commitments.

Our vision is shaped by people, places, connectivity and sustainability and informed by our long-term development plans with the compelling opportunities created by hosting the world’s most important event. We have prioritised the most pressing needs of our community and defined how the Games can increase the impact of delivery programmes in

these areas. The alignment of the Games with national, state and regional plans is foundational.

Without limiting the opportunity for future evolution, we have identified five core themes that constitute our vision and will provide initial guidance for our 20+ year journey.

Our vision sets the framework for our behaviours, empowering and inspiring us as we evolve our planning.

The intent of this vision is best reflected by the enduring impact of the Sydney 2000 Olympic and Paralympic Games. Sydney 2000 changed the way Australians viewed themselves, one another and the rest of the world. In turn, the world saw us differently. To this day, Australians recount to their children stories of their proudest Sydney 2000 Olympic and Paralympic Games moments, hopeful that these young people will have their opportunity of a lifetime in 2032.

This is the greatest legacy of the Olympic and Paralympic Games. We aspire to be entrusted as worthy hosts again in 2032.

Vision themes and priorities

Themes	Priorities
 <p>Great Games Stage Games in ideal conditions, with athletes at their heart, delivered effectively and efficiently, and celebrated in all nations by established and new audiences</p>	<ol style="list-style-type: none"> 1 Place athletes at the heart of the Games 2 Deliver safe sport and protect clean athletes 3 Promote the uniqueness and universality of the Games 4 Create a perfect theatre - engaging and accessible 5 Achieve optimal delivery as a reliable host
 <p>Support local development & create legacy Create great legacies by enhancing our cities, regions and the nation for all who reside in and visit them by aligning the power of the Olympic and Paralympic Games with our long-term plans</p>	<ol style="list-style-type: none"> 1 Accelerate delivery of urban amenity and mobility solutions 2 Promote health and well being 3 Build capacity and capability 4 Promote lifestyle as an asset 5 Promote an inclusive, diverse and welcoming community 6 Enhance sport development
 <p>Engage the world Through the Games extend, consolidate and evolve our understanding of the global community and welcome all people of all nations and participate in ongoing global conversations</p>	<ol style="list-style-type: none"> 1 Reach out beyond the Olympic community 2 Deliver Oceania regional support 3 Reinforce our global sports and events hubs/ 4 Enhance destination marketing 5 Strive for a peaceful and cohesive world
 <p>Sustainable & resilient Leverage the call to action the Games enable, working in local and international partnerships to make the world a better and more secure place</p>	<ol style="list-style-type: none"> 1 Target enhanced policy and delivery 2 Lead through exemplar projects 3 Achieve climate positive Games 4 Develop a transferable Games resilience strategy 5 Foster international cooperation
 <p>Great partnership & good governance Demonstrate to our community and those across the globe exemplary behaviours that reflect and align with Olympic and Paralympic principles</p>	<ol style="list-style-type: none"> 1 Adopt an integrated IOC / Brisbane 2032 delivery model 2 Exercise best practice governance 3 Achieve full community engagement 4 Promote athletes' rights and responsibilities 5 Achieve full alignment across government and delivery partners

Q02 Legacy

Shaped by the Games vision and founded on a 10+10+ year implementation approach

Legacy strategy

Complementing our vision, the Brisbane 2032 legacy strategy optimises the unprecedented 10+10+ year pre-Games and post-Games opportunity. It is informed by our long-term plans, various Games feasibility and value assessment studies, the IOC Sustainability Strategy and the United Nations Sustainable Development Goals (including the Kazan Action Plan) as well as ongoing community consultation. The strategy will continue to evolve through ongoing dialogue with communities, aligning with the long-term plans of governments to achieve a sustainable and prosperous future. Capitalising on sport and the Games as agents for positive change, Brisbane 2032 has embraced a legacy-led approach.

Communication and public engagement

The Games project has already benefited from a five-year lead-in period that has enabled focused public consultation and media commentary. Most recently during 2020, while attention was diverted to COVID-19-related issues, public consultation has necessarily been constrained. Nevertheless, evidence of community support was clearly illustrated by the positive media and public reaction to the IOC Executive Board announcement that Brisbane 2032 would commence Targeted Dialogue.

The integrated approach by governments and the non-partisan support of Brisbane 2032 have assisted to build community goodwill based on the Games legacy proposition. The initial focus of engagement is South East Queensland (SEQ) and regional event cities, extending then across all of Queensland, followed by a progressive whole-of-nation outreach.

Legacy delivery

Given the complete alignment of legacy planning with long-term plans, the primary legacy initiatives are embedded in existing policy and programmes overseen by relevant government and private sector agencies.

To assure the effective delivery of legacy over the 10+10+ year programme, the agency to be created to coordinate all government services and Games-related infrastructure, the Olympic Coordination Authority (OCA), will be responsible for legacy oversight and, where required, delivery.

Legacy funding

Funding for the primary legacy initiatives will be held by existing agencies across each level of government in accordance with “business as usual” arrangements. In addition, OCA will administer a dedicated Legacy Stimulus Fund.

Expected long-term benefits for communities in the city, region and country

As Australia’s premier lifestyle region, SEQ is growing at twice the OECD average rate. In the next 20 years, SEQ will need to accommodate 1.9 million additional residents and almost 800 000 new homes. The changing demographics of the region bring challenges and opportunities. This growth and the related development opportunities across Queensland and Australia assist to define the expected long-term benefits of hosting the Games (refer to Question 40 of this proposal) and the initiatives which will assist to deliver these benefits.

The brief summary provided below illustrates examples of legacy programmes and benefits. More detailed information is available in the various Brisbane 2032 feasibility, value proposition assessment and other studies, as well as government policies and programmes, reflecting full alignment with long-term plans. These benefits and the related enabling programmes are a subset of the broader legacy objectives embedded in the five core themes that constitute our vision (refer to Question 1 of this proposal), our broader legacy framework described below and our sustainability programme (refer to Question 31 of this proposal).

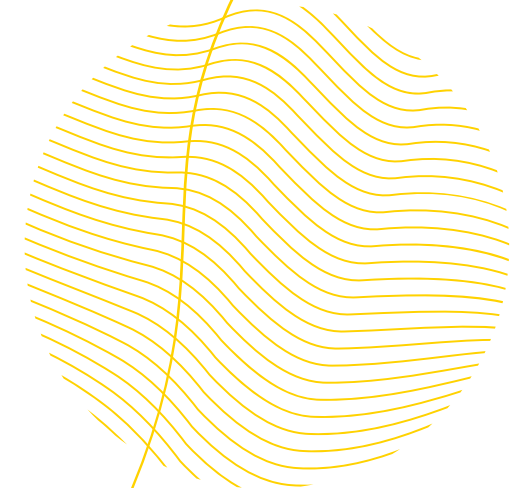



Chart 2a – Legacy programmes and benefits

Sport for all and physical activity	Competitive sport development	Social development through sport	Human skills, networks and innovation	Culture and creative development	Environmental benefits and targets	Economic benefits
EXAMPLES OF BENEFITS FOR COMMUNITIES IN THE CITY, REGION AND COUNTRY						
More active society, enhancing health and wellbeing and reducing health care burden	Reinvigorated high performance sport programme with Olympic and Paralympic Games focus	Support the evolution of a diverse yet integrated society with opportunity for all	Support knowledge and skills transition to support future economy and lifestyle	Develop a broad range of entertainment, engagement and cultural opportunities for residents and guests	Promote the evolution of environmental policy and establish best practice exemplars	Assist transition and stimulation of economic development
EXAMPLES OF SUPPORTING INITIATIVES						
<ul style="list-style-type: none"> Nationwide health and wellbeing programme Increased sport and recreation programme funding Development of Community Centres including accessible sports facilities Further roll out of “Olympics Unleashed” and Paralympic education programmes Harness Queensland’s leading precision healthcare capabilities (MedTech) 	<ul style="list-style-type: none"> Enhanced national high performance strategy and funding Queensland / SEQ as a global / regional hub for high performance sport Australian Institute of Sport / Queensland Academy of Sport enhancements and innovation Increased access to community sport facilities for development level and high performance sport Development of centre of excellence for para-sport 	<ul style="list-style-type: none"> First Nations engagement and promotion of cultural values Promote diversity, gender equality and human rights Further roll out of “Olympics Unleashed” and Paralympic schools programmes Enhanced accessibility through urban planning and accessible tourism initiatives Urban heritage promotion - unique buildings, structures, archaeological sites, gardens and urban precincts Games volunteers - community benefits, enhanced skills Mitigate potential marginalisation of socially excluded groups Increase social cohesion through sport 	<ul style="list-style-type: none"> First Nations partnerships Volunteer training (knowledge, inclusivity and service sector skills development) Made in Australia / Queensland strategies to promote skills, jobs, entrepreneurship Target emerging competitive advantage areas such as precision healthcare, food security, sustainable agriculture and data-driven urban management Regional development linked to Games supply chain opportunities Innovation precincts and digitisation opportunities including machine learning, big data Enhance business and government networks 	<ul style="list-style-type: none"> First Nations partnerships Development of a content driven long-term events plan, making Queensland Australia’s events state through dynamic entertainment precincts Aligning arts and culture sector monitoring to relevant liveability / lifestyle indices to enhance and support the strategy Continue to grow Queensland’s film industry (up 50% from 2016-17) Queensland Cultural Olympiad - state-wide festival Develop athlete storytelling, contributing to the IOC digital platform and brand building for all Olympians and Paralympians Emphasise diversity, showcase culture and talent 	<ul style="list-style-type: none"> In partnership with the IOC achieve climate positive Olympic Games Initiatives related to Queensland’s 50% renewable energy by 2030 and the zero net emissions by 2050 targets Accelerated delivery of more sustainable mass transport systems to reduce emissions Waste reduction and circular economy Exemplar sustainable venues and services showcasing Enhanced technology backbone and digital capabilities Expand carbon farming by supporting land-sector carbon projects Build the health and resilience of the Great Barrier Reef 	<ul style="list-style-type: none"> Creation of direct jobs from the Games equating to approximately 91 600 FTE job years for Queensland and 122 900 for Australia Tourism (overnight visitor expenditure) uplift of USD15.3 billion, including accessible tourism Economic benefit of USD6.1 billion to Queensland and USD13.4 billion Australia wide Games supply chain procurement opportunities and capacity building for export earnings Leverage the Games brands to promote a healthy lifestyle, reducing long-term healthcare costs Destination marketing and brand building initiatives Housing including social housing


Legacy themes, priorities and initiatives

Building on the vision outlined in Question 1, each of the five key legacy themes and related priorities is elaborated in this section.

 GREAT GAMES		
Priorities	Initiatives	Legacies
1 Place athletes at the heart of the Games	<ul style="list-style-type: none"> Development of athlete brand building and fan engagement through the Games Athletes involved in all Games planning Prioritised support and services for athletes Optimal conditions for training, competition and recovery Opportunity to enjoy Queensland lifestyle 	Games that inspire new generations of Olympians and Paralympians and that celebrate the extraordinary achievements of the 2032 competitors recognising them as role models for communities across the world
2 Deliver safe sport and protect clean athletes	<ul style="list-style-type: none"> Continue ethical sport practice Continued commitment and building of Sport Integrity Australia Maintain legislative framework to protect clean athletes Promote inclusive and safe sporting environments 	Clean Olympic and Paralympic sport that is respected by all
3 Promote the uniqueness and universality of the Games	<ul style="list-style-type: none"> Support IOC policies and initiatives Innovative sport and event delivery Inclusive Ceremonies celebrating diversity Engage the nation Support global broadcast / digital delivery 	Reinforce the Olympic and Paralympic Games as the greatest peace time events in the world, attracting the best athletes and celebrating them in all nations across all cultures
4 Create a perfect theatre - engaging and accessible	<ul style="list-style-type: none"> Leverage the ideal sub-tropical climate Deliver an exceptional "in venue" experience optimising use of existing venues Comfortable and reliable travel times Exceptional Village experience Engage with enthusiastic fans creating broadest opportunities to participate Warm welcome to all athletes, entourage and spectators 	Recognition of Australia as an exceptional place and host for major events and Australians as enthusiastic and knowledgeable supporters of Olympic and Paralympic sports
5 Achieve optimal delivery as a reliable host	<ul style="list-style-type: none"> Effective planning Rigorous financial control Realistic investments mapped to legacy and Games plans Friendly and skilled workforce / volunteers Effective community engagement 	Delivery of great Games in a fiscally responsible manner through integrated planning and delivery that leaves no burden on host communities and enhances Australia's reputation for complex project delivery

FEEL GOOD EFFECTS

We feel better about ourselves and proud of doing a good job for others

 SUPPORT LOCAL DEVELOPMENT & CREATE LEGACY		
Priorities	Initiatives	Legacies
1 Accelerate delivery of urban amenity and mobility solutions	<ul style="list-style-type: none"> Increased accessible / barrier free places Enhance integrated, sustainable transport solutions Increased housing to meet growth including social and affordable housing Development of housing solutions for disaster relief Development of innovation precincts and digital connectivity Intelligent urban design Adopt best practice energy and water resource management measures Embed cross cutting sustainability targets and monitoring 	Enhanced and accelerated sustainable development, continuing prosperity and liveability of Queensland and Australia, including job growth
2 Promote health and well being	<ul style="list-style-type: none"> Games as a galvanising force to achieve an integrated national health and wellbeing programme Support nationally integrated healthy lifestyle for all programme leveraging Games partners and brands Develop a transferable Games related strategy with IOC and WHO including physical activity for preventative and mental health 	A healthier society through a long-term programme directly facilitated by the Games, creating a model for future Games and hosts
3 Build capacity and capability	<ul style="list-style-type: none"> Skills development and training including leverage of Games training Job creation and entrepreneurship Development of knowledge economy opportunities Support economic growth and reform Embrace and leverage digital / technology opportunities 	Create relevant and sustainable employment opportunities across society that enhance prosperity, social cohesion and lifestyle
4 Promote lifestyle as an asset	<ul style="list-style-type: none"> Leverage the unique SEQ / Queensland lifestyle as a destination asset / differentiator Align strategy and initiatives with global indices to guide development Create Games specific initiatives that highlight Queensland lifestyle and culture 	Support economic and social development in Queensland through the promotion of lifestyle
5 Promote an inclusive, diverse and welcoming community	<ul style="list-style-type: none"> Advancing economic and social development opportunities for First Nations peoples Promote Olympic and Paralympic values to reinforce inclusiveness and equality Promote social inclusion initiatives in community sport Development of fair and inclusive employment, procurement and contracting guidelines Engagement of all of Queensland and Australia in Games related opportunities 	Support Australia's ongoing journey to honour our First Nations, embrace a diverse, inclusive culture and provide opportunities for all who live in and visit Australia
6 Enhance sport development	<ul style="list-style-type: none"> Enhance participation in Olympic and Paralympic sports Reinvigorate Australia's high performance and development sport system Enhance the Queensland Academy of Sport Develop and fund an augmented 2032 Games athlete preparation programme Enhanced sport venues 	Celebrate the Games with exceptional performances, leaving the legacy of a best practice sport system in Australia

FEEL GOOD EFFECTS

We live in a better place, are happier, more prosperous and welcome the opportunity to share this with others



ENGAGE THE WORLD

Priorities	Initiatives	Legacies
1 Reach out beyond the Olympic community	<ul style="list-style-type: none"> In partnership with the IOC engage with values based networks Enhance the roll-out of the AOC's schools Olympic programme, "Olympics Unleashed" and the Paralympics education programme 	Encourage and promote Olympic and Paralympic values to people everywhere encouraging a dialogue which supports the Games of the future and all of its associated attributes attracting new audiences
2 Deliver Oceania regional support	<ul style="list-style-type: none"> Enhanced support including community sport and health programmes Access to high performance training (AIS / QAS) International competition in Australia 	Be a good and supportive neighbour through sports development assistance
3 Reinforce our global sports and events hub/s	<ul style="list-style-type: none"> Content driven entertainment and sport event hosting strategy High performance sports services Winter (northern hemisphere) training base 	Queensland is recognised as an exceptional training and competition base for athletes across the world encouraging a regular presence
4 Enhance destination marketing	<ul style="list-style-type: none"> Brand promotion Tourism / visitation Trade and investment / education economy Talent attraction / retention Global and local connectivity 	To support Queensland, the SEQ region and Brisbane's evolution as global icons – places of choice to live, work and play To contribute to nation-wide pandemic recovery
5 Strive for a peaceful and cohesive world	<ul style="list-style-type: none"> Cultural Olympiad "rebooted" Sport diplomacy Global dialogue through Olympic values and partnership Through the IOC and IPC engage with former and future Games hosts to develop multi-Games strategies and programmes 	To further contribute to global understanding and tolerance through the way we prepare for and stage the Games delivery

FEEL GOOD EFFECTS Our place in the world has been reinforced and we can better contribute to the global agenda



SUSTAINABLE & RESILIENT

Priorities	Initiatives	Legacies
1 Target enhanced policy and delivery	<ul style="list-style-type: none"> Aligning the Games objectives with the evolving policy framework across Australia Implement a comprehensive Games sustainability strategy aligned with the IOC Sustainability Strategy 	Improved sustainability practices across Australia and to contribute to the world movement
2 Lead through exemplar projects	<ul style="list-style-type: none"> Development of specific Games best practice projects to set new benchmarks across Australia Leverage Games to enhance key projects such as preservation of the Great Barrier Reef Reinforce greening plans such as Brisbane's largest urban park 	To highlight best practice in sustainability measures and encourage adoption while creating new export and business development opportunities
3 Achieve climate positive Games	<ul style="list-style-type: none"> To partner with the IOC to develop climate positive Games and to engage with past and future hosts to continue and benefit from their developments 	To deliver climate positive Games and create a transferrable model for future hosts
4 Develop a transferable Games resilience strategy	<ul style="list-style-type: none"> Development and "stress testing" of a transferable Games resilience strategy supported by operational concepts 	To create resilience so the Games can cope with disruptive events developing a transferrable strategy for future Games
5 Foster international cooperation	<ul style="list-style-type: none"> Through the IOC and IPC engage with former and future Games hosts to develop multi-Games strategies and programmes Engage with international organisations to inform policy and practice including as it relates to Games planning 	Active participation in IOC's transfer of knowledge programme to develop transferrable sustainability and resilience learnings

FEEL GOOD EFFECTS

We are making a greater and more meaningful contribution to a better planet



GREAT PARTNERSHIP & GOOD GOVERNANCE

Priorities	Initiatives	Legacies
1 Adopt an integrated IOC / Brisbane 2032 delivery model	<ul style="list-style-type: none"> Defined and integrated IOC – Brisbane 2032 working groups Optimisation of IOC turnkey solutions Development of future turnkey solutions Application of digital technologies to enhance global and remote working 	Effective integration of all delivery partners through considered governance and working structure / process
2 Exercise best practice governance	<ul style="list-style-type: none"> Enhanced inter / intra government coordination and alignment Enhanced government and private sector engagement Games models as a guide for business as usual Benefits and outcomes definition and measurement to develop Games impact analysis 	Maintain delivery partner alignment and serve the agreed Games and legacy objectives establishing new forms of working
3 Achieve full community engagement	<ul style="list-style-type: none"> Ongoing dialogue with host and non-host communities to support their objectives Maintain awareness and support of the Games value proposition Engage community in Games related initiatives including legacy programmes Leverage new as well as traditional channels 	Maintain and develop community awareness, participation and support
4 Promote athletes' rights and responsibilities	<ul style="list-style-type: none"> Adopt the Athletes' Rights and Responsibilities Declaration and embed it in all Games planning / delivery Ensure current and active athlete representation on all decision bodies Provide employment opportunities for athletes in Games related organisations Where relevant support the initiatives of the IOC (including Athlete365) and IPC 	Ensure meaningful athlete engagement and opportunity and through this to encourage future sport and community leadership
5 Achieve full alignment across government and delivery partners	<ul style="list-style-type: none"> Reinforce effective, accountable and inclusive institutions at all levels Create forums and clear escalation pathways to maintain full alignment across all levels of government Ensure stable and enabled governance structures to oversee all planning and delivery Centralise major issue escalation and resolution at the highest level Innovate commercial partner programmes to deliver Games and host branding synergies Capture Games learnings for business as usual operations 	Specifically agree Games and legacy objectives across all levels of government/other partners and align decision making and resource application to achieve these; migrate Games learnings to business as usual operations and transfer for future hosts.

FEEL
GOOD
EFFECTS

We are a trusted partner through acting responsibly; we have the confidence to take on new challenges



Gold Coast 2018

Targets and timescales

Recognising the proposed involvement of the three levels of government in the governance arrangements of the Olympic Coordination Authority (OCA), OCA will be responsible for developing an annual and longitudinal (10+10+ years) monitoring and reporting system which will report on the Games-related legacy programme across the three levels of government and, while it is operational, the Organising Committee of the Olympic Games (OCOG).

Within 12 months of appointment as host city, OCA will publish its first report which will include an outline of monitoring methodology mapped to a detailed legacy delivery programme and specific quantifiable targets alongside appropriate quality measures.

Subject to ongoing monitoring and review, the major legacy planning and delivery phases are summarised in Chart 2b.

Chart 2b - Major legacy planning and delivery phases

Phase	Timing
Start up	
IOC – Brisbane 2032 legacy workshop / advisory support	Award plus 3 months
OCA and OCOG constituted	Award plus 5 months
Foundation planning following selection as host	Award plus 6 months
Finalisation of Legacy Stimulus Fund mechanism and establishment of rolling funding partnership framework	Award plus 6 months – ongoing
Integrated monitoring programme developed and initial report	Award plus 12 months
Updated strategic plans and validation of 10+10+ years targets	Award plus 12 months
Phase 1 – Pre-Games operations	
Updated comprehensive Games-related legacy plan 10+10+ years	Award plus 18 months
Annual monitoring and reporting	Annual ongoing
Games-time legacy plan development	By end 2029/30
Legacy programme implementation	Ongoing to 2030/31
Phase 2 – Games-year operations	
Plans for Games-time delivery arrangements completed	By end 2030/31
Post-Games transition plan development	By end 2030/31
Games-time legacy plan delivery	From Games minus 6 months
Phase 3 – Post-Games transition	
Implement post-Games transition plan	Games plus 2 months
Confirm post-Games operational arrangements +10 years	Games plus 6 months
Phase 4 – Post-Games operations	
Review pre-Games delivery and update legacy planning	Games plus 12 months
Establish longitudinal post-Games legacy arrangements and forward plan (to be reviewed annually)	Games plus 12 months and ongoing
Annual monitoring and reporting	Annual ongoing
Games +10 years milestone report and associated review	Games plus 10 years

Development of the Olympic Games, sports and the Olympic values

Australia's love of sport and the Olympic and Paralympic Games provide a fertile backdrop for a **substantive contribution** to the development of Olympic / Paralympic sport and the Games. There are a number of opportunities to develop **transferable Games solutions**. While this contribution will evolve alongside our 10+10+ year strategy, the following summarises current planning:

- Support the IOC's Olympic Agenda 2020 / New Norm / 2020+5 delivery
- Develop a Games-related health and wellbeing programme delivery model, including transferable elements
- Support the IOC and OBS to develop a digital platform for the promotion of all Olympians and work with the IPC to develop a similar strategy
- Enhance major event hosting for Olympic and Paralympic sports leading into and after the Games
- Enhance the roll-out of the Australian Olympic Committee's "Olympics Unleashed" schools programme and the Paralympic education programmes
- Develop a regional training hub for Olympic and Paralympic sports, including a winter training base for the northern hemisphere
- Enhance Olympic and Paralympic Games sports development in Australia and across Oceania
- Develop a transferable Games resilience framework
- Develop a transferable destination marketing blueprint and case study
- In partnership with the IOC, develop a climate positive Games transferable blueprint
- Actively support the IOC's transfer of knowledge programme
- In partnership with the IOC and IPC, explore options for innovative Games delivery solutions that reinforce the global positioning of the Games



1.2 Venue Master Plan

Q03 Games concept

A plan that serves Olympic Agenda 2020+5 while showcasing Queensland's spectacular setting

Games Master Plan guiding principles

The development of the Brisbane 2032 Olympic and Paralympic Games Master Plan has been informed by five guiding principles (Chart 3a).

Games Master Plan overview

A compelling and sustainable Games concept

The Brisbane 2032 Games concept identifies three compact and connected venue zones in South East Queensland (SEQ): Brisbane (inclusive of the Brisbane, Ipswich, Moreton Bay, Scenic Rim and Redland local government areas), Gold Coast and Sunshine Coast. These three zones will accommodate all 28 Olympic sports within 32 venues, with 16 sports and disciplines within 5km of the Brisbane central business district.

Across the three zones are seven venue clusters or precincts, which include iconic beachfront, breath-taking rural hinterland and city centre locations, linking the Games venues to a broader set of entertainment and lifestyle attractions.

The International Broadcast Centre (IBC) and Main Press Centre (MPC) will be centrally located within the Brisbane Zone, each within walking distance of five venues, ten sports and disciplines, media accommodation and public transport. Riverside and beachfront showcasing opportunities for rights-holder satellite studios will be available across the Games footprint.

Chart 3a – Guiding principles

Guiding principle	Evidenced by
1. Embracing the IOC's New Norm reforms	<ul style="list-style-type: none"> Optimising the use of existing venues with feasible capacities Delivering a regional model Any planned (new) venue will be built irrespective of the Games
2. A legacy-led Master Plan	<ul style="list-style-type: none"> Alignment with federal, state and local government policies for infrastructure development supporting growth Delivering community legacy outcomes Addressing environmental, accessibility and sustainability considerations
3. An outstanding Games on a stunning stage	<ul style="list-style-type: none"> Putting the athlete experience at the heart of the concept Showcasing the beauty of Queensland
4. Olympic and Paralympic stakeholder alignment	<ul style="list-style-type: none"> Constructive engagement and consultation with the IOC, IPC, International Federations (IFs) and Olympic Broadcasting Services (OBS)
5. Operational feasibility	<ul style="list-style-type: none"> Alignment of the Master Plan with existing and planned transport projects, accommodation hubs and spectator population centres

In addition to the three SEQ zones, Football preliminaries and quarter-final matches will be staged in the major regional Queensland centres of Toowoomba, Townsville and Cairns, the state's most populous cities outside the three Games zones. This extends the Games hosting opportunity and benefits to key inland and coastal regional centres, while creating a state-wide Games celebration. If selected as host, Brisbane 2032 will review with the IOC and IFs the opportunities, through the existing sport programme or additional sports, to further reinforce the IOC's Olympic Agenda 2020+5 objective of bringing the Olympic and Paralympic Games to the people. Already the current plan presents many opportunities to take events out of stadiums into popular urban and coastal settings, and these possibilities can be extended.

National engagement is achieved through the proposal to host Football preliminaries in the former Olympic host cities of Sydney and Melbourne.

Athlete first focus

Consistent with the "athlete first" focus that underpins the Brisbane 2032 proposal, athletes will benefit from reliable and comfortable average travel times of 19 minutes from their accommodation. SEQ-based athletes will be housed in the Brisbane Olympic Village (10 729 beds) and the Gold Coast Olympic Village (2 600 beds). Satellite Villages will be provided for athletes competing in Sunshine Coast and Wyaralong, as well as regional Football cities. Tailored NOC solutions will be created to provide a village experience for every athlete.

At least 31 existing and temporary venues (84%)

The significant majority of Games venues are international standard existing facilities, many of which will benefit from scheduled upgrades envisaged as part of the ongoing state and local government asset renewal programmes.

One of these existing facilities is the **Brisbane Cricket Ground**, known locally as 'The Gabba', Queensland's premier oval stadium for Cricket and AFL. It is located in the heart of Brisbane's inner city and is an easy walk from the City Centre and South Bank. The Brisbane Cricket Ground will receive a major upgrade needed for legacy use, eliminating a known financial burden, and will host Athletics (Track and Field) and Ceremonies for the Games. Once upgraded the venue will feature:

- A minimum capacity of 50 000, making 'The Gabba' the largest oval stadium in South East Queensland and best equipped to meet the requirements for the Games and to maximise ticketing revenues
- A new field of play footprint accommodating a standard athletics track with minimal conversion works, allowing for optimal viewing and sightlines
- A direct connection to a new Cross River Rail station and Brisbane Metro stations, designed to support a capacity crowd

Locating Athletics competition in Brisbane aligns with the market demand in this region for new-build housing that the Brisbane Olympic Village contributes to in legacy mode.

Another existing venue earmarked for upgrade is the **Wyralong Flatwater Centre**, established in 2015 with the objective of establishing a world class water sports centre for a range of flatwater disciplines. The Queensland Government has identified that works are required to upgrade the venue, enabling it to compete with other major regatta centres in Australia.

Upgraded facilities will be a significant boost not only to Rowing in Queensland, but also to other local and state sports organisations which use buoyed course infrastructure.

The upgrades will provide Queensland with international standard regatta facilities which will enable Rowing Queensland to host national and international regatta events.

The business case, based on the proposed investment strategy and revenue projections, identifies a positive outcome for the venue, noting the relatively modest legacy programme for

permanent facilities and reliance on overlay to deliver the Games time configuration.

Transport and accommodation options developed for the Games include a range of temporary operational transport solutions and the use of existing accommodation (supplemented with some additional temporary accommodation) within 40 minutes of the venue.

Five temporary venues are proposed where limited potential legacy benefits exist. The temporary venues offer significant showcasing value and broadcast imagery potential. Several temporary event sites are well established with base infrastructure that meets IF technical criteria.

Six planned venues supporting regional growth needs (16%)

The Master Plan includes six projects planned to meet the growth-induced long-term needs for sporting infrastructure in the region. These include a new indoor arena to replace the ageing Brisbane Entertainment Centre and support the region's entertainment sector. All planned venues are supported by long-term plans and business cases.

Four of the six planned venues will be developed across the region as "Community Centres", drawing on a model developed for the Gold Coast 2018 Commonwealth Games. The exemplar Coomera Indoor Sport Centre was designed to provide a much-needed eight-court indoor community facility, and to accommodate temporary seating and other infrastructure that enabled 7 500 spectators to enjoy Gymnastics competition during that event. The centre has proven to be commercially sustainable and socially beneficial for the council and local community. The four planned centres will contribute more than 40 new multi-use court spaces within the SEQ region.

At the Sunshine Coast, the proposed location for one of the Community Centres, an option exists to utilise the planned Sunshine Coast Exhibition and Convention Centre, another important legacy project to be situated in the Maroochydore city centre in the heart of that region. This could also accommodate Basketball preliminaries.

In the event new venues are not developed, alternate existing venues that meet requirements are available.

Rationale for planned venues

Consistent with the first of the guiding principles, the proposed Brisbane 2032 Games Master Plan optimises use of existing facilities while aligning with long-term development plans and anticipated growth patterns. New venues are proposed only when the following criteria can be satisfied:

- The venue is planned irrespective of the Games
- The venue is required for legacy
- The venue explicitly supports the growth of the region

Therefore all planned venues will be built irrespective of the Games.

In addition to the four Community Centres, the rationale for the development of each of the key planned venues nominated in the Games Master Plan follows.

Brisbane Arena

The proposed Brisbane Arena is a direct replacement for the Brisbane Entertainment Centre. The proposed site is located above the city's most important public transport hub, served by suburban and interstate rail and bus, Brisbane Metro and Cross River Rail.

The Brisbane Arena was nominated as the Swimming venue for the following reasons:

- Swimming is one of Australia's most popular and successful Olympic sports and locating the sport at the heart of the Games with the largest possible capacity is a priority
- The capacity for Brisbane Arena would be 15 000, greater than any other potential existing Swimming venue
- The Brisbane Arena can deliver an indoor climate-controlled environment for the sport
- This venue aligns with Queensland's long-term arena planning and eliminates a known financial burden in relation to the Brisbane Entertainment Centre

Locating Swimming competition in Brisbane aligns with the market demand in this region for new-build housing that the Brisbane Olympic Village contributes to in legacy mode.

The Gold Coast Aquatic Centre has been identified as an alternate venue and remains an option in the unlikely case that the Brisbane Arena is not delivered.

Redland Whitewater Centre

The Redland Whitewater Centre will provide a much needed facility for key stakeholders:

- As part of the broader precinct strategy, which includes an adventure sport precinct and a regional aquatic centre, the Redland Whitewater Centre is designed to provide significant economic benefit to the region
- Paddle Australia and Paddle Queensland have committed to the utilisation of the facility for high performance sport and sport development
- The Redland Whitewater Centre will provide year-round swift water training for emergency services personnel

The business plan, based on the proposed investment strategy and revenue projections and sustainable concepts related to Games time operations, identifies a positive outcome for the venue.

Showcasing the city and region

Queensland is renowned for its unique and spectacular locations and is one of Australia's most popular tourist destinations. The strategic location of outdoor sports will showcase the diverse natural environment, including:

- Beach Volleyball at spectacular Broadbeach, Gold Coast
- Triathlon staged against the backdrop of the Gold Coast city skyline and beaches
- Road Cycling Marathon, Race Walks and Kiteboarding at the picturesque Alexandra Headland coastal strip and Sunshine Coast hinterland
- Equestrian competition staged in the heart of central Brisbane
- Archery and Basketball 3x3 on the banks of the Brisbane River against the city backdrop

- Iconic Brisbane Football Stadium, one of Australia's premier rectangular stadiums
- Wyaralong Dam, showcasing the spectacular Scenic Rim hinterland
- Cairns and Townsville city centre stadiums, gateways to the Great Barrier Reef and Daintree Rainforest World Heritage Areas

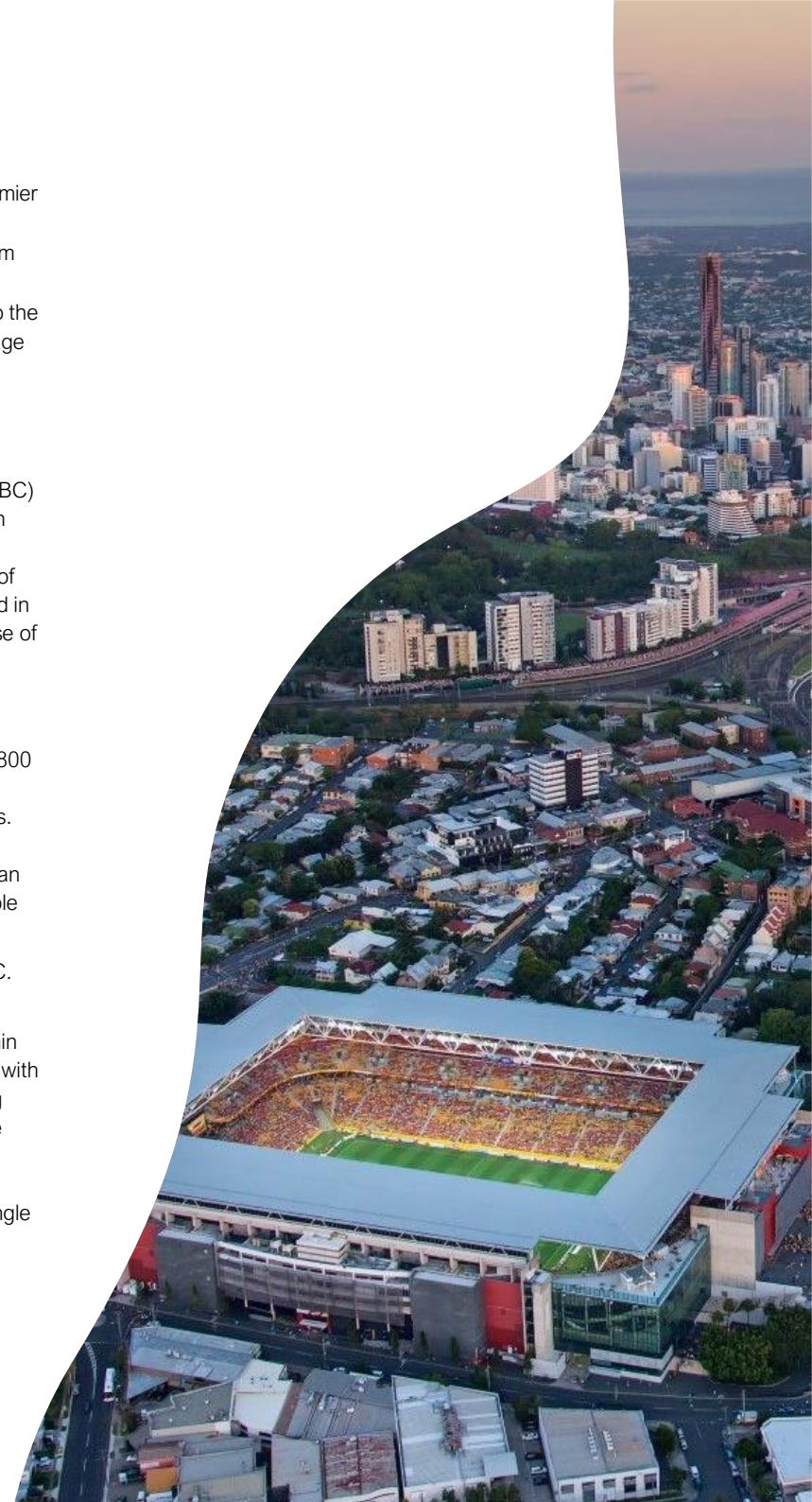
International Broadcast Centre and Main Press Centre

The current design for the International Broadcast Centre (IBC) incorporates a gross space of approximately 57 000m² in an efficient configuration, resulting in at least 45 000m² of net usable space. This can be increased to allow for 55 000m² of net space if required. The New Norm principles are reflected in the current IBC design, with reduced floor space and the use of satellite studios to support showcasing and onsite studio broadcast coverage.

A separate Main Press Centre (MPC) will be located at the Brisbane Convention and Exhibition Centre, approximately 800 metres from the IBC. This location can provide 30 000m² of space in a separate wing of the complex from the sport halls. The space is ideal for an MPC with two existing auditoriums (with capacities of 600 and 400 respectively), large open plan spaces, including ballrooms for press work areas, and flexible spaces for the fitout of agency offices.

A shuttle bus system will operate between the IBC and MPC.

Based on the number of sports at Gold Coast, 3 000m² of additional optional dedicated space has been identified within the Gold Coast Convention and Exhibition Centre, together with a further 2 000m² of back of house space within the parking area for use as an associated logistics compound. Brisbane 2032 will work with the IOC and relevant stakeholders to develop an optimal MPC solution that ensures an excellent service level for press clients. The solution may involve a single location or a mix of the two locations identified.

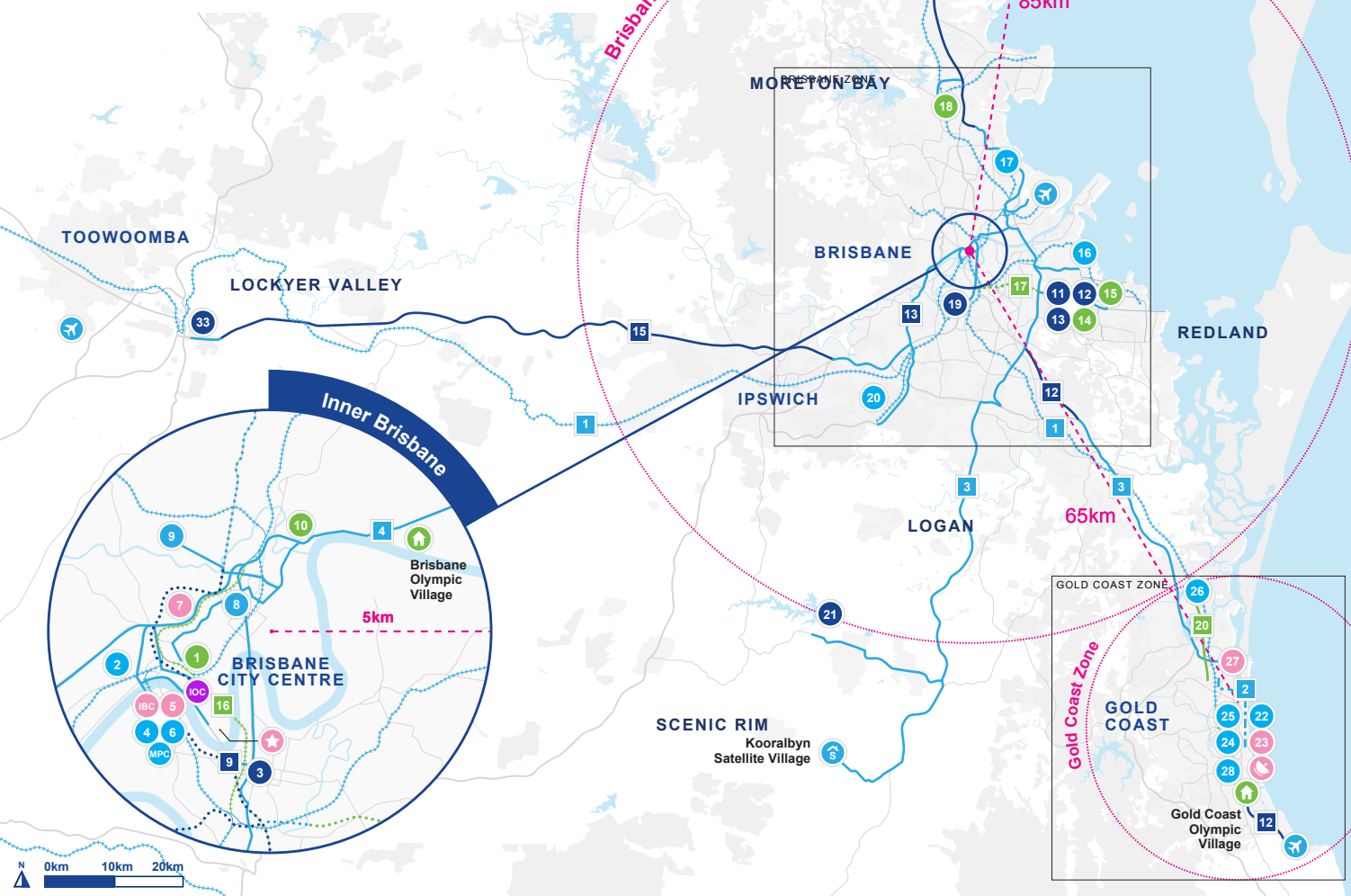


TRANSPORT INFRASTRUCTURE

- | | |
|--------------------------------------|------------------------------------|
| 1 SEQ Rail Network | 12 Pacific Motorway (M1) Upgrade |
| 2 G:Link Gold Coast Light Rail | 13 Centenary Motorway (M5) Upgrade |
| 3 SEQ Motorways | 15 Warrego Highway Upgrade |
| 4 Kingsford Smith Drive | 16 Cross River Rail |
| 9 Brisbane Metro | 17 Eastern Priority Bus Corridor |
| 10 Beerburum to Nambour Rail Upgrade | 20 Coomera Connector |
| 11 Bruce Highway (M1) Upgrade | |

TRANSPORT TYPE

- | | |
|--------------------------------|-------------------------|
| Rail | Light rail |
| Motorway / Major Arterial Road | Brisbane Metro / Busway |



**Map A - Olympic Games Concept
SEQ Region**

COMPETITION VENUES

- | | |
|--|--|
| 1 Brisbane Arena
Aquatics (Swimming, Water Polo) | 18 Moreton Bay Indoor Sports Centre
Boxing |
| 2 Brisbane Football Stadium
Rugby, Football (finals) | 19 Queensland Tennis Centre
Tennis |
| 3 Brisbane Cricket Ground
Athletics (Track and Field), Ceremonies | 20 Ipswich Stadium
Modern Pentathlon |
| 4 Brisbane Convention & Exhibition Centre
Table Tennis, Fencing, Taekwondo, Badminton | 21 Wyaralong Flatwater Centre
Rowing, Canoe (Sprint) |
| 5 South Bank Cultural Forecourt
Archery | 22 Gold Coast Convention & Exhibition Centre
Volleyball, Weightlifting |
| 6 South Bank Piazza
3 x 3 Basketball | 23 Broadbeach Park Stadium
Volleyball (Beach) |
| 7 Victoria Park
Cycling (BMX Freestyle), Equestrian (Cross Country) | 24 Royal Pines Resort
Golf |
| 8 Brisbane Showgrounds
Equestrian | 25 Gold Coast Sports & Leisure Centre
Judo, Wrestling |
| 9 Ballymore Stadium
Hockey | 26 Coomera Indoor Sports Centre
Volleyball |
| 10 Brisbane Indoor Sports Centre
Basketball | 27 Broadwater Parklands
Triathlon, Aquatics (Swimming Marathon) |
| 11 Brisbane International Shooting Centre
Shooting | 28 Gold Coast Stadium
Football (preliminaries/QF) |
| 12 Anna Meares Velodrome
Cycling (Track), Cycling (BMX Racing) | 29 Sunshine Coast Indoor Sports Centre
Basketball (preliminaries) |
| 13 Brisbane Aquatics Centre
Aquatics (Diving, Artistic Swimming, Water Polo (preliminaries)) | 30 Sunshine Coast Stadium
Football (preliminaries) |
| 14 Chandler Indoor Sports Centre
Gymnastics | 31 Alexandra Headland
Cycling (Road), Athletics (Marathon, Race Walks), Sailing (Kiteboarding) |
| 15 Redland Whitewater Centre
Canoe (Slalom) | 32 Sunshine Coast Mountain Bike Centre
Cycling (Mountain Bike) |
| 16 Manly Boat Harbour
Sailing | 33 Toowoomba Sports Ground
Football (preliminaries/QF) |
| 17 Brisbane Entertainment Centre
Handball | |

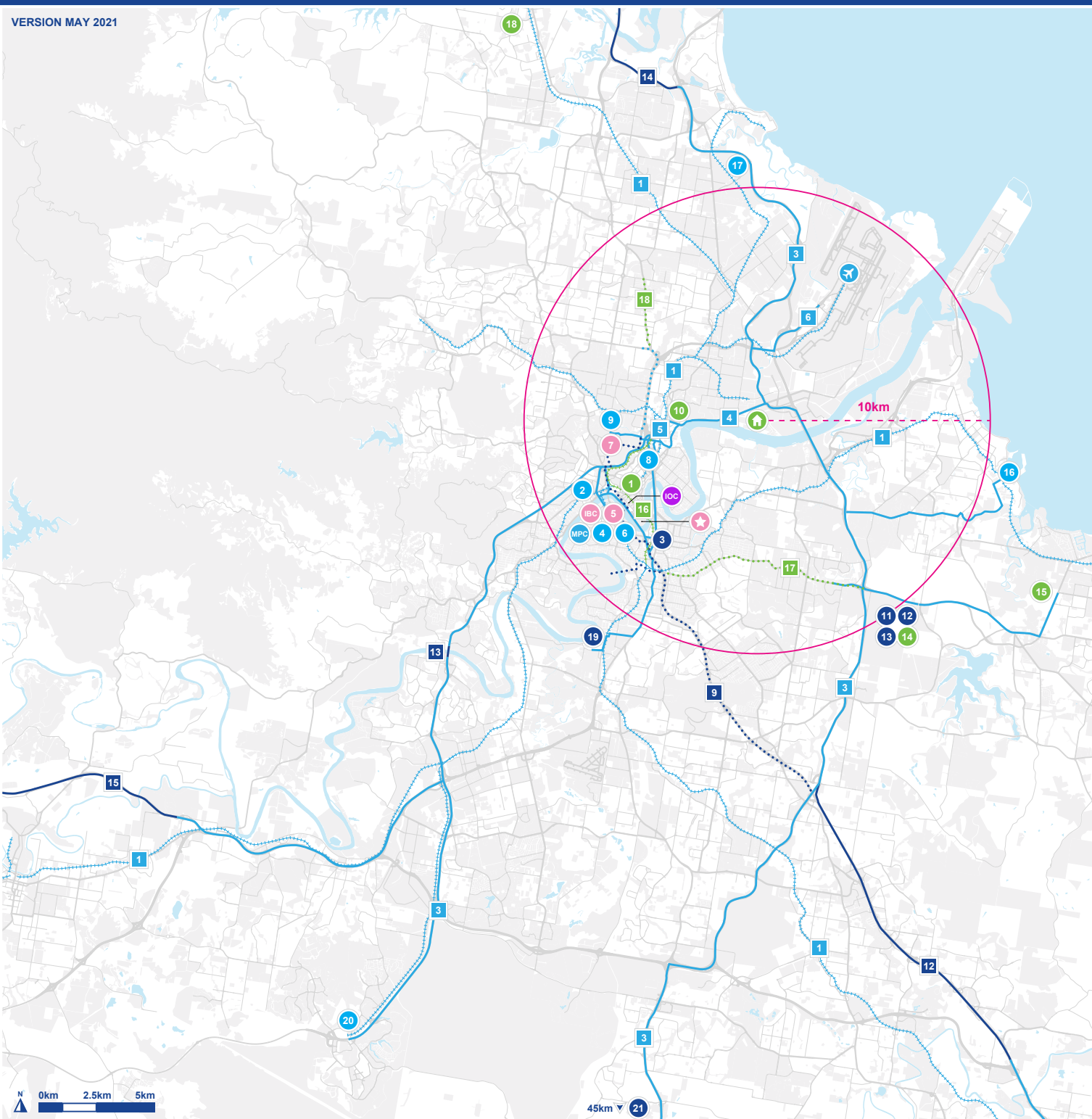
NON-COMPETITION FACILITIES

- | | |
|----------------------------------|--------------------------------|
| Olympic Village | Festival / Live Site |
| Sunshine Coast Satellite Village | International Broadcast Centre |
| Kooralbyn Satellite Village | RHB Studio Hub |
| IOC Hotel | Main Press Centre |
| Airport | |

INFRASTRUCTURE STATUS

- | | |
|-------------------------------|-------------------------------------|
| Existing | Temporary |
| Existing with permanent works | Planned (irrespective of the Games) |

Map A - Olympic Games Concept Brisbane Zone



COMPETITION VENUES

- | | |
|---|--|
| 1 Brisbane Arena
Aquatics (Swimming, Water Polo) | 12 Anna Meares Velodrome
Cycling (Track), Cycling (BMX Racing) |
| 2 Brisbane Football Stadium
Rugby, Football (finals) | 13 Brisbane Aquatics Centre
Aquatics (Diving, Artistic Swimming, Water Polo (preliminaries)) |
| 3 Brisbane Cricket Ground
Athletics (Track and Field), Ceremonies | 14 Chandler Indoor Sports Centre
Gymnastics |
| 4 Brisbane Convention & Exhibition Centre
Table Tennis, Fencing, Taekwondo, Badminton | 15 Redland Whitewater Centre
Canoe (Slalom) |
| 5 South Bank Cultural Forecourt
Archery | 16 Manly Boat Harbour
Sailing |
| 6 South Bank Piazza
3 x 3 Basketball | 17 Brisbane Entertainment Centre
Handball |
| 7 Victoria Park
Cycling (BMX Freestyle), Equestrian (Cross Country) | 18 Moreton Bay Indoor Sports Centre
Boxing |
| 8 Brisbane Showgrounds
Equestrian | 19 Queensland Tennis Centre
Tennis |
| 9 Ballymore Stadium
Hockey | 20 Ipswich Stadium
Modern Pentathlon |
| 10 Brisbane Indoor Sports Centre
Basketball | 21 Wyalong Flatwater Centre
Rowing, Canoe (Sprint) |
| 11 Brisbane International Shooting Centre
Shooting | |

NON-COMPETITION FACILITIES

- | | |
|--------------------------|--------------------------------|
| Brisbane Olympic Village | International Broadcast Centre |
| IOC Hotel | Festival / Live Site |
| Brisbane Airport | Main Press Centre |

TRANSPORT INFRASTRUCTURE

- | | |
|---|---|
| 1 SEQ Rail Network | 13 Centenary Motorway (M5) Upgrade |
| 3 SEQ Motorways | 14 Gateway Motorway (M1) Upgrade |
| 4 Kingsford Smith Drive | 15 Warrego Highway Upgrade |
| 5 Inner City Bypass | 16 Cross River Rail |
| 6 Airport Drive | 17 Eastern Priority Bus Corridor |
| 9 Brisbane Metro | 18 Northern Transitway |
| 12 Pacific Motorway (M1) Upgrade | |

TRANSPORT TYPE

- | | |
|--------------------------------|-------------------------|
| Rail | Light rail |
| Motorway / Major Arterial Road | Brisbane Metro / Busway |

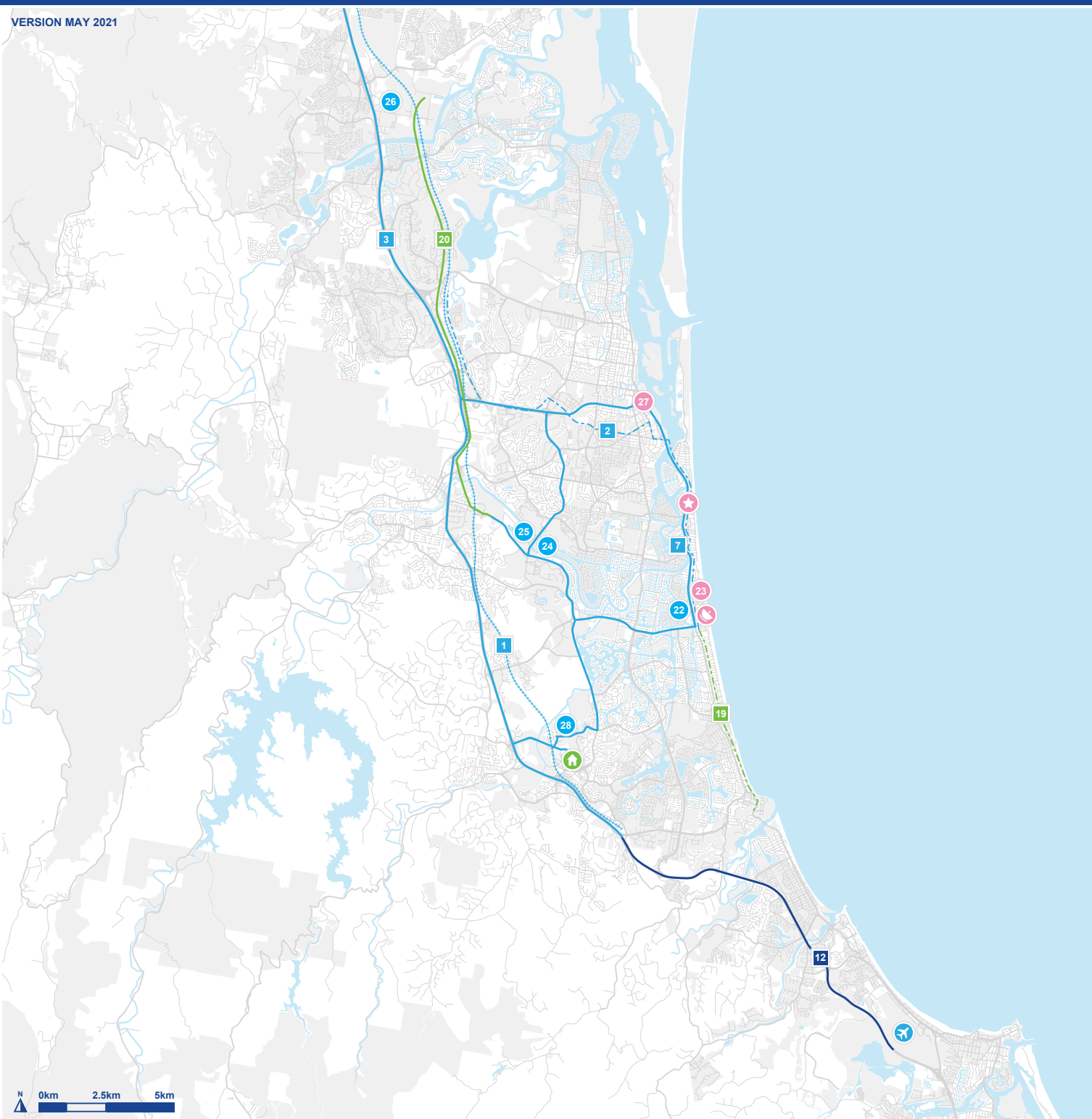
INFRASTRUCTURE STATUS

- | | |
|-------------------------------|-------------------------------------|
| Existing | Temporary |
| Existing with permanent works | Planned (irrespective of the Games) |



45km 21

Map A - Olympic Games Concept Gold Coast Zone



COMPETITION VENUES

- | | |
|--|---|
| 22 Gold Coast Convention & Exhibition Centre
Volleyball, Weightlifting | 26 Coomera Indoor Sports Centre
Volleyball |
| 23 Broadbeach Park Stadium
Volleyball (Beach) | 27 Broadwater Parklands
Triathlon, Aquatics (Swimming Marathon) |
| 24 Royal Pines Resort
Golf | 28 Gold Coast Stadium
Football (preliminaries/QF) |
| 25 Gold Coast Sports & Leisure Centre
Judo, Wrestling | |

NON-COMPETITION FACILITIES

- | | |
|----------------------------|----------------------|
| Gold Coast Olympic Village | RHB Studio Hub |
| Gold Coast Airport | Festival / Live Site |

TRANSPORT INFRASTRUCTURE

- | | |
|---------------------------------------|---|
| 1 SEQ Rail Network | 12 Pacific Motorway (M1) Upgrade |
| 2 G-Link Gold Coast Light Rail | 19 Gold Coast Light Rail Extension |
| 3 SEQ Motorways | 20 Coomera Connector |
| 7 Gold Coast Highway | |

TRANSPORT TYPE

- | | |
|-------------------------------------|------------------|
| Rail | ----- Light rail |
| ———— Motorway / Major Arterial Road | |

INFRASTRUCTURE STATUS

- | | |
|-------------------------------|-------------------------------------|
| Existing | Temporary |
| Existing with permanent works | Planned (irrespective of the Games) |



Map A - Olympic Games Concept Sunshine Coast Zone

COMPETITION VENUES

- 29 Sunshine Coast Indoor Sports Centre
Basketball (preliminaries)
- 31 Alexandra Headland
Cycling (Road), Athletics (Marathon, Race Walks),
Sailing (Kiteboarding)
- 30 Sunshine Coast Stadium
Football (preliminaries/QF)
- 32 Sunshine Coast Mountain Bike Centre
Cycling (Mountain Bike)

NON-COMPETITION FACILITIES

- Ⓔ Sunshine Coast Satellite Village
- ★ Festival / Live Site
- ✈ Sunshine Coast Airport

TRANSPORT INFRASTRUCTURE

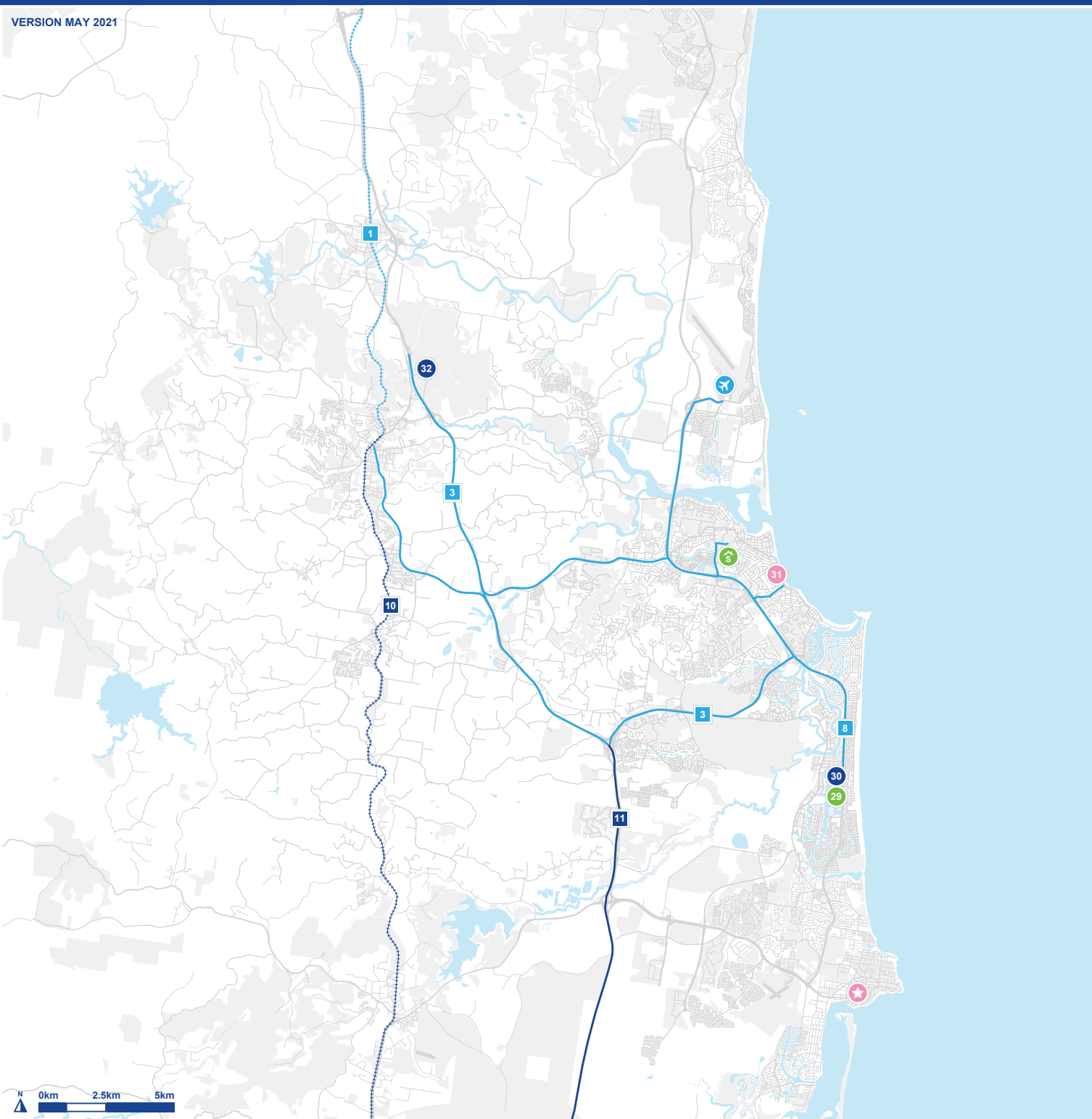
- 1 SEQ Rail Network
- 10 Beerburrum To Nambour Rail Upgrade
- 3 SEQ Motorways
- 11 Bruce Highway (M1) Upgrade
- 8 Nicklin Way

TRANSPORT TYPE

- Rail
- Motorway / Major Arterial Road

INFRASTRUCTURE STATUS

- Existing
- Temporary
- Existing with permanent works
- Planned (irrespective of the Games)



Map A - Olympic Games Concept Queensland and Australia

COMPETITION VENUES

- 33** Toowoomba Sports Ground
Football (preliminaries/QF)

34 North Queensland Stadium
Football (preliminaries/QF)

35 Barlow Park
Football (preliminaries/QF)
- 36** Sydney Football Stadium
Football (preliminaries/QF)

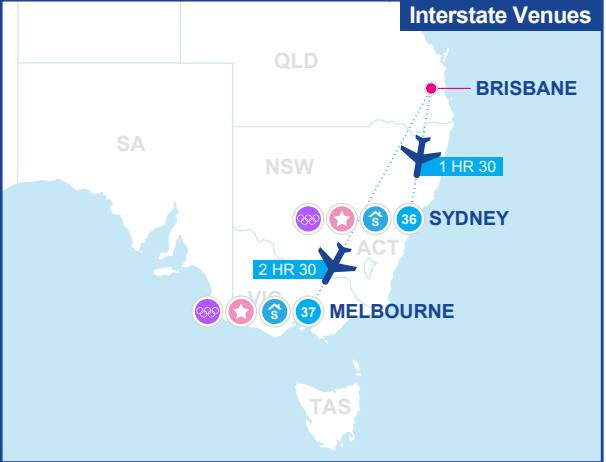
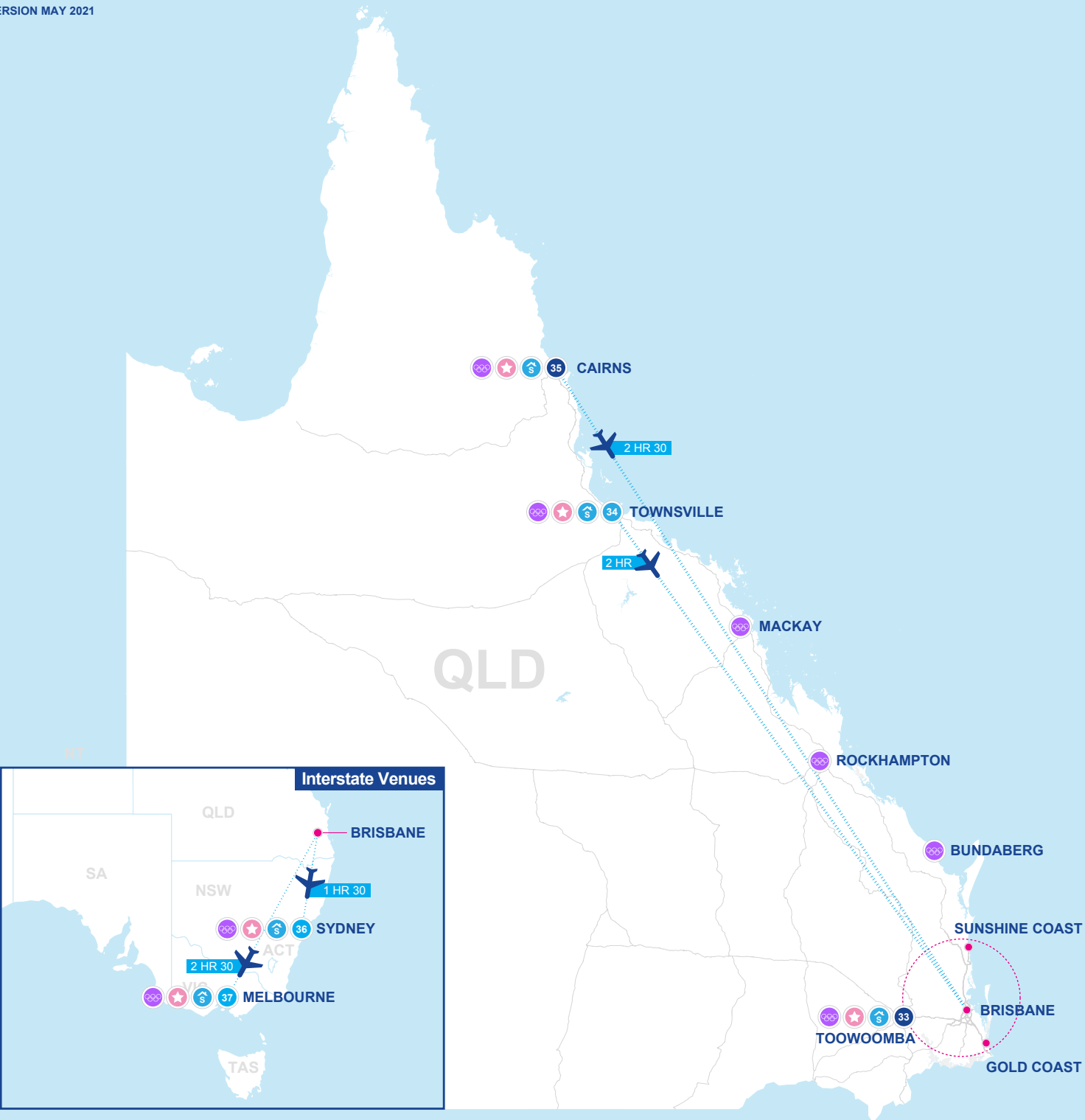
37 Melbourne Rectangular Stadium
Football (preliminaries/QF)

NON-COMPETITION FACILITIES

- Olympic training opportunity (Pre-Games)
- Festival / Live Site

INFRASTRUCTURE STATUS

- Satellite Accomodation
- Existing
- Temporary
- Existing with permanent works



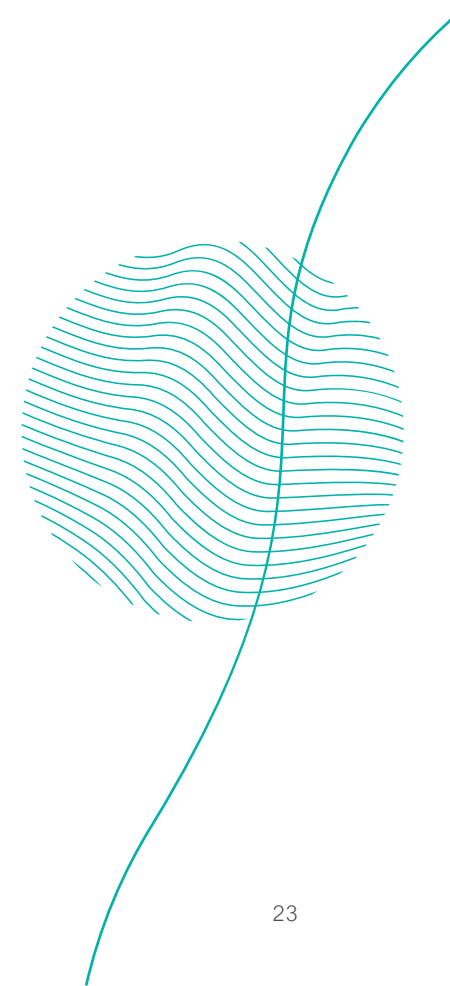
Q05 Table 5

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary gross capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
Aquatics (Swimming, Water Polo)	1	Brisbane Arena	Brisbane Zone	Brisbane City Cluster	15 000		15 000		17 000	n / a	Multi-purpose indoor arena for sports and entertainment	1 x 50m pool	Temporary warm-up pool and structure
Aquatics (Artistic Swimming, Diving, Water Polo)	13	Brisbane Aquatics Centre	Brisbane Zone	Chandler Cluster	4 300		4 300		4 300	Aquatic centre for community and high performance use	Aquatic centre for community and high performance use	1 x 50m pool	Existing pool with temporary structure
Aquatics (Marathon Swimming)	27	Broadwater Parklands Broadwater	Gold Coast Zone		1 000	2 000	3 000	3 000		Park and event site for Triathlon	Park and event site for Triathlon	Multiple team tents	Use of competition field of play and individual team tents
Archery	5	South Bank Cultural Forecourt	Brisbane Zone	Brisbane River Cluster	4 000		4 000	4 000		Temporary event space	Temporary event space	2 shooting lanes	Temporary adjacent to venue
Athletics (Track & Field)	3	Brisbane Cricket Ground	Brisbane Zone	Brisbane River Cluster	50 000		50 000		50 000	Stadium for cricket, AFL and entertainment	Stadium for cricket, AFL and entertainment	1 x 8 lane 400m track 136m x 70m throws warm-up	Temporary track installed at adjacent park and existing fields for throws
Athletics (Marathon, Race Walks)	31	Alexandra Headland	Sunshine Coast Zone		5 000		5 000	5 000		Surf Life Saving Club and a conference centre, road, public park / beach	Surf Life Saving Club and a conference centre, road, public park / beach	Existing roads	Use of existing roads
Badminton	4	Brisbane Convention and Exhibition Centre Hall 4	Brisbane Zone	Brisbane River Cluster	6 000		6 000	6 000		Exhibition and convention centre	Exhibition and convention centre	3 x warm-up courts	Temporary courts adjacent to competition hall
Basketball	10	Brisbane Indoor Sports Centre	Brisbane Zone	Herston Cluster	12 000		12 000	12 000		n / a	Community sports hub, 12 court facility	2 x full size warm-up courts	Temporary courts adjacent to competition hall
	29	Sunshine Coast Indoor Sports Centre	Sunshine Coast Zone		6 000		6 000	6 000		n / a	Community sports hub, 11 court facility	2 x warm-up courts	Temporary courts adjacent to competition hall
Basketball 3x3	6	South Bank Piazza	Brisbane Zone	Brisbane River Cluster	4 500		4 500	2 300	2 200	Covered amphitheatre for events	Covered amphitheatre for events	2 x warm-up courts	Temporary courts in plaza space next to venue
Boxing	18	Moreton Bay Indoor Sports Centre	Brisbane Zone		7 000		7 000	7 000		n / a	Community sports hub, 9 court facility	2 x warm-up areas and boxing rings	Temporary area adjacent to competition hall
Canoe (Slalom)	15	Redland Whitewater Centre	Brisbane Zone		8 000		8 000	8 000		n / a	Whitewater centre, emergency services training, adventure park	1 x warm-up channel	Separate warm-up and training channel in legacy design
Canoe (Sprint)	21	Wyaralong Flatwater Centre	Brisbane Zone		13 000	1 000	14 000	13 000	1 000	Competition and training rowing facility	Competition and training rowing facility	600m warm-up channel	Existing warm-up channel adjacent to competition channel
Cycling (Road)	31	Alexandra Headland	Sunshine Coast Zone		5 000		5 000	5 000		Surf Life Saving Club and a conference centre, road, public park / beach	Surf Life Saving Club and a conference centre, road, public park / beach	Existing roads	Use of existing roads
Cycling (BMX Freestyle)	7	Victoria Park	Brisbane Zone	Herston Cluster	1 000	4 000	5 000	5 000		Golf Course	Public parklands	Multiple team tents	Use of competition field of play and individual team tents
Cycling (BMX Racing)	12	Anna Meares Velodrome	Brisbane Zone	Chandler Cluster	5 000		5 000	5 000		Velodrome and BMX track for community and high performance use	Velodrome and BMX track for community and high performance use	Multiple team tents	Use of competition field of play and individual team tents

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary gross capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
Cycling (Track)	12	Anna Meares Velodrome	Brisbane Zone	Chandler Cluster	4 000		4 000	2 500	1 500	Velodrome and BMX track for community and high performance use	Velodrome and BMX track for community and high performance use	1 x warm-up area at infield	Use of infield for team warm-up areas
Cycling (Mountain Bike)	32	Sunshine Coast Mountain Bike Centre	Sunshine Coast Zone		2 000	8 000	10 000	10 000		Community mountain bike trails	Community mountain bike trails and international mountain bike facility	Multiple team tents	Use of competition field of play and individual team tents
Equestrian	8	Brisbane Showgrounds	Brisbane Zone	Herston Cluster	15 000		15 000	10 000	5 000	Showgrounds, multi-purpose stadium and convention and exhibition centre	Showgrounds, multi-purpose stadium and convention and exhibition centre	1 x 30 minute warm-up arena (60m x 40m) and 1 x 10 minute final warm-up arena (80m x 50m)	Temporary outdoor and indoor warm-up areas adjacent to main arena
Equestrian (Eventing – cross-country)	7	Victoria Park	Brisbane Zone	Herston Cluster	2 500	22 500	25 000	25 000		Golf Course	Public parklands	500m galloping track	Temporary tracks in existing parklands
Fencing	4	Brisbane Convention and Exhibition Centre Hall 2	Brisbane Zone	Brisbane River Cluster	6 500		6 500	6 500		Exhibition and convention centre	Exhibition and convention centre	8 x warm-up pistes	Temporary pistes adjacent to competition hall
Football	2	Brisbane Football Stadium Finals	Brisbane Zone	Brisbane City Cluster	52 000		52 000		52 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	36	Sydney Football Stadium Preliminaries/QF	Regional Cities		42 500		42 500		42 500	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	34	North Queensland Stadium (Townsville) Preliminaries/QF	Regional Cities		25 000		25 000		25 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	33	Toowoomba Sports Ground Preliminaries/QF	Regional Cities		15 000		15 000	10 000	5 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	37	Melbourne Rectangular Stadium Preliminaries/QF	Regional Cities		30 000		30 000		30 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	28	Gold Coast Stadium Preliminaries/QF	Gold Coast Zone		27 400		27 400		27 400	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	35	Barlow Park (Cairns) Preliminaries/QF	Regional Cities		20 000		20 000	15 000	5 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
	30	Sunshine Coast Stadium Preliminaries/QF	Sunshine Coast Zone		20 000		20 000	8 500	11 500	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	n / a	Warm-up on FOP
Golf	24	Royal Pines Resort	Gold Coast Zone	Carrara Cluster	5 000	10 000	15 000	15 000		Golf course	Golf course	Driving range, putting green and short game practice area	Existing warm-up areas adjacent to course
Gymnastics	14	Chandler Indoor Sports Centre	Brisbane Zone	Chandler Cluster	10 000		10 000	10 000		n / a	Community sports hub, 12 court facility	2 x 40m x 20m areas	Existing gymnastics hall adjacent to competition hall
Handball	17	Brisbane Entertainment Centre	Brisbane Zone		11 000		11 000		11 000	Multi-purpose indoor arena for sports and entertainment	Multi-purpose indoor arena for sports and entertainment	2 x full size handball courts	Existing sports hall adjacent to competition hall

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary gross capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
Hockey	9	Ballymore Stadium	Brisbane Zone	Herston Cluster	10 000 (Pitch 1) 5 000 (Pitch 2)		10 000 (Pitch 1) 5 000 (Pitch 2)	7 000 (Pitch 1) 5 000 (Pitch 2)	3 000 (Pitch 1)	Rectangular sport stadium and rugby training centre	Rectangular sport stadium and rugby training centre	1 full size warm-up pitch	Temporary warm-up pitch on existing field
Judo	25	Gold Coast Sports and Leisure Centre	Gold Coast Zone	Carrara Cluster	7 500		7 500	7 500		Multi-purpose indoor community sports facility	Multi-purpose indoor community sports facility	4 x warm-up mats	Temporary mats in existing hall adjacent to competition hall
Modern Pentathlon	20	Ipswich Stadium	Brisbane Zone		10 000		10 000		10 000	Oval stadium for sports and entertainment	Oval stadium for sports and entertainment	2 x warm-up areas	1 existing field for horse jumping
Rowing	21	Wyaralong Flatwater Centre	Brisbane Zone		13 000	1 000	14 000	13 000	1 000	competition and training rowing facility	competition and training rowing facility	600m warm-up channel	Existing warm-up channel adjacent to competition channel
Rugby	2	Brisbane Football Stadium	Brisbane Zone	Brisbane City Cluster	52 000		52 000		52 000	Rectangular stadium for sports and entertainment	Rectangular stadium for sports and entertainment	1 warm-up area (64m x 40m)	Temporary field on existing concourse area
Sailing	16	Manly Boat Harbour	Brisbane Zone			10 000	10 000	10 000		Marina, Coast Guard, offices, restaurants, car parking	Marina, Coast Guard, offices, restaurants, car parking	n / a	Warm-up on FOP
Sailing (Kiteboarding)	31	Alexandra Headland	Sunshine Coast Zone			5 000	5 000	5 000		Surf Life Saving Club and a conference centre, road, public park / beach	Surf Life Saving Club and a conference centre, road, public park / beach	n / a	Warm-up on FOP
Shooting	11	Brisbane International Shooting Centre	Brisbane Zone	Chandler Cluster	2 000 (Rifle and Pistol) 2 000 (Trap and Skeet)		2 000 (Rifle and Pistol) 2 000 (Trap and Skeet)	2 000 (Rifle and Pistol) 2 000 (Trap and Skeet)		Existing shooting centre	Existing shooting centre	n / a	Warm-up on FOP
Table Tennis	4	Brisbane Convention and Exhibition Centre Great Hall / Hall 1	Brisbane Zone	Brisbane River Cluster	6 000		6 000	3 000	3 000	Exhibition and convention centre	Exhibition and convention centre	8 x warm-up courts	Temporary courts adjacent to competition hall
Taekwondo	4	Brisbane Convention and Exhibition Centre Hall 2	Brisbane Zone	Brisbane River Cluster	6 500		6 500	6 500		Exhibition and convention centre	Exhibition and convention centre	4 x warm-up mats	Temporary mats adjacent to competition hall
Tennis	19	Queensland Tennis Centre	Brisbane Zone		5 500 (Centre Court) 4 000 (Court 1) 2 400 (Court 2/3) 1 600 (Court 4 to 11)		5 500 (Centre Court) 4 000 (Court 1) 2 400 (Court 2/3) 1 600 (Court 4 to 11)	5 500 (Centre Court) 4 000 (Court 1) 2 400 (Court 2/3) 1 600 (Court 4 to 11)	5 500 (Centre Court)	Tennis centre	Tennis centre	6 x warm-up and practice courts	Identical surface adjacent to competition courts
Triathlon	27	Broadwater Parklands Mitchell Park	Gold Coast Zone		5 000		5 000	5 000		Park and event site for Triathlon	Park and event site for Triathlon	Multiple team tents	Use of competition field of play and individual team tents
Volleyball	26	Coomera Indoor Sports Centre	Gold Coast Zone		11 000		11 000	11 000		Community sports hub, 8 court facility	Community sports hub, 8 court facility	2 x full size warm-up courts	Temporary courts in existing hall adjacent to competition hall

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Temporary gross capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
	22	Gold Coast Convention and Exhibition Centre Arena	Gold Coast Zone	Broadbeach Cluster	6 000		6 000		6 000	Exhibition and convention centre	Exhibition and convention centre	2 x full size warm-up courts	Temporary courts in existing hall adjacent to competition hall
Volleyball (Beach)	23	Broadbeach Park Stadium	Gold Coast Zone	Broadbeach Cluster	12 000		12 000	12 000		Public park, football, croquet and lawn bowls clubs	Public park, football, croquet and lawn bowls clubs	4 x full size warm-up courts	Temporary courts installed in park adjacent to venue
Weightlifting	22	Gold Coast Convention and Exhibition Centre Hall 3	Gold Coast Zone	Broadbeach Cluster	5 000		5 000	5 000		Exhibition and convention centre	Exhibition and convention centre	15 x warm-up platforms	Temporary platforms directly adjacent to competition hall
Wrestling	25	Gold Coast Sports and Leisure Centre	Gold Coast Zone	Carrara Cluster	7 500		7 500	7 500		Multi-purpose indoor community sports facility	Multi-purpose indoor community sports facility	4 x warm-up mats	Temporary mats in existing hall adjacent to competition hall



Q06 Transport strategy

A proven transport strategy that delivers excellence, including average athlete travel times of 19 minutes

Games transport strategy

During the Brisbane 2032 Olympic and Paralympic Games, athletes, officials, media, spectators and workforce will benefit from safe, reliable, efficient, accessible, comfortable and sustainable transport services that will provide a premium client experience.

The Brisbane 2032 Master Plan was developed in tandem with the Games transport solution, placing particular emphasis on the alignment of the venue footprint with South East Queensland's existing and planned transport infrastructure (refer to Map A).

In particular, all Brisbane venues may be accessed by major road links, and most are served by one or more sustainable and accessible public transport modes (Brisbane Metro and Queensland Rail). The capacity of these systems will be increased significantly through planned investments and operational enhancements. Given the proximity of the venues to the city centre, walking and cycling will be promoted as key modes to access the venues using the Active Transport Network (ATN), comprising accessible and safe cycleways and pedestrian footpaths which are continually being upgraded.

Similar transport connectivity will be available by 2032 within Gold Coast and Sunshine Coast, where venues will be accessed by major road links, cycleways, pedestrian footpaths, public transport and by special Games transport systems.

Transport modes between venue clusters and precincts

By 2032 the transport corridors connecting the three Games zones (Brisbane, Gold Coast and Sunshine Coast) will have increased road and rail capacity and connectivity. For example, the Cross River Rail project, currently under development, and other planned upgrades will unlock the bottleneck at the heart of the rail network resulting in system-wide capacity increase of more than 50 000 passengers per hour per direction. As a

result of the road and public transport enhancements, Games Family, as well as spectators and workforce, will enjoy comfortable travel times and service levels. The diagram on the right (Figure 6a) displays the transport modes to be used between the venue clusters and precincts. Within the three zones, the transport plan for each cluster, precinct and venue has been developed to provide appropriate front and back of house access.

Strategic principles and general mobility concepts

The strategic principles and the related mobility concepts for all Games stakeholders are presented in Chart 6b.

Figure 6a – Transport modes

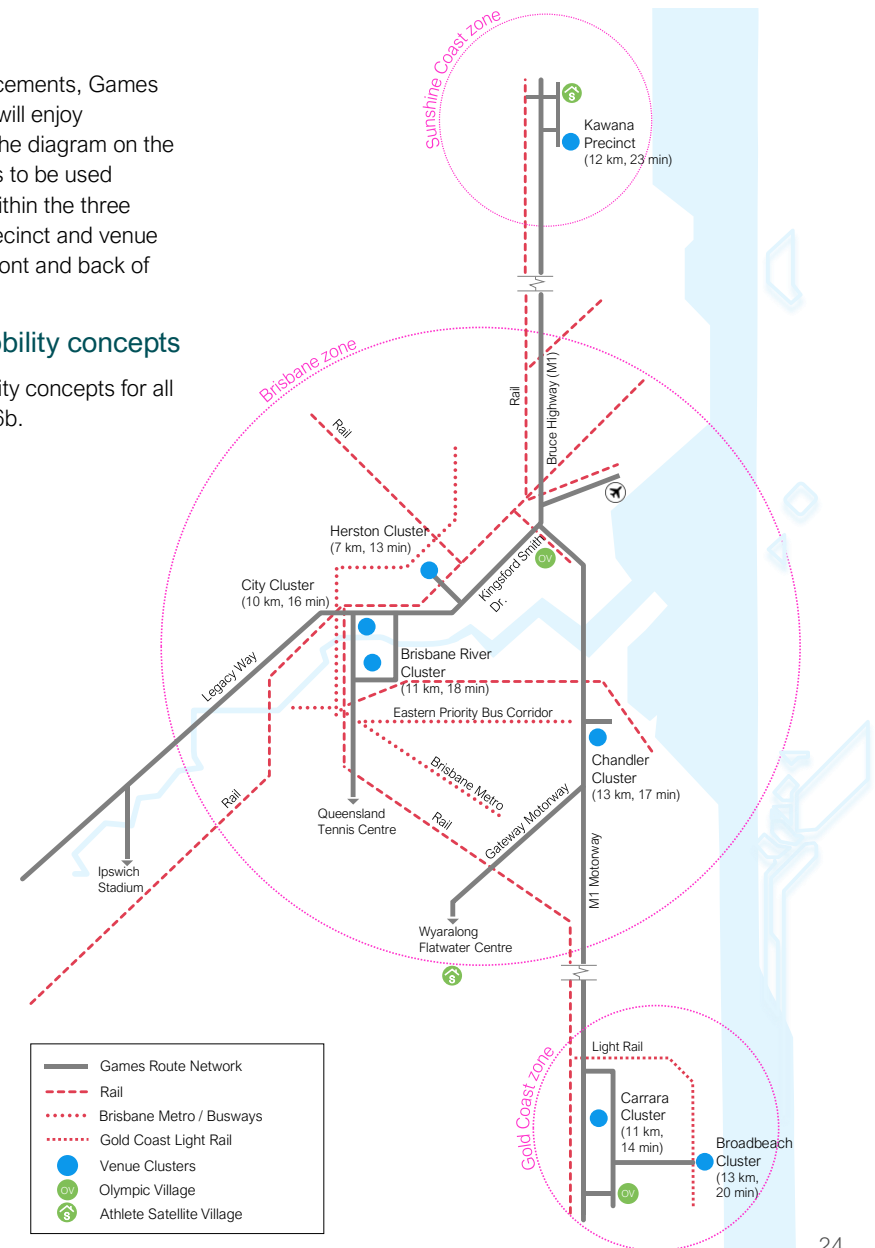


Chart 6b - Proposed Brisbane 2032 transport strategic principles and general mobility concepts

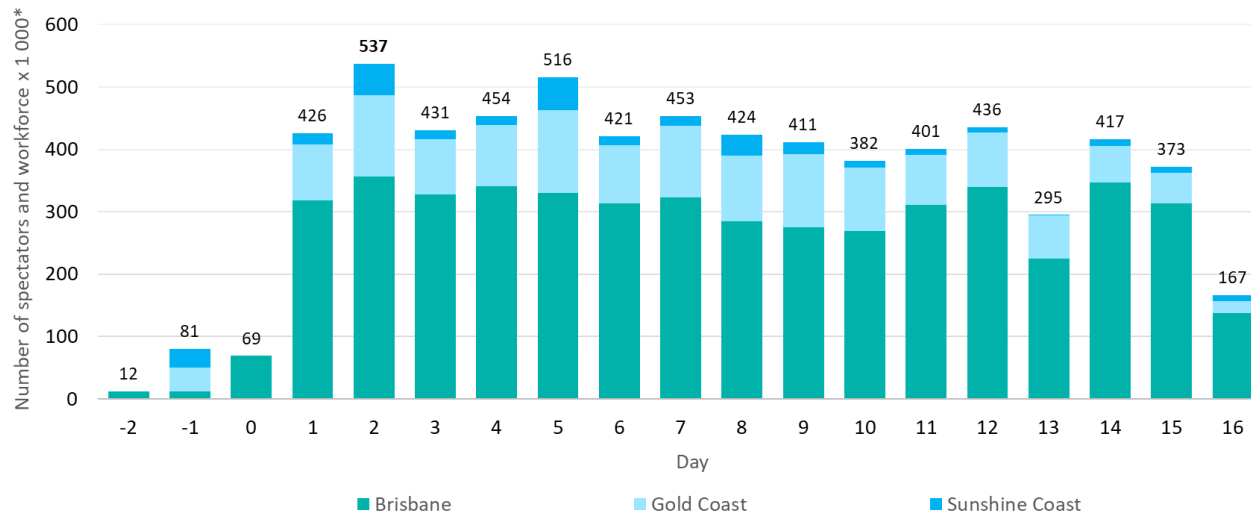
Proposed transport strategic principles (what to achieve)	General mobility concepts (how to achieve it)	Applicable to			Used during Gold Coast 2018 Commonwealth Games	
		Athletes, officials, media	Spectators and workforce	General public		
For all transport stakeholders	Frequent, reliable, safe and secure, comfortable, accessible, innovative, user friendly	• Deliver a smart Games Route Network	•	•		•
		• Zero car access to venues		•		•
		• Design special traffic and parking measures to streamline venue access	•	•		•
		• Deliver targeted demand management campaigns, provide effective transport information	•	•	•	•
		• Design client-focused systems for TA, TM, TF, T1-T3, NOC leveraging all New Norm efficiency opportunities	•			
		• Adopt innovative mobility solutions (for example: shared mobility, MaaS)	•	•	•	
		• Minimise impact on business as usual			•	•
For infrastructure and transport systems	Integrated, cost-effective, innovative, resilient	• Zero additional Games-specific transport infrastructure beyond the proposed investments for 2032 secures maximum legacy	•	•	•	
		• Facilitate convenient inter-modal interchanges to minimise transfer times		•	•	•
		• Leverage SEQ's world class Intelligent Transport Systems for improved traffic and fleet management	•	•	•	•
		• Develop robust contingency plans to address emergency situations	•	•	•	•
For sustainability	Clean, accessible to all	• Secure accessibility of all facilities and modes, including arrivals and departures	•	•	•	•
		• Promote walking and cycling as significant transport modes for the Games, also supported by enhanced ATN		•	•	•
		• Minimise carbon emissions related to transport infrastructure construction	•	•	•	
		• Maximise clean low emissions transport for Games Family, spectators and workforce	•	•		

Many of the above strategic principles and mobility concepts were applied successfully during the Gold Coast 2018 Commonwealth Games. The transport strategy is highly deliverable in the SEQ environment through advanced infrastructure, coordinated government planning and integrated transport network management.

As a result of this strategy, athletes will enjoy average travel times of 19 minutes, while all venues are located within 40 minutes of the respective athlete accommodation. Similarly, the average travel time for media will be 28 minutes and for T1, T2 and T3 officials will be 29 minutes in the Brisbane zone and 50 minutes across SEQ. This is made possible by Brisbane's benign traffic environment (212th in the TomTom ranking) and the smart Games Route Network of 562km, 124km of which involves exclusive and shared lanes.

Spectators and workforce demand (as shown in Figure 6c) is anticipated to be lower than for previous Games, capitalising on the appropriate venue capacities and an optimised Games schedule.

Figure 6c -Spectators and workforce demand



Q07 Venue delivery process

A robust regulatory framework ensures all new venue developments are viable and sustainable

Venue delivery responsibilities

The Brisbane 2032 Games Master Plan includes six planned venues that meet the long-term requirements of the region and will be developed regardless of the Olympic and Paralympic Games.

The planned venues all meet long-term growth demands and include a new indoor arena, four indoor Community Centres and a whitewater centre for Canoe (Slalom) competition.

Delivery of the Community Centres and the whitewater venue will be undertaken by the Queensland Government through the Department of Energy and Public Works (DEPW), an organisation with significant experience in the effective delivery of major venues. Prior to the Gold Coast 2018 Commonwealth Games, DEPW delivered all new venue constructions on government-owned land, including the Coomera Indoor Sport Centre at Gold Coast on which the Community Centre concept is based.

The Queensland Government will also deliver the Brisbane Arena, potentially with the involvement of the private sector through public-private partnership arrangements.

The Olympic Coordination Authority (OCA) will have an assurance role in respect of all Games-related infrastructure delivery to ensure Games requirements are prioritised and consistent with infrastructure funding decisions and agreements between the State and Commonwealth Governments.

Venue development process

The *Environmental Protection Act 1994 (Qld)*, the *State Development, Public Works and Organisation (SDPWO) Act 1971* and the *Planning Act 2016 (QLD)* collectively define a range of development provisions to assess potential adverse and beneficial impacts (environmental, economic and social) and to assess measures to minimise adverse environmental impacts. The *SDPWO Act* has wide-ranging provisions to facilitate the timely planning, coordination, approval and delivery of developments and infrastructure with a complex mix of private and public stakeholders, while ensuring rigorous environmental and social impact assessments are undertaken, as well as comprehensive community engagement.

In addition, the *Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)* is the Australian Government's central piece of environmental legislation. It provides a legal framework to protect and manage nationally and internationally important flora, fauna, ecological communities and heritage places.

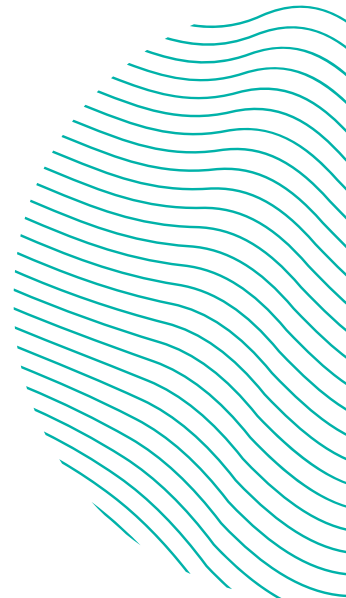
All new construction projects must comply with the Building Code of Australia (BCA) requirements and Australian Standard 1428 (AS1428) which outlines comprehensive design requirements regarding access disability design and mobility compliance. AS1428 provides comprehensive and prescriptive design guidelines that ensure world's best practice equitable access.

A business case is required for all major infrastructure developments in Queensland. For major developments the Queensland Government business case development framework involves three stages: strategic assessment, options analysis and detailed business case documentation. Stakeholder engagement activities, including community consultation, are required during each stage.

Prospective contractors are required to be appropriately licensed by the Queensland Building and Construction Commission and may also need to be appropriately prequalified on the Queensland Government's Prequalification (PQC) System for building industry contractors.

Foreign companies are able to participate in the tendering process where they can demonstrate they have the necessary financial capability and technical expertise to undertake the projects. The Australian Government is party to a number of trade agreements specifically facilitating opportunities for foreign companies to bid for tenders in Australia.

Any appeals or complaints about the conduct of procurement activities are referred to the government authority or agency concerned in the first instance, and a range of further escalation pathways are available.



Q08 Land acquisition

Minimal land acquisition is required to secure the Master Plan and an equitable process exists

Land acquisition requirements

The Brisbane 2032 Games Master Plan comprises primarily existing and temporary venues (84%). Land acquisition is required in relation to one competition venue, the Sunshine Coast Mountain Bike Centre, as well as the International Broadcast Centre at South Brisbane.

Land acquisition process

Acquisition of land for public purposes is governed in Queensland by the *State Development and Public Works Organisation Act 1971*, which gives the state's Coordinator-General the power to compulsorily acquire land for various purposes and the *Acquisition of Land Act 1967* which sets out the acquisition process, including compensation. It is the strong preference of public authorities to negotiate with landowners to achieve a mutually agreed commercial transfer of land. Once the landholder agrees to the resumption of their land, the amount of compensation can be finalised at a later date.

In the unlikely event that landowner consent is withheld, the legislation provides for a statutory land acquisition process to be undertaken. The legislation includes strong protection for the landowner in respect of appropriate compensation payable by the acquisition authority.

Typically, the average timeframe involved in acquiring land with landowner consent is 12 to 24 months.

Q09 Event delivery capability

An evolved and mature nationwide major event hosting ecosystem

Australia has extensive major event organising and hosting experience. This includes major international events for Olympic and para-sports including world cups, world championships and major multi-sport games.

A significant legacy from the Sydney 2000 Olympic and Paralympic Games is an evolved and mature Australian major event hosting ecosystem, including across public authorities and private sector suppliers. This is complemented by a highly developed national sports system and a skilled national volunteer network.

Chart 9a – Event Hosting Experience

Event	Year	Level of competition	City
Multi-sport events			
Olympic Games	2000	International	Sydney, NSW
Paralympic Games	2000	International	Sydney NSW
Commonwealth Games	2006	International	Melbourne, VIC
Commonwealth Games (with integrated para-sport events)	2018	International	Gold Coast, QLD
Goodwill Games	2001	International	Brisbane, QLD
Invictus Games	2018	International	Sydney, NSW
INAS Global Games	2019	International	Brisbane, QLD
World Masters Games	2002	International (participation)	Melbourne, VIC
World Masters Games	2009	International (participation)	Sydney, NSW
Olympic / Paralympic sport world championships			
ICF Canoe Slalom World Championships	2005	International	Sydney, NSW
UCI Road World Championships	2010	International	Melbourne (Geelong), VIC
UCI Track Cycling World Championships	2004, 2012	International	Melbourne, VIC
UCI Mountain Bike World Championships	2009	International	Canberra, ACT
UCI Mountain Bike World Championships	2017	International	Cairns, QLD
UCI BMX World Championships	2003	International	Perth, WA
UCI BMX World Championships	2009	International	Adelaide, SA
AFC Asian Cup (Football)	2015	International	Various
World Cup of Golf	2013, 2016, 2018	International	Melbourne, VIC
Presidents Cup (Golf)	2011, 2019	International	Melbourne, VIC
World Shooting Para-Sport Championships	2019	International	Sydney, NSW
IWRF World Championship (Wheelchair Rugby)	2018	International	Sydney, NSW
World Artistic Gymnastics Championships	2005	International	Melbourne, VIC
Women's World Cup (Hockey)	2002	International	Perth, WA
FINA World Championships	2007	International	Melbourne, VIC
ISAF World Championships (Sailing)	2011	International	Perth, WA
ITU World Championship Series Grand Final (Triathlon)	2009, 2018	International	Gold Coast, QLD
Australian Open (Tennis)	Since 1988	International	Melbourne, VIC

Chart 9a provides a non-exhaustive list of major sports events hosted in Australia during the last two decades. The chart excludes additional major non-sporting events that have also been hosted, such as the 2014 G20 Brisbane summit.

1.3 Alignment with city / regional development plans

Q10 Alignment with city / regional development plans

Long-term development plans explicitly represent the foundations of our Games concept

Strategic rationale for hosting the Games

Queensland has responded to the prospect of significant population growth in South East Queensland (SEQ) by 2041, reinforced by strong growth and interstate migration as a result of COVID-19. Long-term regional strategic plans (most notably *Shaping SEQ: South East Queensland Regional Plan 2017* and *Transforming SEQ: the SEQ City Deal Proposition, February 2019*) developed collaboratively by the state and local governments outline strategies to cope with a future SEQ population in excess of five million.

From its inception in 2015, Brisbane's aspiration to host the 2032 Olympic and Paralympic Games has been driven by a strategy to align planning and investments across three levels of government for infrastructure, community facilities, capacity and capability in preparation for this rapid growth. The interdependent central tenets of our long-term regional plans have therefore naturally become the foundations of our Games concept and legacy strategy. Hosting the Games would act as a catalyst, accelerator and assurance provider for these plans, as demonstrated. Chart 10a is an analysis undertaken during the Queensland Government's Value Proposition Assessment (2019) which is illustrative of the alignment between government policies and the Games opportunity such alignment being one of the criteria leading to the State's continuation with the Games project in 2019.

Alignment of the Games concept with long-term development plans

Several examples illustrate the alignment between the Brisbane 2032 Games concept and existing long-term plans in respect of social, urban planning, mobility, economic and sustainability aspirations.

Regional Games concept and a better-connected region

The proposed Games footprint, by embracing *Shaping SEQ* policies, SEQ City Deal frameworks and the New Norm imperative to utilise existing sport and accommodation infrastructure across SEQ, advances identified priorities in regional land use and infrastructure plans to work towards a 45 minute region, unlocking significant productivity gains and tourism and investment demand.

Sustainability

Brisbane 2032 and local stakeholders will work with the IOC and international institutions to achieve a climate positive, sustainable and resilient Games. In doing so, the Games will advance the Australian policy framework and delivery, help drive Queensland to its 50% renewable energy and 30% emissions reduction targets by 2030 and support the UN Sustainable Development Goals. Local councils in SEQ already have well advanced GHG emissions reduction programmes and state initiatives supporting new industries include development of alternate energy sources (such as hydrogen).

National health and wellbeing programme to accelerate and deliver new long-term health strategies

Our approach will apply the Games hosting platform and the accompanying values, partners and assets to Australia's existing long-term preventative health, anti-obesity and mental health strategies. This approach is aligned with WHO anti-obesity and physical activity guidelines and draws on WHO methodology that can potentially be transferable to other Games hosts.

Games to support Queensland and Australian tourism and investment recovery strategy

The unique international profile afforded a Games host will unlock significant latent demand in the Queensland and Brisbane tourism and investment brands. The Brisbane Visitor Economy Strategy to 2031 and Queensland's 2019 Tourism Brand Strategy share powerful synergies with the Olympic brand. Leveraged over the 10+10+ year legacy horizon, this will be a major Games-related legacy.

Legacy use of new venues

Event hosting strategy and venue development

The long-term plans of the SEQ region identify the need for a range of new sport and entertainment venues. SEQ's growth will generate further demand for additional community and large-scale event facilities. The Games plan responds directly to these requirements. New community centres will be purpose-designed to meet local community participation needs first and foremost, before being converted to Games competition venue mode, and then returned to the community.

Increased social, affordable and market housing stock

Demand is strong for new housing in SEQ to meet rapid population growth. Plans for the Brisbane Olympic Village respond to this by utilising a large-scale government-owned mixed use residential development site in Hamilton. The Gold Coast Olympic Village is located within a major and growing urban centre where residential stock is in high demand. Additional housing developments that are part of the ongoing housing strategy for the region will support athlete Satellite Village requirements (for example at Sunshine Coast), and other Games time accommodation needs.

SEQ City Deal

The SEQ City Deal currently being negotiated by the Australian Government, Queensland Government and Council of Mayors (SEQ) will see all levels of government in Australia working together to coordinate the planning and investment required to meet SEQ's long-term infrastructure needs, including enhanced connecting infrastructure, digital connectivity and sustainability. Infrastructure investment through the City Deal will be progressed to address the needs of SEQ's population growth and regional development.

Chart 10a - Games priorities for long term local development, engagement and sustainability (refer to Question 2)

	Queensland Government departmental strategies																								
	SEQ Regional Plan / City Deal	Regional Queensland priorities	Premier & Cabinet	Agriculture & Fisheries	Communities, Housing & Digital Economy	Corrective Services	Children, Youth Justice & Multicultural Affairs	Education	Energy & Public Works	Environment & Science	Employment, Small Business & Training	Regional Development, Manufacturing & Water	State Development, Infrastructure, Local Government & Planning	Seniors, Disability Services & ATSI Partnerships	Tourism, Innovation & Sport	Justice & Attorney General	Queensland Ambulance Service	Queensland Fire & Emergency Service	Queensland Health	Queensland Police Service	Queensland Treasury	Tourism & Events Queensland	Trade & Investment Queensland	Transport & Main Roads	National priorities
Enhance sustainability policy and delivery; present exemplar projects	●	●	●	●					●	●	●	●		●			●					●	●		●
Accelerate delivery of urban amenity and mobility solutions	●	●	●		●			●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●
Health and wellbeing	●	●	●		●	●	●	●	●	●	●	●	●	●	●		●		●		●	●	●		●
Capacity and capability building	●	●	●	●	●		●	●	●	●	●	●	●	●	●		●	●	●	●	●	●	●	●	●
Destination marketing	●	●	●						●		●	●	●	●	●						●	●	●		●
Lifestyle as an asset	●	●	●		●				●			●	●		●								●	●	●
Inclusive, diverse and welcoming	●	●	●		●	●	●	●					●	●									●	●	●
Sport development		●	●					●	●	●	●	●	●					●				●	●		●
Other programmes with links to Games priorities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

1.4 Venue funding

Q11 Venue funding

Planned venues will be owned and operated by Queensland and local governments in legacy mode

The financing of the Games competition and non-competition venues is primarily the responsibility of the Queensland Government with support from the Australian Government.

In legacy mode, asset ownership and operation will be the responsibility of a combination of the Queensland Government and local governments. The Brisbane Arena and Chandler Indoor Sport Centre will be owned and operated by the Queensland Government. The additional three Community Centres will be owned and operated by the respective local councils, as will the Redland Whitewater Centre.

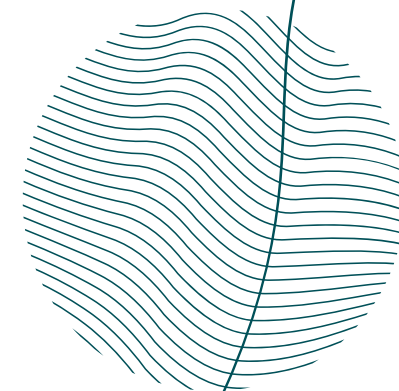
For all new venues, the strategy is to realise the legacy outcomes well in advance of the Games. Therefore, responsibility for the costs of venue financing and maintenance from the time construction is completed through to the Games and subsequently in legacy use will be the responsibility of the legacy venue owner. Operating costs are the responsibility of the legacy venue operator from the time the venue is operational.

Queensland Government venues

- **Chandler Indoor Sports Centre**
Queensland Government will own, operate and maintain the Chandler precinct, location of a new Community Centre and various venue and precinct upgrades. The Chandler precinct has a significant role in high performance sport at a local and national level. The construction programme will be undertaken well before the Games to allow for maximum benefit for community and elite athletes.
- **Brisbane Arena**
The Brisbane Arena will be owned and maintained by the Queensland Government. Queensland Government will consider the best model for the ongoing operation of the Brisbane Arena, giving consideration to its major sporting venues portfolio and including the potential use of third party operators.

Local government venues

- **Brisbane Indoor Sports Centre, Moreton Bay Indoor Sports Centre, Sunshine Coast Indoor Sports Centre**
The remaining three Community Centres will be owned, operated and maintained by the Brisbane City Council, Moreton Bay Regional Council and Sunshine Coast Council respectively. These venues will be completed well in advance of the Games to maximise community benefit.
- **Redland Whitewater Centre**
The Redland Whitewater Centre will be owned, operated and maintained by Redland Council. It is anticipated the full adventure sports park will be operational prior to the Games, enabling revenue generation to support the management of the facility between the date of construction and the Games.



1.5 Dates of the Games

Q12 Proposed dates of the Games

Aligned to the global sports calendar and characterised by ideal weather conditions

The proposed dates for the 2032 Olympic Games are Friday 23 July to Sunday 8 August 2032. The Brisbane 2032 Paralympic Games will be staged from Tuesday 24 August to Sunday 5 September 2032.

These dates are put forward following an extensive review of international and national sports calendars, weather conditions in the host cities and scheduled Australian school holiday periods.

The timing, coincidentally identical to that of the Tokyo 2020 Olympic and Paralympic Games (2021), is appropriate in the context of the global sports calendar. It is noted that there may be a requirement to bring forward the Tour de France by one week, as proposed for 2021, and the programming of the Olympic Golf competition will take into account the British Open schedule. There have been no objections raised by International Federations in relation to the proposed Brisbane 2032 dates during briefings conducted to date.

Weather conditions, as noted in the IOC Future Host Commission Feasibility Assessment, are favourable for both the Olympic and Paralympic Games.

The Queensland school calendar will require some adjustment to accommodate the proposed dates. Stakeholder consultation has already commenced and no significant challenges are anticipated.



Games Experience

02



2. Games experience

2.1 Athlete experience

Q13 Athlete experience

The experience of a lifetime for athletes and innovations to maximise athlete engagement with the community

The Brisbane 2032 Games will deliver an unforgettable experience for athletes at every step of their Games journey and will enable optimal athletic performance. Athlete input will be embedded in all planning and will reinforce athlete's rights and responsibilities.

Athletes will enjoy Australia's premier lifestyle region with its ideal sub-tropical climate and more than 450km of pristine coastline.

Competition venues will meet the highest standards of athlete amenity, including field of play conditions.

Recognising that athletes spend more time at training venues than any other venue outside the Village, the training venue plan ensures short travel times to high quality training facilities. Training venues will be proximate to the Villages, will utilise competition venues where possible and will allow for Olympic Agenda 2020+5 innovations.

All competition venues will be served by comfortable, accessible and reliable athlete transport solutions with an average travel time of 19 minutes from both the Brisbane, Gold Coast and Sunshine Coast Villages.

The Brisbane Olympic Village is an existing residential housing precinct, Queensland's most significant riverside renewal, under the development control of the Queensland Government. Located on the foreshores of the Brisbane River, it is proximate

to the Brisbane central business district and ideally situated for reliable venue access.

The Gold Coast Olympic Village will be located in Robina near the revered Gold Coast coastline and will be delivered by the Queensland Government in line with the City of Gold Coast's intended planning and development of the area.

Our Villages solution will support connectedness and athlete community across all teams and villages.

Each of the Villages provides for multiple sports and also provides a uniquely Australian living environment, whether in the city, near the coast or in a rural resort setting. Every athlete will enjoy the residential setting that provides a home base for their respective competition venue. Refer to the response to Q17 for further details.

Brisbane 2032 have noted the measures taken by Paris 2024 to optimise Village and related arrangements by tailoring support packages for the NOCs while respecting the applicable IOC and IPC quotas and guidelines to ensure fair treatment of all NOCs. To this end, noting the advantage of a longer lead time for the planning and development of the Villages, Brisbane 2032 plans to work with the IOC and IPC to engage with NOCs and NPCs to create optimal, 'fit for purpose' Village solutions. This will create bed count efficiencies that enable additional capacity in both the Brisbane and Gold Coast Villages to enhance the Olympic experience for all athletes.

Brisbane 2032 will work with the IOC and all NOCs to support athletes moving into the Brisbane or Gold Coast Village from Satellite Villages when competition is completed for each sport

based at a Satellite Village. This solution is consistent with Brisbane 2032's broader objective to create optimal Village solutions for NOCs and NPCs through bespoke arrangements. This general approach will also be applied to athletes based in cities hosting preliminary rounds of Football. Brisbane 2032 is committed to ensuring a full Games and Village experience for every athlete.

South East Queensland is a well-supported elite athlete training hub. It is the training base for many Australian teams and visiting international athletes, supported by National Federations and local club volunteers, providing a deep understanding of athlete needs. Mirroring arrangements in place in the lead up to Sydney 2000, regional training centres across Queensland will be available for pre-Games training and acclimatisation. Brisbane 2032 will also maximise athlete access to Games competition venues leading up to the Games.

Utilising existing and new IOC digital channels, Brisbane 2032 will work with the IOC, IPC and Games partners to support the development of digital assets that promote the stories behind every Olympian and Paralympian.

As a regular host of world-class Olympic and para-sport events, Australia has proven organisational capacity and a strong base of volunteers and sport-specific technical officials.

Australia's commitment to fair play is reflected in the broad mandate of Sport Integrity Australia and its comprehensive anti-doping measures and initiatives (refer to Questions 15 and 16 in this proposal), ensuring safe, fair sport and the protection of clean athletes are the highest priorities.

Athletes will perform in full stadiums in front of knowledgeable and passionate fans. Athlete family and friends will have priority access to tickets and homestay accommodation options. Australia's multicultural society will guarantee support for athletes from all nations.

Athletes will be a primary focus of the Opening and Closing Ceremonies. Logistical measures will ensure athlete travel, assembly and standing times are minimised. Special arrangements will enable the participation of athletes based in the Gold Coast Village and Satellite Villages, as well as athletes with early competitions. Adequate seating provisions will be made for non-marching athletes. Medal and other ceremonies will be curated to celebrate the gathering of the youth of the world, inspiring future generations.

Following the success of the Sydney 2000 national celebrations, regional Queensland and other cities throughout Australia will be engaged through refreshed and innovative Live / Festival sites. Offering a vibrant atmosphere for athletes' engagement with community, these sites will also enable all citizens to celebrate the Games in a safe, accessible and secure environment.

Athletes will have free access to the public transport network to enjoy Live / Festival sites and local tourist attractions, adding to their post-competition experience.

If selected as host, Brisbane 2032 will undertake an early review to define the opportunities to bring the Games to the people by taking some sports events, particularly additional sports, out of the stadiums and into urban and popular settings. Athlete input will be a vital part of this process.

Q14 Athletes' Commission

A commitment to meaningful input from experienced and democratically elected athletes

Structure of Athletes' Commission within AOC and PA

The Australian Olympic Committee (AOC) Athletes' Commission advises the AOC Executive on all matters relating to the Olympic Movement. It is elected by the athletes within the

Australian Olympic Team (eight members in total) and the Australian Winter Olympic Team (two members in total). It also includes any Australian member of the IOC Athletes' Commission and any Australian member of the ONOC Athletes' Commission. The AOC Constitution also has provision for an Aboriginal athlete and Torres Strait Island athlete to be elected or appointed to the Athletes' Commission.

All are active athletes, being participants in the Olympic Games or Olympic Winter Games during which the election is held, or having participated in the previous Games (consistent with the IOC Athletes' Commission "active" athlete criteria). They elect their Chair and Deputy Chair (one male and one female), who are full voting members of the AOC Executive and of the AOC in General Meetings.

Established in 2017, the Paralympics Australia (PA) Athletes' Commission plays a similar role to the AOC Athletes' Commission in relation to the Paralympic Movement and maintains continuous and meaningful engagement with Australia's Paralympians. The Commission is elected by athletes in the Summer and Winter Paralympic Games teams (ten members in total) with requirements for gender diversity and representation from retired athletes.

Athlete involvement during Targeted Dialogue phase

The Brisbane 2032 proposal is governed by the Olympic Candidature Leadership Group (OCLG), chaired by the Prime Minister of Australia, as outlined in Question 33 of this proposal. The OCLG is supported in all decisions related to athletes by three highly decorated athletes, two Olympians and one Paralympian, all of whom are Queenslanders. These athletes have been actively involved in the preparation of this submission and continue to shape the athlete experience.

Athlete involvement in planning and delivery

For any future OCOG and its highest executive body Board of Directors, two athletes will be members with full voting rights. They will be involved in all aspects of planning and delivery of the Games.

An election will be held for an Olympic athlete representative to take a position on the board of the OCOG (following the

submission of resumes and references) from the athletes who are eligible to be elected to the AOC's Athletes' Commission at the Tokyo 2020 Olympic Games. The Olympic athlete representative on the board of the OCOG:

- will be open to residents of Queensland only, and
- could be male or female, subject to at least one of the Olympic athlete or Paralympic athlete representatives being female

The other athlete will be similarly nominated by the PA Athletes' Commission following the conclusion of the Tokyo 2020 Paralympic Games in 2021.

Any future OCOG Athletes' Commission will comprise equal numbers of Olympic and Paralympic athletes and equal males and females. The AOC and PA Athletes' Commissions will jointly nominate the active members, who will constitute 50% of the OCOG Athletes' Commission, drawing on the experience and insights of the athletes from across the country.

The OCOG, or its Board of Directors, will nominate the remaining 50% from Queensland Olympians and Paralympians, including those of Aboriginal and Torres Strait Islander heritage, after consultation with the President of the Queensland Olympic Council and Chair of the PA Athletes' Commission.

The OCOG Athletes' Commission will appoint their Chair and Deputy Chair (one male and one female, alternating following the 2024 and 2028 Olympic and Paralympic Games).

The OCOG Board of Directors will appoint a Village Advisory Committee, of whom 50% will be active Olympic and Paralympic athletes in equal numbers. The remaining 50% will include others with experience in designing and administering Olympic Villages.

The legislation establishing the OCOG will include in its objectives promoting and respecting the IOC Athletes' Rights and Responsibilities Declaration.

Any future OCOG Athletes' Commission will explore the Olympic Agenda 2020+5 initiatives as they relate to athletes, including OCOG employment and Games-specific Athlete365 engagement opportunities.

Q15 Protecting clean athletes

A world leader in the fight against doping with proven experience in the protection of clean athletes

Australia has been at the forefront of protecting clean athletes as a signatory to the Copenhagen Declaration on Anti-Doping in Sport, being fully compliant with the World Anti-Doping Code, and through other specific anti-doping and match fixing measures, including effective legislation. Most recently the enhancement of the Australian Sports Anti-Doping Authority (enacted in 1990) has been achieved through the creation of Sport Integrity Australia to oversee the National Integrity Framework, taking a proactive approach to mitigate threats to sports integrity and provide a safe, fair and healthy environment for participants at all levels of sport. Complementing this initiative, the *Australian Sports Anti-Doping Authority Amendment (Enhancing Australia's Anti-Doping Capability) Bill 2019* strengthens the government's ability to combat the increasingly complex and sophisticated doping environment.

WADA-accredited laboratory

Australia's existing WADA-accredited laboratory, the Australian Sports Drug Testing Laboratory (ASDTL), is housed in the National Measurement Institute within the Department of Industry, Science, Energy and Resources in Sydney. ASDTL has world leading anti-doping analytical capability and extensive experience in providing anti-doping analytical services for major sporting events, including the Sydney 2000 Olympic and Paralympic Games and the Gold Coast 2018 Commonwealth Games. ASDTL staff are internationally recognised for their expertise and routinely assist international anti-doping efforts, including assisting international major events through secondment to testing laboratories for most editions of the Olympic and Paralympic Games.

In the event Brisbane is selected as host of the Brisbane 2032 Olympic and Paralympic Games, the ASDTL may extend its significant existing anti-doping analytical capability through three primary mechanisms and in accordance with the requirements of Annex B of the WADA International Standard for Laboratories for major events:

- **Increased staffing** sourced locally and from other WADA-accredited laboratories internationally for the Games period, to achieve an estimated 300 total staff who can ensure 24/7 operational capability through the Games period
- **Additional instrumentation and equipment** acquired through purchase or lease agreements with providers, as determined by operational requirements and international testing standards prevailing at the time of the Games
- **Expanded facilities** to house additional staff and instrumentation in a single location with the anti-doping analytical capability to support the Games testing programme

The ASDTL is located approximately 25km drive (30 minutes) from Sydney Airport. There are frequent direct flights between Brisbane and Sydney, with a flying time of approximately one hour and 45 minutes. Secure air transport is also available from all other Games venues.

The Australian experience in the conduct of major sporting events, most recently the Gold Coast 2018 Commonwealth Games, is evidence that a highly effective anti-doping programme can be instituted for the Brisbane 2032 Olympic and Paralympic Games without the requirement for a satellite laboratory facility in Brisbane.

Notwithstanding, should circumstances dictate the requirement for a satellite testing facility near key centres in Queensland during the Games, the Australian Government would be open to exploring suitable options to suit Games requirements, including through adaption of existing facilities at tertiary or other suitable institutions.

Logistical arrangements for the transport of samples

The Gold Coast 2018 Commonwealth Games provided a valuable proof-of-concept regarding the logistics involved in transport of test samples from Queensland to the ASDTL. Using this model, all samples collected during the Games will be transported to a central Brisbane location for packaging, in accordance with the transport requirements set out in the extant International Standards for Testing and Investigations. Samples

will be transported on direct flights to Sydney, utilising available couriers, and transferred in-person by courier to the ASDTL.

NADO anti-doping education programmes

As the National Anti-Doping Organisation (NADO) for Australia, Sport Integrity Australia deploys an anti-doping education programme that reaches more than 25 000 Australian athletes each year through a mix of online, face-to-face and outreach events. Sport Integrity Australia has also led the development of a number of innovative education resources, including the Virtual Reality Testing Experience which has been deployed around the world, along with the Augmented Reality Health Effects app and Virtual Reality Ethical Decision-Making game.

Sport Integrity Australia also works closely with the AOC and PA on education programmes. Sport Integrity Australia and PA recently launched an education module for Para athletes on classification integrity, a core tenet of the pursuit of fair sport for the Paralympic movement.

Australia continues to be a world leader in development of engaging and effective anti-doping education programmes. Drawing on its extensive history of partnering with NADOs and International Federations around the world on projects and resource-sharing, Sport Integrity Australia will continue to deliver effective and unique Games anti-doping and other education programmes in collaboration with all Games partners.

Q16 Integrity of sport

A valued partner in the global movement towards confronting the criminal corruption of sport

National measures and legislation

Sport Integrity Australia, created under the *Sport Integrity Australia Act 2020* and guided by the Sport Integrity Australia Regulations 2020, is dedicated to confronting all threats across the sports integrity spectrum. It achieves this through the coordinated engagement of all relevant integrity stakeholders, including sports organisations, law enforcement and criminal intelligence agencies, sports wagering providers, gambling regulators and state and territory governments. A key strategy of Sport Integrity Australia is to assist sports organisations to develop and embed robust sport integrity frameworks, supported by effective information sharing across all stakeholders, including with the sports betting industry.

To protect the Games, in conjunction with the OCOG, Sport Integrity Australia will work with the IOC, IPC and other relevant national and international agencies to develop regulation, monitor activities, gather intelligence, conduct investigations and deliver programmes (including engagement, education, outreach and development).

The Australian Government was the first non-European government to become a signatory to the Council of Europe Convention on the Manipulation of Sports Competitions (Macolin Convention) and is currently undergoing the process of ratification of the Convention. A key obligation of the Macolin Convention is the establishment of a national platform to act as a central hub for information collection and exchange. Australia's national platform, the Sports Betting Integrity Unit within the Australian Criminal Intelligence Commission, has been in operation in Australia for several years, bringing unique capability to detecting and fighting corruption in sport. Through this capability and extensive international collaboration, including via active membership of the Group of Copenhagen, Australia is a valued partner in the global movement towards confronting the criminal corruption of sport.

The Australian Government is currently establishing national offences for the manipulation of sports competitions and related corruption in sport, complementing existing state and territory legislation and strengthening cooperation and enforcement activities, including with international partners and jurisdictions. Australia has had great success in the detection of and response to competition manipulation with a variety of partner stakeholders.

Education and awareness programmes

Australia has a long history of developing and delivering awareness and education programmes for sports organisations, sports participants and industry to combat the manipulation of sporting competitions. This is complemented by education programmes across a range of sport integrity threats including doping, manipulation of para classification, participant safeguarding and illicit drug use. A comprehensive education and awareness programme will be available to support the Brisbane 2032 Olympic and Paralympic Games.



2.2 Olympic Villages

Q17 Olympic Villages overview

All Villages will offer athletes a full village experience in prime locations

Brisbane Olympic Village

The Brisbane Olympic Village is located on the Brisbane River approximately 6km from the city centre in a prime waterfront location in the Brisbane Zone. The site is owned by Economic Development Queensland (EDQ), the Queensland Government's specialist land use planning and property development agency.

The Village is situated within 12km and 20 minutes of 15 venues housing 24 sports and disciplines, in close proximity to the Gateway Motorway, optimising connectivity to all venues and enabling comfortable travel times for athletes.

During the Olympic Games, the Village will accommodate 10 729 athletes and team officials in medium and high density apartments and townhouses, across a total of 16 residential blocks of maximum 15 storeys. Residential blocks feature ground level retail space and sufficient podium and underground parking to support NOC / NPC space requirements.

The approximately 40 hectare Village site is at sea level and is primarily flat with minimal elevation. Multiple access points will ensure separation of flows for guests, operational vehicles and athlete buses.

The main dining hall, transport mall, Olympic Village Plaza and dedicated athlete training precinct can all be accessed within 400 metres of the core residential zone. Legacy community facilities will offer residents a recreational zone in the heart of the Village.

For the Paralympic Games, the Village will accommodate 5 790 athletes and team officials. All buildings and public spaces will be designed with full accessibility. To increase the efficiency of lift services, the lower levels of the residential building will be utilised for accommodation.

The proposed delivery model is a public-private partnership.

Gold Coast Olympic Village

The Gold Coast Olympic Village is proposed within the Gold Coast Zone at Robina, adjacent to Robina Town Centre, a major retail and entertainment precinct. The site is fully owned by Queensland Investment Corporation (QIC), a Queensland Government owned corporation.

Six venues and nine sports and disciplines are located within 25km and 25 minutes of the Village.

During the Olympic Games, the Village will accommodate 2 600 athletes and team officials in medium density apartments and townhouses, with a total of four residential blocks of maximum 14 storeys. 1 313 athletes and officials will be accommodated during the Paralympic Games.

The Village footprint comprises 8.1 hectares. Athletes will enjoy a full Village experience, scaled appropriately for the resident population.

As with the Brisbane Olympic Village, the project will be designed with full accessibility.

A public-private partnership (PPP) involving the Queensland Government, QIC and a third party private sector partner is also the proposed delivery model.

Satellite Villages

A rewarding Olympic experience for all athletes is at the forefront of all Brisbane 2032 planning. For athletes residing outside the Brisbane and Gold Coast Olympic Villages (and even within these Villages), the athlete experience will be optimised by:

- Providing quality accommodation and services in each athlete accommodation solution, with efficient and convenient access to competition and training venues
- Providing equivalent services in all athlete accommodation facilities, scaled appropriately to the population of the Village or satellite Village
- Planning Village and athlete accommodation services centrally and training all Village / satellite Villages staff uniformly prior to specific implementation at the respective location, so to ensure a consistent high quality service across all accommodation locations

- Creating entertainment and recreational experience services at every athlete Village and satellite Village location
- Engaging regularly with an Athlete Advisory Commission to ensure that the services planned at each Village / satellite Village facility optimally meet athlete needs

The unique features of the two primary satellite Villages are as follows:

- **Sunshine Coast Satellite Village**
The proposed satellite Village solution leverages a housing development in the Maroochydore city centre, fully secured from any adjacent developments. This unique opportunity will ensure all Sunshine Coast athletes and team officials are co-located, in close proximity to competition and training venues as well as beaches and entertainment districts within the heart of the Sunshine Coast. The residential buildings include ancillary space on the lower levels to be used for dining, NOC / NPC offices or business centre and storage areas, polyclinic facilities and fitness / recreation services. Regular shuttles will connect to venues and the Brisbane Olympic and Paralympic Village.
 - **Kooralbyn Satellite Village**
The Kooralbyn resort will accommodate all Rowing and Canoe (Sprint) athletes. This high quality resort is located within 40 minutes of the venue in a scenic township. The resort includes a range of amenities including restaurants, conference rooms, fitness and recreation facilities, a swimming pool and an 18 hole golf course, all of which will be available to the athletes. The permanent accommodation will be supplemented by additional temporary accommodation in a fully secured environment. Regular shuttles will connect to the venues and the Brisbane Olympic and Paralympic Village.
- Brisbane 2032 will work with NOCs towards defining solutions which allow athletes residing in the Sunshine Coast, Kooralbyn and Football cities accommodation to move into the Brisbane Village when competition is completed for their relevant sports.

Village contingency

Brisbane 2032 has planned for 16 400 beds relative to 16 000 planned participants. This plan assumes one bed per participant and the implementation of the IOC's sport quota system in a similar manner to that used at Tokyo 2020 across the collective Villages and Satellite Villages solutions. This represents an overall bed contingency of 2.5%.

In addition, there are specific further opportunities at each of the Village and / or satellite Village locations to create additional Games mode bed count. However, in order to avoid extra costs relating to the provision of additional beds prior to finalisation of the sport programme, Brisbane 2032 will ensure that the options to provide the additional beds are not exercised until NOC engagement and allotment planning is well advanced. Where possible this process will be commenced well in advance of the Games.

Additional Officials

It is understood that a multi-Village solution can create additional demands on NOC staff and IFs. Hence, the planned location of venues was the subject of careful consideration and extensive engagement with the IFs to ensure alignment with IF needs. This will support appropriate athlete support staff under the direction of the NOCs and NPCs. For example, both Volleyball and Beach Volleyball are located at Gold Coast, rather than split across two Games zones. Where this is not the case, the allocation has been determined with the input of the respective IF.

It is the intention that any additional NOC staff required would be accommodated as Additional Officials in accommodation outside but in close proximity to the Olympic Villages / satellite Villages, or within these Villages utilising available bed contingency space where feasible.

Q18 Olympic Villages legacy

Powerful legacy and housing stock outcomes anticipated for these key planned development sites

Brisbane Olympic Village

The 300 hectare Northshore Hamilton Priority Development Area, the proposed site for the Brisbane Olympic Village, is located on former and transitioning industrial port land. It is Queensland's most significant riverside urban renewal precinct and will assist to meet demand resulting from the anticipated 46% increase in the population of the inner Brisbane area between 2016 and 2041.

The ultimate vision for the site, planned since 2008, is a diverse world-class lifestyle, recreation and events destination incorporating residential, commercial, tourism, retail and community uses as well as high quality and expansive open spaces along the Brisbane River waterfront. Development of the Village within this location aligns with the vision and will accelerate this significant city-shaping project.

In legacy mode the Village will deliver housing supply across a number of key markets including social and affordable housing, aged care, retirement living, key worker and build-to-rent accommodation, hotel stock and market housing. This diversification of uses and the staging of the project will enable any property market impacts to be managed.

The specific legacy outcomes facilitated by the Games concept include:

- Development of the proposed 'green street' connecting the waterfront and parkland to the future school precinct
- Delivery of a component of the future riverside parkland
- Construction of the new CityCat terminal, to be used for secure athlete transport during the Games
- Revitalisation of existing warehouses along the waterfront

The development of the Olympic Village in Brisbane will be subject to market engagement, private sector investment and open to private sector innovation. The development sector in Australia has always shown a willingness to innovate on large complex projects like the Olympic Village, including to offer commercial options to mitigate the market absorption risk. By

way of example, the private sector approach proposed for the Gold Coast 2018 Commonwealth Games Village saw the developer deliver a very highly regarded Village of 1 252 units, creating significant budget savings and capping the financial exposure to government.

Gold Coast Olympic Village

The existing town planning framework for the Robina Town Centre, the proposed site for the Gold Coast Olympic Village, envisages intensive mixed use development with an urban character relating to the adjacent waterway and core retail precinct. Anticipated land uses include offices, business premises, hotel accommodation, entertainment facilities and residential developments in the form of medium rise apartment buildings.

This vision is part of a long-term plan initiated in the early 1990s for the development of a major central business district in this area. The Village development is fully aligned with this aspiration and will leave development-ready land for other mixed uses, supporting future jobs growth.

The Village will deliver much needed housing supply to one of Australia's fastest growing regions (the 2.5% average five-year population growth for the Gold Coast region compares with 1.5% for all of Australia) and will contribute to the vibrancy of the legacy mixed use centre.

2.3 Spectator and fan experience / community engagement

Q19 Spectator and fan experience

A limitless approach to offering new virtual and physical experiences for the widest possible Games audience

Spectators and fans are the lifeblood of the Olympic and Paralympic Games and the Brisbane 2032 fan experience will begin long before the Games, fostering a global appetite for Olympic and Paralympic sport and accessing traditional and new audiences, regardless of age, gender, ability or location, using contemporary and emerging techniques.

The athletes and their stories will be central. Brisbane 2032 proposes working with the IOC, IPC and OBS, leveraging internationally-recognised Queensland digital / film production capability, to enable each eligible athlete to produce a compelling, quality short digital story (film). This will be offered within the functionality of the personal and Olympic brand development module in the Athlete365 platform (and the Paralympic equivalent).

Distributed through the IOC, IPC, Games partners and athletes' social media, the athlete stories will create opportunities for valuable new fan engagement while reinforcing athlete role models in all nations. Complemented by other powerful content and post-production material, the Athlete365 stories will anchor a global digital outreach that will underscore the importance of the Games for athletes.

Beyond fan attraction and athlete brand building, content can be repurposed to support active engagement in the online and physical worlds, extending the IOC and IPC digital inventory.

At Games time, physical and virtual innovations will make Brisbane 2032 accessible for more people.

The Brisbane 2032 strategy for non-ticket holders will take advantage of current and emerging technologies that merge virtual and physical fan experiences, while expanding the engagement footprint to create seamless consumption opportunities from home / accommodation into the streets. Next

generation Live and Festival Sites will anchor this proposition, providing new immersive experiences, using personalised, multi-sensory content. Driven by real-time customer data, content, audio, branding, theming and feel of the Games will be managed at the push of a button, or through AI algorithms. Converging IPTV, LED, Augmented Reality (AR), Virtual Reality and audio systems, will put fans at the centre of their preferred action at every moment.

More specifically, some of the new age virtual and digital innovations under consideration include the following concepts:

- AR integrated into the Brisbane 2032 mobile application will ensure the experience of the event 'comes to life'. Athletes can 'pop in' via the application during key moments throughout the event, driving direct to fan engagement globally. Commercial partners can support by developing features, games and engagement concepts within their plans.
- Virtual seating solutions can allow fans to log in to their virtual seat. Strategically located smart cameras and speakers can ingest the Games atmosphere into the mobile application and / or member-based streaming platform to distribute the experience to global fans wanting a premium vantage point.
- Social gamification features can be used to drive a 'fantasy' based interactive solution keeping people engaged in the months leading into, and then throughout the Games. A points-based system will allow a user to select their athlete, sport and country preferences before competing against others all around the world for prizes. Social logins and groups will encourage chat among friends and embed Brisbane 2032 into the daily routine of a highly engaged global fan base.
- A driven-by-data content strategy will amplify Live Sites around the world. Static, pre-determined content will be replaced by customised live digital content that maximises relevance based on the time of day, nature or status of the day's events, and demographics / interests of the audience. AI engines will ensure the 'always on' content strategy surprises and delights with relevance and timeliness whilst the out of home media content integrations will ensure

Brisbane 2032 takeovers can be delivered globally without excessive infrastructure requirement or expense.

Brisbane 2032 is in the preliminary stages of exploring with the Australian Commonwealth Science and Industry Research Organisation (CSIRO) the feasibility of developing a virtual twin Olympic Games that would take place at the same time at Brisbane 2032, with the same sports and scenery. Already people use virtual reality goggles, cadence sensors and exercise bicycles to compete with other real people online racing a virtual version of the Tour de France.

Extending this concept to the Olympic and Paralympic Games could create a fully virtual version of the Games with people across the globe competing using virtual reality and computerised systems. This concept will be initially considered with the IOC and IPC should Brisbane be selected as host.

Importantly, a consequence of this development would be to catalyse growth in the local digital industry delivering jobs and other economic opportunities. Leveraging this capability, some of the digital technologies that could be repurposed and commercialised after the Games include safety monitoring systems, crowd intelligence platforms, virtual reality and digital twins, cloud-based technologies, augmented reality, cybersecurity systems, biometrics and electronic / digital ticketing systems.

In the physical world, elements of urban sports competition will be considered in "street" contexts, encouraging participation for new younger audiences. Broader access to training and competition venues will be explored with the creation of additional digital assets through agreed visibility of athlete warm-up and preparation activities.

Opportunities for active community sport participation in Games venues at Games time will continue to be evolved.

The Ceremonies will truly reflect a commitment to Games for all. An innovative Ceremonies presentation that spans the entire city and region is proposed, providing once-in-a-lifetime experiences for communities and showcasing region-wide connectivity, celebrating Queensland's position in the world.

The presentation of sport will capitalise on Australia's live sport presentation expertise and new technologies, several of which Australia continues to pioneer.

Crowd intelligence platforms and cashless venues that enable identity-based fan management will be explored in close collaboration with the IOC and IPC. Similarly, initiatives such as frictionless merchandise and food purchases enabled through privacy-compliant identity management could be utilised to reduce costs and enhance the fan experience.

Competition venues will deliver completely new spectator experiences through the fusion of sport, entertainment, music and art, bridging physical and virtual environments to attract different audiences in unforgettable ways.

Traditional in-venue experiences will be optimised by spectacular locations and the atmosphere of stadiums filled with passionate, knowledgeable Australian fans. The warm welcome extended to visiting athletes and spectators will reflect the diversity of Australia's community, whose proud volunteer culture will deliver capable, enthusiastic support.

Broadcast technology evolution, including augmented and virtual reality, cloud services, 5G, AI and data analytics will allow premium broadcast, accessible everywhere. Brisbane 2032 will work with broadcasters to bring the athlete experiences to life for global audiences in intimate, insightful ways. By presenting their human stories, while showcasing extraordinary aspects of their athletic performance in relatable ways, broadcast will engage and excite new audiences from beyond the traditional Games community.



Q20 Community engagement

Already well advanced, a sustained engagement programme will focus on the Games legacy proposition

The Brisbane 2032 engagement programme will present the Games legacy proposition to communities, thereby offering broad, authentic engagement platforms across the whole 10+10+ year legacy period. Brisbane 2032, if selected as host, will continue conversations with communities, reinforcing community confidence in the Games as a vehicle for positive change and providing live research to help build Games and legacy products. Whole of Queensland and Australia engagement will be targeted through traditional and emerging media and social channels.

Examples of engagement programmes enabled by Games legacy priorities

A full programme of engagement activities will draw on the legacy priorities (refer to Question 2). Where relevant, digital technology will be leveraged to amplify engagement programmes.

The health and wellbeing programme, featuring sport and active lifestyle, will be designed nationally and implemented locally in many hundreds of communities, with the Games providing a cut-through “call to action” with a particular focus on youth obesity.

The legacy priority to advance First Nations Australians will inspire a four-year programme of Games cultural showcasing, events and activities, celebrating and learning from the world’s oldest continuous culture.

The Games will energise the Queensland and Australian tourism brands and highlight the SEQ offering, driving recovery and growth over two decades. By assisting to drive economic impacts through tourism, Brisbane 2032 will enhance the lives of millions of Australians, thereby reinforcing the Games as a force for good across the community.

Games-enhanced integration and support activities across three levels of government will provide powerful opportunities for the creation of mutually beneficial community outreach through existing government programmes, leveraging Games brands to reach communities through new channels.

Examples of Games-specific engagement initiatives

The Australian Olympic Committee’s existing “Olympics Unleashed” and Paralympics Australia’s education programmes, which deploy Olympians and Paralympians to take Olympic and Paralympic Values into schools and communities across Australia, will be expanded and enhanced.

An innovative, extended Games volunteer programme will engage thousands of Australians four years before the Games, supporting targeted community initiatives and ultimately delivering the Games volunteer workforce.

Commencing in 2024, a national Olympic and Paralympic speakers bureau will engage, equip and deploy advocates to present Games information in offices, classrooms, town halls and online forums nationwide. Building on the successful Sydney 2000 bureau with new technologies, it will also provide opportunities for athletes.

Ongoing stakeholder engagement will spawn further initiatives including “Friends of the Games” programmes, aligned with existing AOC and PA activities prior to the Brisbane 2032 JMPA period.

In the four years leading up to the Games specific engagement initiatives will be developed for sporting groups, community organisations, businesses and industries disrupted by Games overlay and operations.

Immediately prior to the Games, the Brisbane 2032 Torch Relay will reprise and amplify the experience of Sydney 2000, when the Olympic Flame captured the hearts of all Australians in the last 100 days before the lighting of the cauldron, providing celebration and development opportunities.

Sport initiation programmes and mass participation events

Brisbane 2032 has considered the opportunities presented through both sport initiation and mass participation programmes in terms of:

- Sport engagement opportunities delivering health and well-being and Olympic / Paralympic sport promotion impacts, and
- Games engagement, promotion and partner activation

While initial planning is conceptual, there is also an opportunity to establish links to the broader fan experiences as outlined in the response to Q19.

Australia has a proven track record in sport initiation programmes through the development of modified sports (for example GOswim- <https://www.swimming.org.au/swim-1/learn/goswim>) to encourage initial engagement of young people and other specific target sectors within the community (including older people and people with disabilities). Other “come and try” programmes have also been successfully implemented, resulting in longer-term involvement in sport.

Building on these experiences, it is proposed to work closely with the IOC, IPC, IFs and the Australian sports system to develop a suite of sport initiation opportunities to complement existing programmes. The opportunity for migration of these programmes beyond Australia will be embraced wherever possible through the Olympic and Paralympic networks, with a particular focus on Australia’s neighbours in the Oceania region supported by Australian Government initiatives in the region such as the Australian Sports Partnership Program and PacificAus Sports.

Given the opportunity to leverage digital engagement to migrate to real world active participation, sport initiation programme strategies will not be limited to traditional approaches. Further development of these concepts will be undertaken as part of the broader Games and legacy planning within the 10+10+ legacy framework alongside the OCOG sport programme.

During the recent Gold Coast 2018 Commonwealth Games, a mass participation marathon event was staged featuring 6 600 participants (participant numbers were capped to mirror the

Commonwealth Games athlete numbers). Applications were well in excess of the final 6 600 participants. The event was successfully conducted in association with the Games competition utilising the Games marathon course. The positive community response and the programming / operational learnings from this initiative will be carried forward to support the planning and delivery of 2032 Olympic and Paralympic Games mass participation events, in partnership with the IFs. Current concepts under consideration include road events (targeting the Sunshine Coast location to minimise disruption in the Brisbane Zone) and other events that can be operationally accommodated.

In addition to Games time mass participation events, early concepts for nation-wide community “feeder competitions” are under consideration. The idea centres around a multi-year event staged prior to the Games, culminating in a community competition in the Games venue during / around Games time. This approach would act as a powerful community engagement opportunity that broadens the concept of Games-related mass participation and provides an opportunity to involve a wider range of sports.

Given the strong sports culture in Australia, it is anticipated that there will be a high level of interest by public authorities and the private sector to support these initiatives. The link to the broader health and well-being strategy associated with the Games will also accelerate the development of these early conceptual plans.



Paralympic Games

03



3. Paralympic Games

Q21 Paralympic Games vision

Building on solid foundations to create step change towards a truly inclusive and open society

Brisbane 2032 will create new standards for accessibility and celebration of achievement. Our vision for Brisbane 2032 is based on fully integrated planning, management and implementation. Our Paralympic Games vision engenders rich opportunities for the Games to drive conversations and actions around inclusion, diversity, accessibility and sustainability. These core Paralympic values are intrinsic to our Games management, delivery and legacy outcomes.

Great Games: Our vision aspires to position the Paralympic Games as relatable and accessible for all; elite, yet fully connected with the disability community and agenda. Guided by this ambition, the Paralympic Games will be passionately embraced by Australian people, truly celebrating Paralympians by filling every seat in every stadium and presenting spectacular competition to new audiences in new ways.

Support local development: Brisbane 2032 will drive initiatives to inspire a more inclusive future Australian society that enables people with a disability to fulfil their potential as equal members of the community. Brisbane 2032 will apply the 10+10+ year Games platform to existing national, Queensland and Brisbane strategies aimed at promoting greater inclusion, diversity and accessibility in sport and society, including:

- **Sport participation:** Of the 4.3 million Australians with a disability, only one in four participates in sport, while 75% want to participate. We will establish community programmes to encourage greater awareness and sport participation with the aim of engaging another 500 000

people with a disability in sport by 2032 (aligned to the National Sport Plan goal).

- The Brisbane Indoor Sport Centre at Albion will be delivered as a landmark facility for community and high performance and, importantly, para-sport programmes. The facility will support not only the local community, but also people with disabilities to achieve life goals through active sport participation and community programmes.
- **Social inclusion and community connection:** Sport is a valuable driver of social inclusion for people with a disability. We will partner closely with governments, human rights and anti-discrimination agencies to use the Games to drive activities to break down societal stereotypes and biases.
- **Health and wellbeing:** It can be particularly difficult for people with disabilities to be active. Brisbane 2032's health and wellbeing strategy will use the Games as a sustained, long term call to action to advance health and physical outcomes through aligning with goals of Australia's Long Term National Health Plan, National Obesity Strategy, National Preventative Health Strategy and National Mental Health Strategy.
- **Schools and education:** The Australian children whose attitudes towards disability were profoundly shaped by their Sydney 2000 Paralympic Games experience are now emerging leaders of our community. They will be entrusted to build on that transformational foundation, through the Brisbane 2032 Paralympic Games, taking advantage of an entire school lifecycle to make a further step change towards a truly inclusive and open society.
- **Employment:** Of the 2.1m Australians of working age with a disability, just 47.8% are employed, compared with 80.3% of people without disability. Learning from the achievements of London 2012, we will work with governments to achieve similar ambitious employment goals post 2032 by creating

new and innovative jobs for people with a disability and encouraging business owners to embrace inclusion.

- **Accessible transport, infrastructure and housing:** The Games will extend and accelerate Queensland's 40-year accessibility and inclusivity journey by completing programmes to provide disability-compliant public transport facilities, while creating new public places and precincts universally designed for the whole community.

Engaging the world: Brisbane 2032 will build on the powerful legacies of Sydney 2000 Paralympic Games and the Gold Coast 2018 Commonwealth Games, which created new standards for accessibility and equality for para-sports and para-athletes in Australia. These impacts reinforce the Paralympic Movement's strength in demonstrating what people with a disability can do and how they should be supported to achieve their goals, and its unique role as a force for change of perceptions globally.

The Games will also attract and capture new audiences and support Queensland's new Accessible Tourism Strategy.

Sustainable and resilient: Brisbane 2032 will embrace the inclusion and equality ambitions of the UN Sustainable Development Goals. The Games will embed accessibility and universal design principles in regional plans to enhance urban amenity and mobility solutions for local communities.

Partnership: Brisbane 2032 will embrace the opportunity to partner with the IPC to drive the global para-sport movement, harnessing the Paralympic values, the leadership of Paralympics Australia and the strength of Australian Sporting Alliance for People with Disability to create new opportunities for the Paralympic Games, para-athletes and people with a disability.

By applying the proposed long-term co-creating partnership with the IOC and IPC to the "two Games but one event" approach, opportunities for experience-enhancing and budget-

relieving innovation can originate in IOC, IPC or Brisbane and will manifest across both Games.

At home, our vision is to harness the powerful Games partnerships between three levels of government in Australia to provide further equitable programmes and policies for people with disability.

We will also partner with Sport Australia and the Australian Institute of Sport to provide more equitable funding for para-sports and para-athletes and establish Paralympic ambassadors and local champions in the community to enhance the Games experience for people with a disability, limitation or impairment.

Q22 Paralympic Games concept

A compact Paralympic Master Plan featuring showcase locations

Consistent with the “two Games but one event” approach, the Paralympic Games Master Plan utilises the guiding principles that underpin the Olympic Games Master Plan.

The 18 Paralympic venues are located in the three Games zones: Brisbane, Gold Coast and Sunshine Coast. The overall footprint is more compact, as some regional venues are not required for the Paralympic sport programme.

The Paralympic Games Master Plan maintains the opportunity for the showcasing of outdoor sports and road events using key Gold Coast and Sunshine Coast venues.

The Villages at Brisbane and Gold Coast will be retained for the Paralympic Games. The base design will meet all Paralympic requirements.

Staging the Paralympic Games in a regional footprint ensures that Games time and legacy transport facilities and modes will be accessible, supporting the region’s long-term accessible tourism strategy.

Brisbane 2032 is committed to achieving the highest level of accessibility for all venues and will work with the APC and IPC to ensure that all requirements are met.



TRANSPORT INFRASTRUCTURE

- | | |
|---------------------------------------|------------------------------------|
| 1 SEQ Rail Network | 12 Pacific Motorway (M1) Upgrade |
| 2 G:Link Gold Coast Light Rail | 13 Centenary Motorway (M5) Upgrade |
| 3 SEQ Motorways | 15 Warrego Highway Upgrade |
| 4 Kingsford Smith Drive | 16 Cross River Rail |
| 9 Brisbane Metro | 17 Eastern Priority Bus Corridor |
| 10 Beerburrum to Nambour Rail Upgrade | 20 Coomera Connector |
| 11 Bruce Highway (M1) Upgrade | |

TRANSPORT TYPE

- | | |
|--------------------------------|-------------------------|
| Rail | Light rail |
| Motorway / Major Arterial Road | Brisbane Metro / Busway |

**Map B - Paralympic Games Concept
SEQ Region**

COMPETITION VENUES

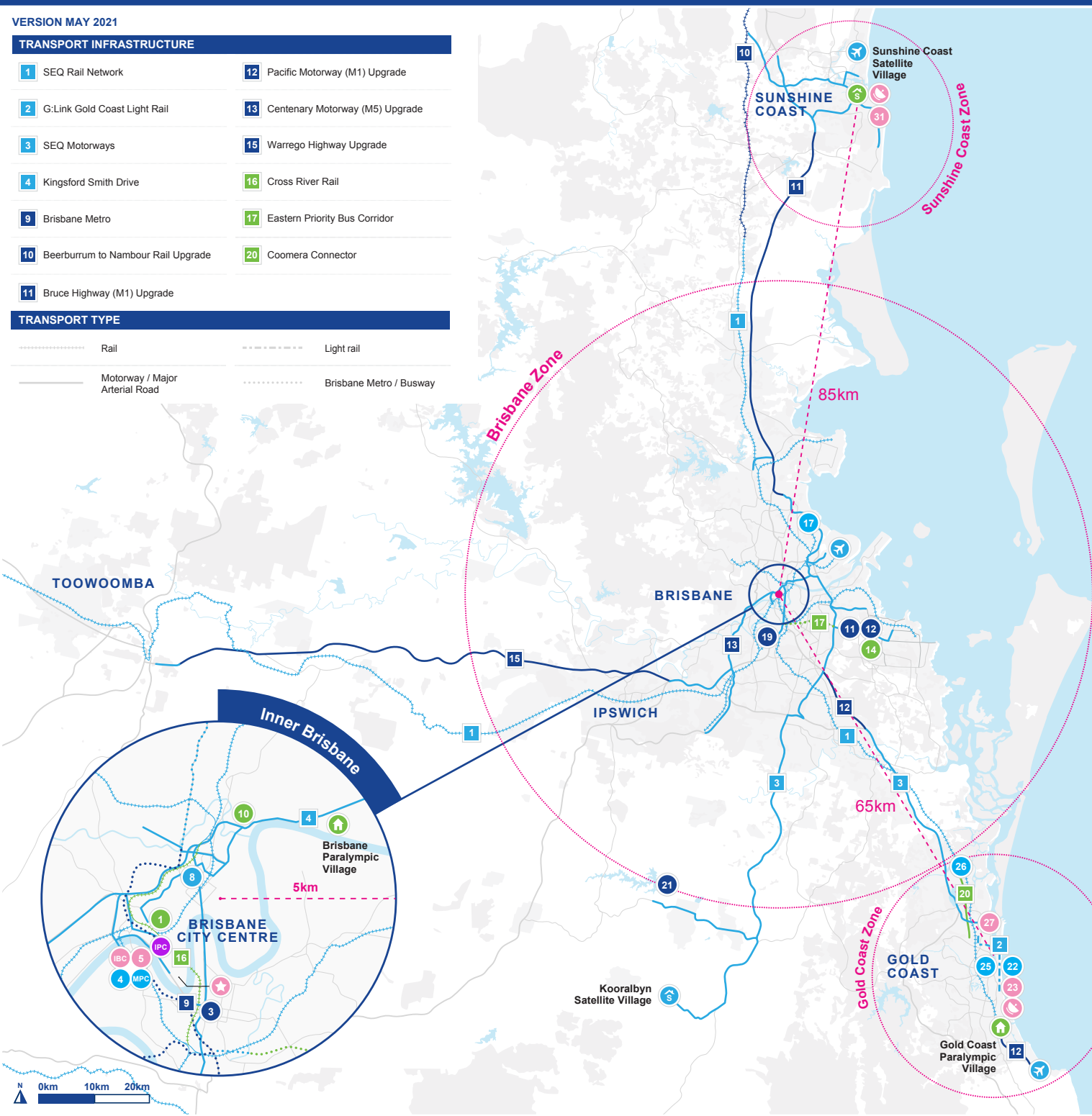
- | | |
|---|--|
| 1 Brisbane Arena
Aquatics (Swimming) | 17 Brisbane Entertainment Centre
Goalball |
| 3 Brisbane Cricket Ground
Athletics (Track and Field), Ceremonies | 19 Queensland Tennis Centre
Wheelchair Tennis |
| 4 Brisbane Convention & Exhibition Centre
Table Tennis, Wheelchair Fencing, Taekwondo, Badminton, Judo | 21 Wyalong Flatwater Centre
Rowing, Canoe (Sprint) |
| 5 South Bank Cultural Forecourt
Archery | 22 Gold Coast Convention & Exhibition Centre
Sitting Volleyball, Powerlifting |
| 8 Brisbane Showgrounds
Equestrian | 23 Broadbeach Park Stadium
Football 5-a-side |
| 10 Brisbane Indoor Sports Centre
Wheelchair Basketball | 25 Gold Coast Sports & Leisure Centre
Boccia |
| 11 Brisbane International Shooting Centre
Shooting Para Sport | 26 Coomera Indoor Sports Centre
Wheelchair Rugby |
| 12 Anna Meares Velodrome
Cycling (Track) | 27 Broadwater Parklands
Triathlon |
| 14 Chandler Indoor Sports Centre
Wheelchair Basketball | 31 Alexandra Headland
Cycling (Road), Athletics (Marathon) |

NON-COMPETITION FACILITIES

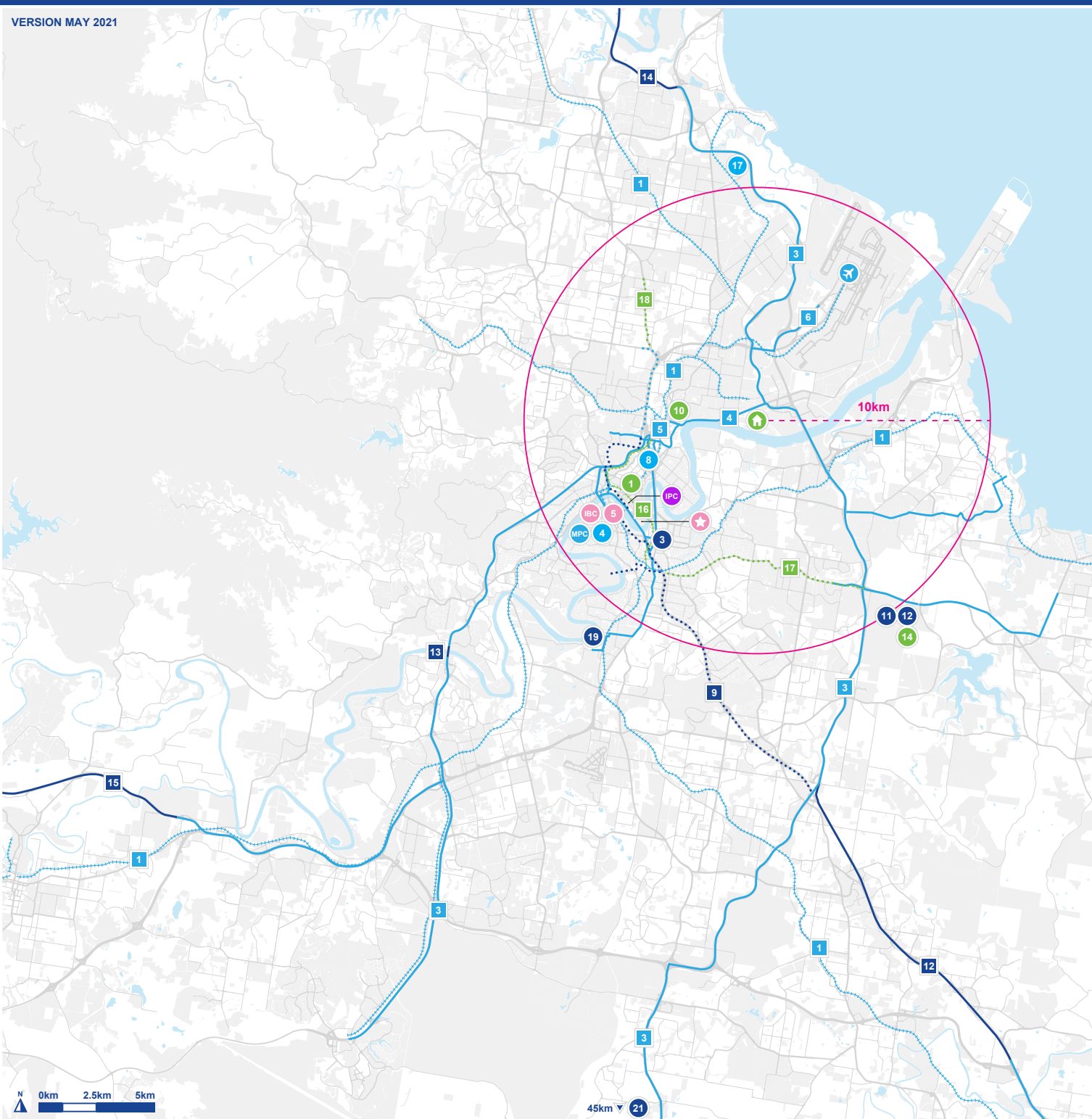
- | | |
|----------------------------------|--------------------------------|
| Paralympic Village | Festival / Live Site |
| Sunshine Coast Satellite Village | International Broadcast Centre |
| Kooralbyn Satellite Village | RHB Studio Hub |
| IPC Hotel | Main Press Centre |
| Airport | |

INFRASTRUCTURE STATUS

- | | |
|-------------------------------|-------------------------------------|
| Existing | Temporary |
| Existing with permanent works | Planned (irrespective of the Games) |



Map B - Paralympic Games Concept Brisbane Zone



COMPETITION VENUES

- | | |
|--|---|
| 1 Brisbane Arena
Aquatics (Swimming) | 11 Brisbane International Shooting Centre
Shooting (Para Sport) |
| 3 Brisbane Cricket Ground
Athletics (Track and Field), Ceremonies | 12 Anna Meares Velodrome
Cycling (Track) |
| 4 Brisbane Convention & Exhibition Centre
Table Tennis, Wheelchair Fencing, Taekwondo, Badminton, Judo | 14 Chandler Indoor Sports Centre
Wheelchair Basketball |
| 5 South Bank Cultural Forecourt
Archery | 17 Brisbane Entertainment Centre
Goalball |
| 8 Brisbane Showgrounds
Equestrian | 19 Queensland Tennis Centre
Wheelchair Tennis |
| 10 Brisbane Indoor Sports Centre
Wheelchair Basketball | 21 Wyalong Flatwater Centre
Rowing, Canoe (Sprint) |

NON-COMPETITION FACILITIES

- | | |
|--|---|
| IBC Brisbane Paralympic Village | IBC International Broadcast Centre |
| IPC IPC Hotel | ★ Festival / Live Site |
| BA Brisbane Airport | MPC Main Press Centre |

TRANSPORT INFRASTRUCTURE

- | | |
|---|---|
| 1 SEQ Rail Network | 13 Centenary Motorway (M5) Upgrade |
| 3 SEQ Motorways | 14 Gateway Motorway (M1) Upgrade |
| 4 Kingsford Smith Drive | 15 Warrego Highway Upgrade |
| 5 Inner City Bypass | 16 Cross River Rail |
| 6 Airport Drive | 17 Eastern Priority Bus Corridor |
| 9 Brisbane Metro | 18 Northern Transitway |
| 12 Pacific Motorway (M1) Upgrade | |

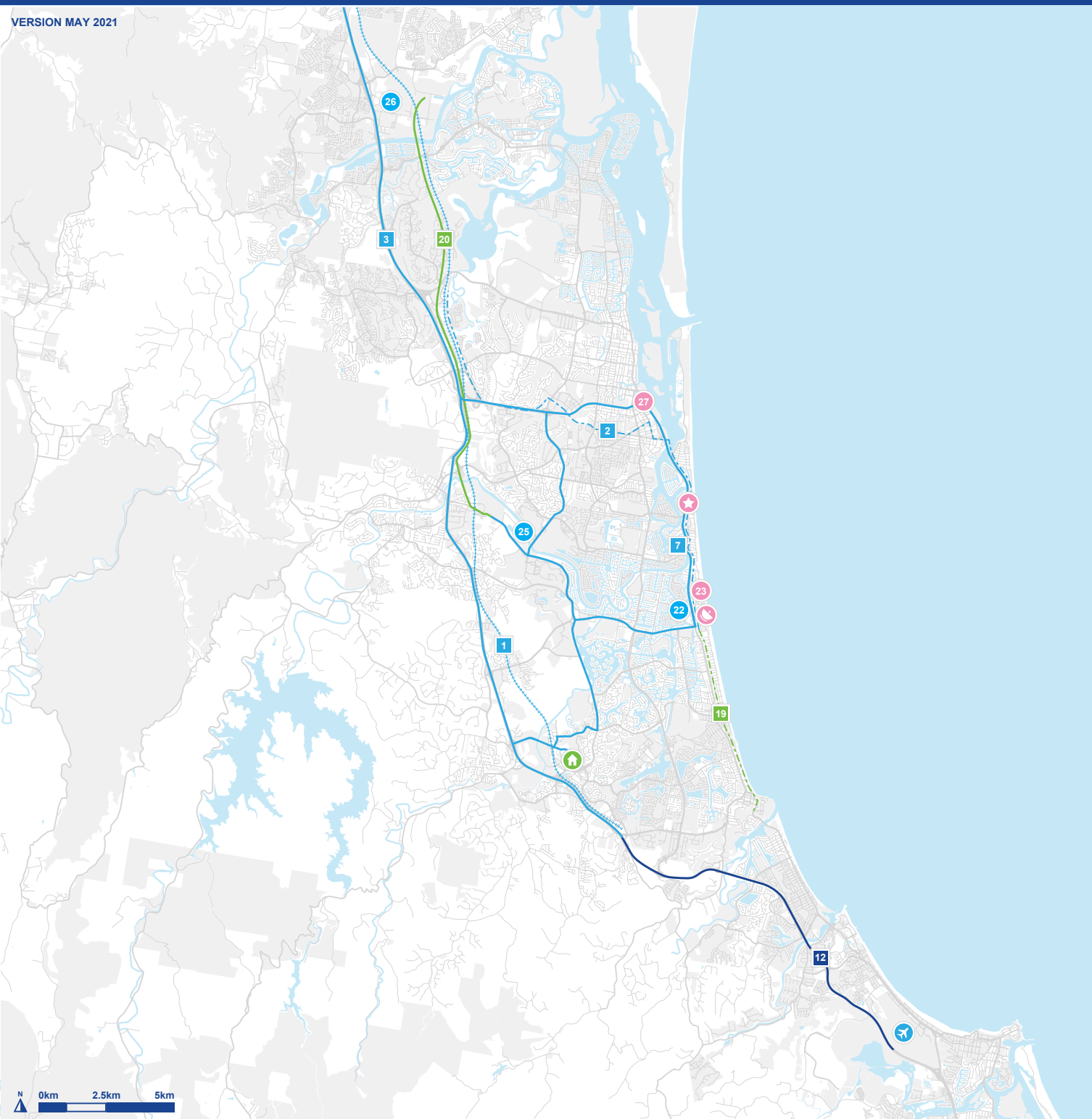
TRANSPORT TYPE

- | | |
|--------------------------------|-------------------------|
| Rail | Light rail |
| Motorway / Major Arterial Road | Brisbane Metro / Busway |

INFRASTRUCTURE STATUS

- | | |
|-------------------------------|-------------------------------------|
| Existing | Temporary |
| Existing with permanent works | Planned (irrespective of the Games) |

Map B - Paralympic Games Concept Gold Coast Zone



COMPETITION VENUES

- | | |
|---|--|
| 22 Gold Coast Convention & Exhibition Centre
Sitting Volleyball, Powerlifting | 26 Coomera Indoor Sports Centre
Wheelchair Rugby |
| 23 Broadbeach Park Stadium
Football 5-a-side | 27 Broadwater Parklands
Triathlon |
| 25 Gold Coast Sports & Leisure Centre
Bocce | |

NON-COMPETITION FACILITIES

- | | |
|--|-------------------------------|
| 1 Gold Coast Paralympic Village | 2 RHB Studio Hub |
| 3 Gold Coast Airport | 4 Festival / Live Site |

TRANSPORT INFRASTRUCTURE

- | | |
|---------------------------------------|---|
| 1 SEQ Rail Network | 12 Pacific Motorway (M1) Upgrade |
| 2 G-Link Gold Coast Light Rail | 19 Gold Coast Light Rail Extension |
| 3 SEQ Motorways | 20 Coomera Connector |
| 7 Gold Coast Highway | |

TRANSPORT TYPE

- | | |
|-------------------------------------|------------------|
| Rail | ----- Light rail |
| ———— Motorway / Major Arterial Road | |

INFRASTRUCTURE STATUS

- | | |
|--|--|
| 1 Existing | 2 Temporary |
| 3 Existing with permanent works | 4 Planned (irrespective of the Games) |



Q23 Governance integration

Structural integration

The Brisbane 2032 governance arrangements will enable fully integrated planning, management and implementation of both the Olympic and Paralympic Games. This approach reflects Brisbane 2032's complete commitment to inclusivity, while respecting the unique and special characteristics that differentiate the Paralympic Games. It also ensures that the full weight of the combined Games platform is deployed to drive Brisbane 2032's ambitious community accessibility and inclusivity objectives.

The legislation that will establish the Brisbane 2032 Organising Committee (OCOG) will commit the key governance bodies to take responsibility for both the Olympic and Paralympic Games. Consistent with the IOC's requirements per Article 3.2 of the *Contractual Framework for Hosting the Olympic and Paralympic Games*, the OCOG Board will include any IPC governing board member from Australia, the President of Paralympics Australia and at least one athlete having competed for Australia in the most recent edition of the Paralympic Games.

Advising the Board on all matters pertaining to the Paralympic Games, the Paralympic Games Advisory Committee will bring together relevant stakeholders from the government, sport, business, and community sectors across Australia.

It is envisaged the Joint Steering Forum will have oversight for both the Olympic and Paralympic Games.

Organisational integration

Within the OCOG management structure the Paralympic Games Director will be a core member of the senior leadership team, leading a directorate focused jointly on Paralympic integration and the articulation and assurance of agreed service levels.

The Paralympic Games Directorate will work with all areas of the OCOG and other relevant agencies to ensure that Paralympic Games requirements are met, particularly in respect of the accessibility of venues, transport and other infrastructure. All Games functional areas will hold planning and delivery responsibilities across both Games.

The Paralympic Games Directorate will also play an advocacy role, working with the marketing, communications, community engagement, education and government relations programmes, and the Olympic Coordination Authority (OCA), in positioning the Paralympic Games and movement to ensure the aspirational vision is realised.

An agile and fully integrated approach will extend to the coordinated support of agencies across the three levels of government.

The Brisbane 2032 recruitment programme, including volunteers, will set new Games diversity and inclusiveness benchmarks, ensuring the widest range of opportunities for people with disabilities.



Q24 Paralympic Games competition venues

Table 24 - Paralympic Games competition venue overview

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Existing accessible capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
Aquatics (Swimming)	1	Brisbane Arena	Brisbane Zone	Brisbane City Cluster	15 000		15 000		17 000	n / a	Multi-purpose indoor arena for sports and entertainment	1 x 50m pool	Temporary warm-up pool and structure
Archery	5	South Bank Cultural Forecourt	Brisbane Zone	Brisbane River Cluster	4 000		4 000			Temporary event space	Temporary event space	2 shooting lanes	Temporary adjacent to venue
Athletics (Marathon)	31	Alexandra Headland	Sunshine Coast Zone		5 000		5 000			Surf Life Saving Club and a conference centre, road, public park / beach	Surf Life Saving Club and a conference centre, road, public park / beach	Existing roads	Use of existing roads
Athletics (Track & Field)	3	Brisbane Cricket Ground	Brisbane Zone	Brisbane River Cluster	50 000		50 000		50 000	Stadium for Cricket, AFL and Entertainment	Stadium for Cricket, AFL and Entertainment	1 x 8 lane 400m track 136m x 70m throws warm-up	Temporary track installed at adjacent park and existing fields for throws
Badminton	4	Brisbane Convention and Exhibition Centre Hall 4	Brisbane Zone	Brisbane River Cluster	6 000		6 000			Exhibition and convention centre	Exhibition and convention centre	3 x warm-up courts	Temporary courts adjacent to competition hall
Boccia	25	Gold Coast Sports and Leisure Centre	Gold Coast Zone	Carrara Cluster	7 500		7 500			Multi-purpose indoor community sports facility	Multi-purpose indoor community sports facility	2 x warm-up courts	Temporary courts adjacent to competition hall
Canoe (Sprint)	21	Wyaralong Flatwater Centre	Brisbane Zone		13 000	1 000	14 000		1 000	Competition and training rowing facility	Competition and training rowing facility	600m warm-up channel	Existing warm-up channel adjacent to competition channel
Cycling (Road)	31	Alexandra Headland	Sunshine Coast Zone		5 000		5 000			Surf Life Saving Club and a conference centre, road, public park / beach	Surf Life Saving Club and a conference centre, road, public park / beach	Existing roads	Use of existing roads
Cycling (Track)	12	Anna Meares Velodrome	Brisbane Zone	Chandler Cluster	4 000		4 000	23	1 500	Velodrome and BMX track for community and high performance use	Velodrome and BMX track for community and high performance use	1 x warm-up area at infield	Use of infield for team warm-up areas
Equestrian	8	Brisbane Showgrounds	Brisbane Zone	Herston Cluster	15 000		15 000	30	5 000	Showgrounds multi-purpose stadium and convention and exhibition centre	Showgrounds multi-purpose stadium and convention and exhibition centre	1 x 30 minute warm-up arena (60m x 40m) and 1 x 10 minute final warm-up arena (80m x 50m)	Temporary outdoor and indoor warm-up areas adjacent to main arena
Football 5-a-side	23	Broadbeach Park Stadium	Gold Coast Zone	Broadbeach Cluster	12 000		12 000		12 000	Public park, football, croquet and lawn bowls clubs	Public park, football, croquet and lawn bowls clubs	1 x warm-up pitch	Use of existing lawn bowls greens adjacent to venue
Goalball	17	Brisbane Entertainment Centre	Brisbane Zone		11 000		11 000	37	11 000	Multi-purpose indoor arena for sports and entertainment	Multi-purpose indoor arena for sports and entertainment	2 x warm-up courts	Existing sports hall adjacent to competition hall
Judo	4	Brisbane Convention and Exhibition Centre Hall 4	Brisbane Zone	Brisbane River Cluster	6 000		6 000			Exhibition and convention centre	Exhibition and convention centre	4 x warm-up mats	Temporary mats in existing hall adjacent to competition hall
Powerlifting	22	Gold Coast Convention and Exhibition Centre Hall 3	Gold Coast Zone	Broadbeach Cluster	5 000		5 000			Exhibition and convention centre	Exhibition and convention centre	15 x warm-up platforms	Temporary platforms directly adjacent to competition hall
Rowing	21	Wyaralong Flatwater Centre	Brisbane Zone		13 000	1 000	14 000		1 000	Competition and training rowing facility	Competition and training rowing facility	600m warm-up channel	Existing warm-up channel adjacent to competition channel

Sport / discipline	#	Venue name	Zone	Cluster	Seating bowl capacity	Standing area capacity	Total gross capacity	Existing accessible capacity	Legacy seating capacity	Current use	Post-Games use	Warm-up FOPs	Warm-up description
Shooting Parasport	11	Brisbane International Shooting Centre	Brisbane Zone	Chandler Cluster	2 000 (Rifle and Pistol) 2 000 (Trap and Skeet)		2 000 (Rifle and Pistol) 2 000 (Trap and Skeet)			Existing shooting centre	Existing shooting centre	n / a	Warm-up on FOP
Sitting Volleyball	22	Gold Coast Convention and Exhibition Centre Arena	Gold Coast Zone	Broadbeach Cluster	6 000		6 000		6 000	Exhibition and convention centre	Exhibition and convention centre	2 x warm-up courts	Temporary courts in existing hall adjacent to competition hall
Table Tennis	4	Brisbane Convention and Exhibition Centre Great Hall / Hall 1	Brisbane Zone	Brisbane River Cluster	6 000		6 000	24	3 000	Exhibition and convention centre	Exhibition and convention centre	14 x warm-up courts	Temporary courts adjacent to competition hall
Taekwondo	4	Brisbane Convention and Exhibition Centre Hall 2	Brisbane Zone	Brisbane River Cluster	6 500		6 500			Exhibition and convention centre	Exhibition and convention centre	4 x warm-up mats	Temporary mats adjacent to competition hall
Triathlon	27	Broadwater Parklands Mitchell Park	Gold Coast Zone		5 000		5 000			Park and event site for Triathlon	Park and event site for Triathlon	Multiple team tents	Use of competition field of play and individual team tents
Wheelchair Basketball	14	Chandler Indoor Sports Centre	Brisbane Zone	Chandler Cluster	10 000		10 000			n / a	Community sports hub 12 court facility	2 x warm-up courts	Temporary courts adjacent to competition hall
	10	Brisbane Indoor Sports Centre	Brisbane Zone	Herston Cluster	12 000		12 000			n / a	Community sports hub 12 court facility	2 x warm-up courts	Temporary courts adjacent to competition hall
Wheelchair Fencing	4	Brisbane Convention and Exhibition Centre Hall 2	Brisbane Zone	Brisbane River Cluster	6 500		6 500			Exhibition and convention centre	Exhibition and convention centre	8 x warm-up pistes	Temporary pistes adjacent to competition hall
Wheelchair Rugby	26	Coomera Indoor Sports Centre	Gold Coast Zone		11 000		11 000			Community sports hub 8 court facility	Community sports hub 8 court facility	2 x warm-up courts	Temporary courts adjacent to competition hall
Wheelchair Tennis	19	Queensland Tennis Centre	Brisbane Zone		5 500 (Centre Court) 4 000 (Court 1) 2 400 (Court 2/ Court 3) 1 600 (Court 4 to 11)		5 500 (Centre Court) 4 000 (Court 1) 2 400 (Court 2/ Court 3) 1 600 (Court 4 to 11)	56	5 500 (Centre Court)	Tennis centre	Tennis centre	6 x warm-up and practice courts	Identical surface adjacent to competition courts

Q25 Paralympic non-competition venues

Consistent plan for non-competition venues

No Paralympic-specific non-competition venues are proposed.

The Brisbane Paralympic Village (5 790 beds) will service all venues in the Brisbane Zones. The Gold Coast Paralympic Village (1 313 beds) will offer athletes based in Gold Coast a full village experience. Consistent with the Olympic Games proposal, Satellite Village accommodation will be available to Paralympic athletes competing in Sunshine Coast and Wyaralong. Tailored NPC solutions will be created to provide a village experience for every athlete.

The Paralympic Villages and Satellite Villages will have excess capacity in Paralympic mode and will comfortably accommodate the needs of Paralympic athletes. Full accessibility will feature in the base legacy design of all accommodation facilities.

The International Broadcast Centre will be located at South Brisbane, consistent with the Olympic Games proposal. The Paralympic Opening and Closing Ceremonies will be staged at the Brisbane Cricket Ground and will celebrate Paralympians and their extraordinary achievements.

Q26 Accessible infrastructure

Australia has a long history of mandating accessibility in built and transport infrastructure

Existing accessible infrastructure

Australia was one of the original signatories in 2007 to the UN Convention on the Rights of Persons with Disabilities (CRPD) and has a strong domestic accessibility regulatory framework. Enacted in 1992, the national *Disability Discrimination Act (DDA)* makes it unlawful to treat someone unfairly because of their disability and requires a reasonable adjustment of infrastructure via the provision of goods and services. The DDA is administered by the Australian Human Rights Commission and ultimately enforced by the Federal Court. The Queensland Human Rights Commission administers the *Anti Discrimination*

Act 1991 which also prohibits discrimination of people with a disability when supplying goods and services.

More recently, the National Construction Code of Australia (NCC) 2019 has required that all new buildings and infrastructure are accessibility-compliant with the Disability (Access to Premises – Buildings) Standards 2010 and Australian Standards 1428 series. For major building upgrades developers are required to consult current accessibility guidelines and adhere to these regulations.

The NCC applies broadly to commercial, industrial and residential buildings, hotels, recreation and sporting facilities and transport terminals. The main accessibility requirements of the NCC are:

- Accessible parking bays and drop-off zones
- Primary and secondary entries
- Circulation, pathways and doorways
- Vertical transport such as ramps and lifts with audible information, buttons with a raised tactile surface and braille markings
- Toilets including unisex-accessible and ambulant-accessible toilets
- Captioning and hearing loop technology
- Well-lit footpaths and ramps that have non-slip surfaces, are wide enough to accommodate people using mobility aids and are clear of obstruction
- Reach ranges and heights

At the state level the *All Abilities Queensland: Opportunities for all (2017-2020)* (the State Disability Plan) establishes broad ranging requirements and objectives for barrier-free society and the *Disability Services Act 2006 (Qld)* establishes equal rights and full community inclusion while the *Guide, Hearing and Assistance Dogs Act 2016 (Qld)* enables people with a disability who rely on guide, hearing or assistance dogs to have independent access to the community.

Specifically, in respect of new hotels, a minimum of approximately one percent accessible rooms must be provided across the various categories of room types / standards and bed numbers.

Developers and infrastructure owners are aware that accessible buildings are increasingly a requirement of families, ageing adults and people with other accessibility needs such as short-term illnesses. A 2017 study by the University of Technology Sydney Institute for Public Policy and Governance quantified the economic benefit of accessible tourism in Australia at approximately USD6.1 billion.

The Queensland Government has existing policies supporting more inclusive and accessible destinations for visitors of all abilities. Building on the release of the Inclusive Tourism Guide in 2017, the Queensland Government published in 2018 the 'Six Simple Steps to Accessible and Inclusive Tourism' guide as part of the Embracing 2018 Legacy Programme for the Gold Coast 2018 Commonwealth Games. The Queensland Government continues to work with tourism industry stakeholders and operators to increase inclusiveness and accessibility in experience design and service delivery.

All public transport facilities (for example train and bus stations) will be fully accessible for the Games.

Accessibility and inclusion laws

In addition to the overarching DDA legislation, the Disability Standards for Accessible Public Transport (DSAPT) 2002 establishes minimum accessibility requirements to be met by providers and operators of public transport conveyances, infrastructure and premises.

The Access to Premises Standards, enshrined in legislation in 2011, mandate that accessibility provisions are implemented to the built environment via the National Construction Code (NCC). Private building certifiers assess and certify compliance. Potential sanctions for any non-compliant developments include orders for building shutdowns or even partial demolition.

Venue accessibility

Since the Sydney 2000 Olympic and Paralympic Games and the integrated Para-sport programmes of the 2006 and 2018 Commonwealth Games in Melbourne and Gold Coast respectively, venue accessibility has become an inherent requirement of any new or refurbished venue.

The Disability (Access to Premises - buildings) Standards 2010 establish minimum standards for regional and district sporting facilities, ensuring grassroots sport and recreation venues are accessible to all people.

Australia has excelled in the provision of sporting facilities that provide seamless accessibility for spectators, athletes, staff and administrators. Elite venues and training facilities encompass the principles of universal design, ensuring they are available to all persons, regardless of ability or age.

The Australian Institute of Sport and each State / Territory Institute and Academy of Sport conduct integrated training programmes that do not differentiate between Olympic and Paralympic athletes.

The venue audit process has confirmed that existing venues in the South East Queensland region, including spectator accommodation facilities, feature high levels of accessibility for users. Where required, accessibility upgrades will be undertaken during the programme of permanent works on existing venues. This will ensure that all Paralympic venues meet relevant Australian accessibility standards and Paralympic Games standards.

An initial screening of existing venues has identified that the majority of sport competition venues have a high level of accessibility and have been developed based on relevant Australian standards including specific requirements for sport venues. Many of the existing venues have been constructed or significantly upgraded in the past ten years, achieving the most recent standards, including the Disability (Access to Premises – Buildings) Standards 2010.

A small number of venues have been identified as having some accessibility issues, and an optimal strategy will be developed to resolve any defined issues. However it is noted that for both of these venues, athlete movements are generally at grade or on a single level based on the proposed designs and general accessibility is at a reasonably high level throughout.

A more detailed accessibility audit will be undertaken in the future for each venue, which will assess requirements based on acceptable minimum standards and specific requirements arising out of the nominated Paralympic sport, where relevant. This detailed audit will identify the optimal solution for enhancing

accessibility, which may include permanent upgrades, or temporary adaptation through the overlay programme, dependent on required legacy outcomes.

All new Brisbane 2032 Games venues will be fully accessible and compliant with all regulatory requirements, including wheelchair seating.

Q27 Promotion of disability awareness

A profound opportunity to promote inclusion and integration within a strong existing strategic framework

The Brisbane 2032 Paralympic Games will be the pinnacle global event for elite athletes with a disability, while embracing the event's role as a powerful platform for engaging all people, with and without a disability, to create a more inclusive and accessible society where all can fulfil their potential as valuable members of our communities.

Innovative marketing

Brisbane 2032 will develop innovative Paralympic marketing and communications initiatives. A campaign is proposed, for example, to challenge the community to buy every available ticket for the 2032 Paralympic Games. Recent success in Australian international events (such as the recent ICC Women's T20 World Cup final) provides a foundation for achieving this endeavour. Harnessing Australia's competitive spirit, this proposition will be built on a sophisticated, fully accessible ticketing programme, combining proven initiatives, such as schools and seniors programmes pioneered at Sydney 2000, with powerful ticketing data analytics and marketing capability enabled by TOP Partners. These activities will be fully synchronised with the Olympic Games ticketing programme to maximise flow-on benefits.

The Paralympic Games will be promoted alongside the Olympic Games through a complementary yet uniquely differentiated programme. Specific Paralympic Games promotional activities and timings will be identified and managed in a way that optimises both Olympic and Paralympic marketing and communications. The strategy will capitalise on all opportunities

for alignment and mutual reinforcement, benefiting the outcomes for both Games. Joint programmes will be conducted where possible, including with Games partners.

A better future

Australia's National Disability Strategy and the world leading USD16.8 billion annual National Disability Insurance Scheme (NDIS) provide vehicles through which to engage the Paralympic Games and Paralympians to drive disability awareness and promote inclusion and integration of all people with disabilities.

By way of example, the Information, Linkages and Capacity Building Programme provides grant funding to providers to create new community participation initiatives, or expand on existing projects such as a current Queensland schools programme that introduces students to Paralympic sports with a view to their formal incorporation into the curriculum.

The decade-long Games lead time allows for integration with the next iteration of the Australian Government's National Disability Strategy (NDS), due to be finalised in 2021. These timing synergies enable early consideration of the role that hosting the Paralympic Games in Australia could play in aligning and accelerating programmes and outcomes.

The new NDS is expected to include a focus on improving attitudes to disability in the wider community. Preparation for hosting the Paralympic Games will provide numerous opportunities to contribute to this effort within the sustained strategic framework.

Community engagement and awareness

The national Games-wide engagement and communications programme will be founded on the Games legacy proposition alongside, and for the most part integrated with, Olympic Games initiatives. The goal will be to foster inclusive and accessible communities. Through para-sport, health and wellbeing will be promoted across the disability community. Both are priority outcomes for the NDS.

Other initiatives designed to promote awareness about disability, inclusion and integration of people with disabilities will include:

- Awareness and unconscious bias training for the 300 000-plus Olympic and Paralympic Games workforce
- Paralympic Games promotional and educational content developed and distributed with partners and broadcasters over an extended pre-Games period
- Wide deployment of Paralympic athlete ambassadors from classrooms to boardrooms
- Games supply chain policies securing opportunities for people with a disability
- Para-sport participation and legacy research through engagement of academic institutions and their cohort

Our 10+10+ year Games strategy deliberately allows for evolution against this broad strategic framework. While it will be led by the strategic framework of the NDS, it will recognise the reach of local government (through initiatives such as the successful Brisbane City Council Access and Inclusion Plan) and community groups. Hence local implementation will be a key feature. Through this national-local approach, Brisbane 2032 is also committed to working with the IPC to evolve the programmes to meet IPC objectives beyond Australia's borders.

Measurement and monitoring

The new NDS features strengthened measurement and reporting protocols. Robust longitudinal research studies incorporated into NDS monitoring will provide transferable empirical data on the impact of hosting the Paralympic Games. It will also enable the assessment of the relative effectiveness of programmes in shifting community attitudes towards people with disabilities over a 10+10+ year Games hosting and legacy period.



Sustainability

04



4. Sustainability

Q28 Sustainability governance

Sustainability obligations and monitoring “hard-wired” into all OCOG and OCA activities

Sustainability responsibilities

Brisbane 2032 will embed its commitments to sustainable Games across all Games-related organisations, integrating the Games-related sustainability challenge with the governance and leadership of the Games (refer to Figure 28a).

Reporting to the Board of the Organising Committee (OCOG) and to the Minister responsible for the Olympic Coordination Authority (OCA), a joint OCOG-OCA Legacy & Sustainability Advisory Group will be convened across both organisations. This group will have a wide mandate to advise on strategy and oversee delivery against the sustainability programme. The Advisory Group will co-opt external experts as required.

It is also proposed an independent external monitoring and assurance body is jointly appointed by the OCOG Board and the Minister. As a standard component of OCOG governance culture, the OCOG Audit and Risk Committee will include in its periodic performance reports to the OCOG Board the findings of the independent external monitoring and assurance body.

At management level, the two principal Games delivery entities (OCOG and OCA), which together are responsible for overseeing planning, infrastructure assurance, operations and legacy planning and delivery, will each appoint senior Legacy and Sustainability Directors as part of their most senior executive teams, reporting to the respective CEOs.

The OCOG Legacy and Sustainability Directorate will be created within the OCOG at its inception. The OCOG Legacy and Sustainability Director will lead the OCOG’s sustainability

programme planning and implementation, delivering core OCOG-wide specialist skills and support. The directorate will also act as an in-house expert consulting service.

Corresponding senior specialist resources will be appointed at OCA under the direction of a senior sustainability lead. Sustainability specialists will provide infrastructure delivery, government services, legacy and sustainability oversight.

Supporting these Legacy and Sustainability Directors will be a joint OCOG-OCA Legacy and Sustainability Working Group, which will include representatives of each level of government and all Queensland host cities. The Working Group will ensure a coordinated management approach across all Games and Games-related programmes, including integration with business-as-usual activities.

The Legacy and Sustainability Working Group will be responsible for the development and management of the whole-of-Games carbon budget, OCOG / OCA environmental initiatives and other IOC Sustainability Strategy / UNSDG deliverables, with a particular focus on SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable).

Monitoring and assurance

Sustainability outcomes and obligations will be “hard-wired” into OCOG and OCA operations, with day-to-day responsibility managed at functional area, project and programme level. Project and programme managers will have formal tracking obligations in relation to carbon budget management and broader sustainability initiatives, alongside their schedule, financial and risk management responsibilities.

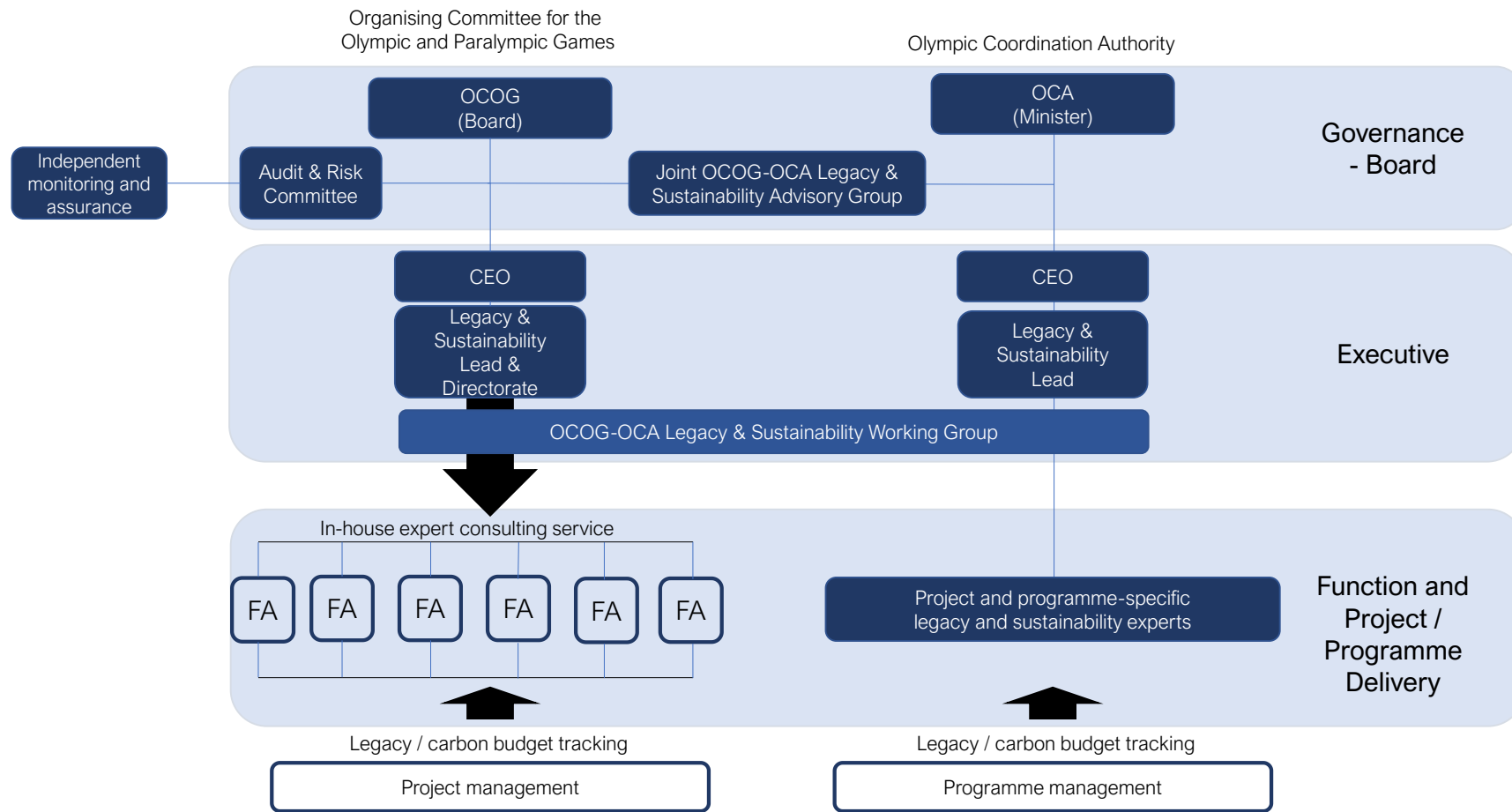
Sustainability monitoring and assurance, to be oversighted by the OCOG Audit and Risk Committee, will incorporate:

- Committing to appropriate industry sustainability benchmarks
- Leveraging existing sustainability reporting frameworks, standards and programmes (Including appropriate product or service certifications to verify supplier sustainability claims)
- Commissioning independent third party verification of sustainability reports
- Comprehensive annual reporting and disclosure

Annual sustainability reporting and performance review will be undertaken in accordance with a Global Reporting Initiative (GRI)-based monitoring, evaluation, reporting and improvement framework. Public reports on material sustainability issues will be made every three years coinciding with re-certification of the Event Sustainability Management System (ESMS), with two reports in the event year, immediately prior to and post-event. Third party assurance will be sought from appropriately qualified event sector experts for the pre- and post-event reports.

Prior to achieving carbon neutral certification against the Australian Government’s Climate Active Carbon Neutral Standard for Events, the event carbon footprint will be independently verified by a Climate Active registered consultant. A public disclosure statement will be issued following certification outlining the event carbon footprint, emissions reduction measures and serial numbers and registry details for carbon offsets cancelled to achieve net zero emissions.

Figure 28a – Legacy and sustainability governance



Q29 Stakeholder engagement strategy

General and programme-specific stakeholder engagement will help shape the Sustainability Programme

Open and proactive stakeholder engagement is an intrinsic element of the Brisbane 2032 Sustainability Programme and critical to its success.

Stakeholder engagement will benefit from an integrated two-tier approach:

- Specific and sustainability-focused stakeholder engagement, supporting the development of the sustainability vision, policy and strategy, as well as its implementation and extension
- General Games stakeholder engagement which will incorporate sustainability content and considerations in all relevant aspects

Elements of the dedicated Sustainability Programme engagement are outlined in Chart 29a. The stakeholder groups and outcomes will evolve as the programme progresses. The nature of engagement will also evolve and be adaptive to input from stakeholders and the community in general.

Sustainability is embedded in all aspects of the Games-related legacy proposition that underpins the entire Brisbane project (refer to Question 2). As a consequence, the major project partners and their stakeholders have and will continue to:

- Implement themed focus group engagements
- Engage with a range of NGOs, community groups, universities and non-Games-specific cohorts
- Cooperate with media outlets to encourage the Games and the Games-related legacy conversation, including the communication of 'pre-legacy' successes that build public confidence
- Identify through social media and other channels key and emerging issues of concern to the local community, and proactively address these

The partners will achieve integration and coordination through the Olympic Coordination Authority (OCA) and the OCOG, both of which will work cooperatively to support open dialogue and engagement through a joint effort under the senior Legacy and Sustainability Directors (refer to Question 28) and associated governance arrangements. The early definition of roles and responsibilities will ensure benefits are maximised and will build on award-winning environmental and sustainability strategies of state and local governments.

Q30 Sustainability Management System (SMS)

A clear timeline for establishment of a Games ISO20121-compliant SMS

Brisbane 2032 commits to delivering the Games in accordance with best practice international standards for sustainable event management.

The Organising Committee (OCOG) will implement a third party assured ISO20121 Event Sustainability Management System (ESMS) and attain high level competency in ISO204000 Sustainable Procurement. The ESMS will be founded on ISO20121 principles of deep integration, continual improvement and the creation of a culture of sustainability from the commencement of planning, with a focus on four key areas of activity, as outlined in Chart 30a.

The ESMS will be subject to internal audit in partnership with the IOC 12 months from programme commencement, with second party assessment by an event sector expert at 18-24 months. Third party audit and certification are to be achieved 12 months later, with re-certification every three years.

Chart 29a– Sustainability programme engagement approach

Element / phase	Stakeholders	Nature of engagement	Outcomes
Development	<ul style="list-style-type: none"> All federal, state and local government departments and agencies National and Queensland sustainability NGOs Key Games Family stakeholders Scientific community, universities and academia, technical small and medium enterprises (SMEs) and thought leaders Industry associations and businesses Community groups Sustainability experts involved in Gold Coast 2018 Commonwealth Games UN Sports for Climate Action Framework forum First Nations stakeholders 	<ul style="list-style-type: none"> Legacy and Sustainability Advisory Group Working groups aligned with priority themes Research Consultation workshops and meetings Two-way one-on-one open dialogue Conferences / events Stakeholder communications 	<ul style="list-style-type: none"> Detailed programme design and prioritisation Alignment and collaboration (three levels of government, whole-of-government and public-private sector) Buy-in, participation and advocacy Accelerated action
Implementation	<p>Above plus:</p> <ul style="list-style-type: none"> Broad market engagement regarding procurement-related supplier readiness and capacity building programmes Games commercial partners Games suppliers 	<ul style="list-style-type: none"> Legacy and Sustainability Advisory Group Workshops and conferences Regular monitoring and compliance forums Two-way one-on-one open dialogue Periodical reporting forums Stakeholder communications 	<p>Above plus:</p> <ul style="list-style-type: none"> Compliance (for example with sustainable workforce conditions and procurement policies) Reporting Programme refinement Further opportunity identification Education
Extension	<p>Above plus:</p> <ul style="list-style-type: none"> Schools Media Games spectators and fans Community 	<p>Above plus:</p> <ul style="list-style-type: none"> Targeted campaigns to support behavioural change, community preparedness and voluntary action Schools programme / curricular content Media editorial Via OCOG and host partners owned engagement channels (including online and social) 	<p>Above plus:</p> <ul style="list-style-type: none"> Showcasing of exemplar initiatives Broad community support Extension into non-Games environments (such as sustainable procurement) Wider behavioural change

Chart 30a – Key areas of activity in ESMS development

Activity area	Key activities	Timeframe
Activity area 1: Develop cross-partner vision, strategies and governance	<ul style="list-style-type: none"> Establish a cross-partnership sustainability vision, policy (addressing ISO20121 requirements), strategy and programme governance Assign cross-partnership roles and responsibilities Define ESMS scope to reflect OCOG organisational context 	Within 6 months of establishing the OCOG
Activity area 2: Plan and establish the ESMS, including integrating with governance, systems and operations	<ul style="list-style-type: none"> Establish integrated organisational policies and procedures to effectively manage sustainability Understand obligations; undertake a material sustainability risk / opportunity assessment to identify and prioritise issues Engage and prioritise stakeholders, including to inform ESMS and materiality assessment 	Within 12 months of establishing the OCOG
	<ul style="list-style-type: none"> Internal audit undertaken in partnership with the IOC at 12 months Second party conformity at 18-24 months undertaken by an event sector expert 12 months thereafter, independent third party conformity assessment to ISO20121 	12, 24 and 36 months from programme commencement
Activity area 3: Work to the ESMS to deliver meaningful outcomes	<ul style="list-style-type: none"> Establish goals, develop action plans and deliver coordinated work programmes to address sustainability priorities Assess and build organisational and supplier capacity to deliver against sustainability priorities Regular stakeholder engagement to communicate priorities, progress, refine plans and enhance collaboration 	Ongoing
	<ul style="list-style-type: none"> Annual reporting and performance review in accordance with Global Reporting Initiative (GRI)-based monitoring, evaluation, reporting and improvement framework 	Annual
Activity area 4: Maintain and continually improve the ESMS	<ul style="list-style-type: none"> Establish regular programme of internal ESMS working group meetings 	Quarterly
	<ul style="list-style-type: none"> Formal ESMS review with senior management 	Twice annually
	<ul style="list-style-type: none"> Re-certification to conformity (preceded by internal audit process 12 months ahead of re-certification) 	Every three years

Q31 Sustainability programme

A programme grounded in the existing policy framework with ambitious Games-specific aspirations

Overview

As described in the responses to Questions 29 and 30, it is proposed the cross-partnership sustainability vision, policy, strategy and programme governance is developed within six months of establishing the Organising Committee (OCOG). This will outline objectives and agreed implementation measures across the five focus areas of the IOC Sustainability Strategy and will be operationalised through establishment of the Event Sustainability Management System (ESMS).

The following framework, which incorporates an overview of the existing government policy framework describes the key considerations that will guide development of the sustainability programme.

Focus Area 1 - Infrastructure and natural sites

Highlights of the existing government policy framework

Queensland's environmental, heritage and energy policy environment is complex, and responsibilities are shared across all tiers of government. In practice Queensland's state level framework is the backdrop for the Brisbane 2032 management response to this focus area. Overarching national, state and local frameworks align with the IOC strategic intents as follows:

- Conservation of biodiversity – the priority is avoiding and minimising adverse impacts with any residual impacts compensated for through an environmental offsets regime
- Protection of cultural heritage – the priority is preserving the significance of heritage places and heritage areas, including Indigenous cultural heritage
- Conservation of water resources and protecting water quality – the priority is protecting and enhancing environmental values and the quality of Queensland waters
- Use of renewable energy – the priority is enabling increased renewable energy investment and generation to achieve the Queensland Renewable Energy Target of 50% renewable energy by 2030

- Resource-efficient infrastructure – the priority is delivering resilient resource efficient infrastructure that meets or exceeds benchmark national standards

Key national legislation (*The Environment Protection and Biodiversity Conservation Act 1999*) and state regulatory instruments include the *Planning Act 2016*, *Environmental Protection Act 1994* and supporting policies for air, noise, water and wetland biodiversity, *Nature Conservation Act 1992* and the *Fisheries Act 1994*. Notable state policies regarding renewable energy and energy-efficient infrastructure include the Queensland Renewable Energy Target to achieve 50% renewable energy by 2030 and the Queensland Climate Change Response, which includes:

- A target to achieve a zero net emissions economy by 2050, with an interim target to reduce emissions by 30% on 2005 levels by 2030
- Specific actions to reduce emissions and increase resilience across the built environment, integrate climate change with strategic infrastructure planning and reduce Queensland Government operational emissions and climate risk exposure

These overarching frameworks can be related back to the Brisbane 2032 environment as seen in Chart 31a.

Indicative Brisbane 2032 management approach

Games delivery partners will implement best practice industry standards in the planning, design and delivery of resilient, resource efficient, climate positive and inclusive Games infrastructure.

Indicative objectives and implementation measures:

- Use of existing and temporary venues will be maximised with new permanent infrastructure only used where there is a clear long-term legacy need
- No new permanent venues will be constructed on protected natural or cultural areas
- Any activity on or around a protected area will be carefully planned and closely monitored to minimise impact
- All existing venues will be audited for energy efficiency and on-site renewable energy retrofit, and all cost-effective

abatement options with less than ten-year return on investment will be considered

- All new vertical infrastructure projects or significant upgrades will target 6 star (world leadership) Green Star for Buildings ratings from the Green Building Council of Australia, where relevant
- All new linear infrastructure or significant upgrades target an infrastructure sustainability (IS) rating of excellent or greater from the Infrastructure Sustainability Council of Australia
- As part of the Green Star and IS rating approach, capital programmes will target zero net waste and 100% renewable electricity and fuel use for construction phases and deliver assets that achieve the same in operation
- Games infrastructure will incorporate technologies that support low carbon operations as appropriate, for example, electric vehicle charging infrastructure
- All on-site permanent and temporary venue construction activity will be closely monitored for compliance with sustainability, environment, workplace health and safety and industrial relations legislative requirements

Standards to be applied:

- Onsite activity will be managed in line with industry best practice standards, for example appropriate ISO14001 Environmental Management Systems
- Green Star for Buildings
- Infrastructure Sustainability Rating Scheme

Chart 31a – The policy context for Focus Area 1 – Infrastructure and natural sites

Land use planning and site selection	<ul style="list-style-type: none"> • Queensland's planning framework gives effect to national and state environmental and heritage regulatory regimes and provides for environmentally sensitive urban footprints and protection of open space, while promoting urban renewal and in-fill development, resilience, renewable energy and energy efficiency policies • Specific domain (for example the South East Queensland (SEQ) Koala Strategy –habitat protection) or thematic initiatives are guided by policy and targets
Preserving the status of protected areas	<ul style="list-style-type: none"> • Activities on or adjacent to protected areas are managed in accordance with the Queensland Protected Area Strategy 2020-2030 • The <i>Natural Assets Local Law 2003</i>, in combination with the other State laws referred to above and Commonwealth laws, protects Brisbane's natural assets, including bushland areas, wetlands, waterway corridors and trees in urban areas • Brisbane City Council has committed to increase Brisbane's natural habitat to 40% by 2031 (Brisbane Vision 2031) • Initiatives such as the Indigenous Land and Sea Rangers program are being introduced
Design solutions	<ul style="list-style-type: none"> • The design of all new buildings in Australia must comply with the National Construction Code, including reducing energy use and emissions • The Queensland Building Plan promotes a sustainable building industry, creating healthier, cost-efficient, climate-friendly places • All Queensland Government projects valued over USD76.3 million must undertake a sustainability assessment that aligns with industry best practice sustainability rating tools, with assessments for projects of lesser value also encouraged • Brisbane City Council's Green Buildings Incentive provides a financial payment equivalent to a 50% reduction in infrastructure charges for new residential and commercial buildings incorporating green and energy efficient design elements
Construction impact, including embodied impacts from materials	<ul style="list-style-type: none"> • The Queensland Procurement Policy and Supplier Code of Conduct requires buyers to make purchasing decisions that are environmentally, socially and economically responsible, including to align with the state's zero net emissions 2050 target • Queensland's climate change and waste strategies include commitments to drive market shift towards a low carbon circular economy and reduce priority waste and resource recovery streams, for example construction and industrial waste • Queensland's environmental protection regime ensures site-based activity is environmentally responsible
Operations	<ul style="list-style-type: none"> • Queensland's climate change, building and waste policies and strategies also include specific commitments to reduce emissions from Queensland Government operations and improve the sustainability of government buildings • Brisbane City Council is Australia's largest carbon neutral government organisation and is committed to continuously improving the environmental and emissions performance of city operations, including civic construction and the provision of public transport and waste management services; this provides a strong basis for a climate positive Games

Focus Area 2 - Sourcing and resource management

Highlights of the existing government policy framework

Refer to Chart 31b.

Indicative Brisbane 2032 management approach

The OCOG will develop an aspirational cross-partnership Sustainable Sourcing Code and Resource Management Plan that will manage risk and drive significant positive supply chain impacts.

The Brisbane 2032 Sustainable Sourcing Code will align with this existing procurement and policy framework and the core principles of ISO20400 Sustainable Procurement Guidance. For example, the Code will be founded on the following indicative principles:

- Optimising design for circularity – Brisbane 2032 will pursue opportunities to innovate and craft solutions that minimise upfront resource use and optimise future re-use or recycling.
- Hire over buy - where goods must be procured, B2032 will seek hire or take-back opportunities over outright procurement. Opportunities to work with hire-based suppliers to improve the sustainability performance of their hire stock will also be explored.
- Sustainable purchasing - Where outright procurement is required, B2032 will pursue value-for-money outcomes in keeping with the Queensland Government Procurement Policy and supporting frameworks but contextualised to the mega-event context, specifically with respect to
 - Sourcing responsibly
 - Minimising embodied and operational impacts
 - Supporting inclusion and diversity
 - Other cost-related and non-cost factors, such as supplier experience and capability

Games partners will engage with supply chains early and work with sponsors, licensees, industry bodies and contractors to co-design innovative solutions, for example, exploring innovative ways to design out waste and achieve circular, low-carbon outcomes that maximise local benefits.

Third party assessment of the Games sustainable procurement frameworks will similarly be undertaken by an appropriately qualified expert within the first 36 months of programme commencement and every three years thereafter. Logically these milestones would broadly coincide with:

- First assessment - as soon as the initial sustainable procurement framework is established as a gap analysis
- Second assessment - at the start of the OCOG intensive procurement phase to ensure gaps are practically addressed
- Third assessment - toward the end of the programme to assure outcomes

Indicative objectives and implementation measures:

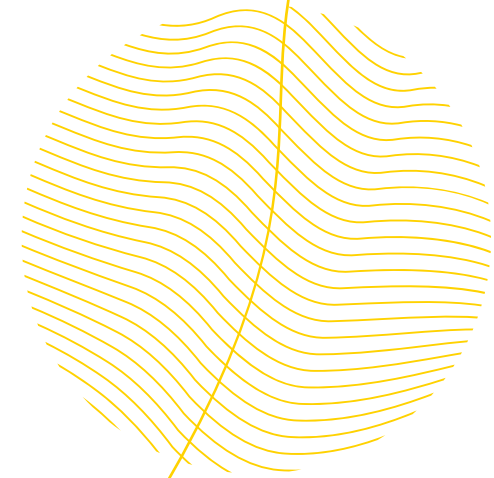
- Assess and manage sustainability risks and opportunities across Brisbane 2032 supply chains including carbon emissions, climate risk, circular economy and waste, social procurement, local benefits and capacity building, human rights and labour practices, environmental compliance and fair operating practices
- 100% of respondents to high sustainability risk or opportunity supply categories screened for social and environmental practices
- All goods or services meet Brisbane 2032 minimum product-specific sustainability requirements (for example energy efficiency, embodied emissions, recycled content, responsible timber sourcing and textile manufacturing)
- Brisbane 2032 achieves strong targets for percentage of addressable spend on local, small to medium enterprise, Indigenous and social enterprise businesses where capacity and capability are demonstrated

Standards to be applied:

- ISO20400 Sustainable Procurement Guidance
- Various product and service accreditation schemes relevant to procured categories

Chart 31b - The policy context for Focus area 2 – Sourcing and resource management

Procurement	<ul style="list-style-type: none">• The Queensland Government Procurement Policy (QPP) and Local Government Sound Contracting Principles directs buyers to make purchasing decisions that are environmentally, socially, ethically and economically responsible. The QPP includes 'value for money' as a primary principle. The Queensland Government defines 'value for money' as more than lowest price and directs buyers to pursue specific government targets and broader triple bottom line sustainability objectives. Specific targets and commitments broadly include:<ul style="list-style-type: none">- Increasing Indigenous procurement outcomes- Increasing environmental sustainability- Increasing local / remote / regional / small business outcomes- Increasing social procurement outcomes- Ensuring fair operating practices- Addressing modern slavery and broader human and labour rights risks in the supply chain- Increasing employment opportunities, apprenticeships and traineeships• The associated Queensland Government Supplier Code of Conduct encourages supplier initiatives to support government aspirations in waste and recycling, energy efficiency, emissions reduction and renewable energy
Waste reduction and circular economy	<ul style="list-style-type: none">• The Queensland Waste and Resource Recovery Strategy provides a framework for Queensland to move to a zero-waste society and embrace circular economy principles• The Transition to Action project demonstrates the benefits of circular economy with a focus on economic development projects in regional Queensland• The E-Waste Action Plan and Plastic Pollution Reduction Plans build on recent state-wide initiatives that saw a container deposit scheme established and bans introduced for single use plastics bags and items, such as stirrers, straws, plates, cutlery and EPS take-away containers



Focus Area 3 - Mobility

Highlights of the existing government policy framework

Refer to Chart 31c.

Indicative Brisbane 2032 management approach

Sustainability will be deeply integrated across the Brisbane 2032 transport task. Mobility solutions will be safe, secure, accessible, seamless and low emissions.

Indicative objectives and implementation measures:

- All Games fleet vehicles will be electric, with ambition to extend this to buses and trucks, and charged from 100% renewable energy
- Target 90%+ public and active spectator transport to venues over the Games period
- Set strong targets for increasing the uptake against current baseline of sustainable and accessible tourism accreditations in Queensland

Standards to be applied:

- ISO20400 Sustainable Procurement Guidance
- Euro vehicle emissions standards (as appropriate for vehicle types)
- ANCAP safety ratings (as appropriate for vehicle types)
- Relevant standards for sustainable tourism accreditation and accessibility

Chart 31c - The policy context for Focus area 3 – Mobility

Sustainable transport	<ul style="list-style-type: none">• The 30-year Queensland Transport Strategy is a future-focused whole of system strategy to create an inclusive and sustainable integrated transport network• The Queensland Government's Zero Net Emissions Transport Roadmap will include a range of land use and transport planning initiatives to reduce emissions• The Future is Electric: Queensland's Electric Vehicle Strategy was developed to begin the shift to a cleaner, greener vehicle fleet• Queensland is home to the Queensland Electric Super Highway, the world's longest electric super highway in a single state• Queensland Cycle Strategy 2017-2027 and Queensland Walking Strategy 2019-2029 encourage greater use of cycleways and promote walking as an accessible active transport mode• The Transport Plan for Brisbane – Strategic Directions ensures the city has the transport service capacity and infrastructure to meet future demand, including public and active transport networks that encourage more people to travel sustainably• Brisbane City Council will trial electric bus technology over the next two years and operate the new Brisbane Metro with a dedicated fleet of 60 fully electric vehicles• A City for Everyone: Inclusive Brisbane Plan 2019-2029 outlines how Brisbane City Council is working to make Brisbane an inclusive and accessible city, including making all buses and CityCat ferries accessible
Sustainable tourism	<ul style="list-style-type: none">• The Queensland Tourism and Transport Strategy takes a holistic view of tourism and transport• The Queensland Ecotourism Plan sets a path for the sustainable development of Queensland's ecotourism industry• Queensland Electric Super Highway includes the 500km Tropical North Queensland Electric Vehicle Drive, connecting Mena Creek and the Atherton Tablelands with Cairns and north to the Daintree National Park

Focus Area 4 - Workforce

Highlights of the existing government policy framework

Refer to Chart 31d.

Indicative Brisbane 2032 management approach

Brisbane 2032 will build an organisation in which working conditions and opportunities offered to employees, volunteers and contractors reflect the values and aspirations of the IOC, IPC and Australia. The workforce strategy will reflect the ten principles of the UN Global Compact in its governance and management approach in the areas of human rights, labour rights, environment and anti-corruption.

The Office of Industrial Relations (OIR) supports improved productivity and fairness in Queensland workplaces. During its formation phase, the OCOG will consult with OIR on initiatives that promote safe and healthy workplaces and how these could apply to OCOG employees.

The Queensland Public Sector Gender Equity Strategy is led by the Public Service Commission (PSC) and seeks to transform the way gender equity has traditionally been approached. The OCOG will also work with the PSC during its formation phase to replicate workplace policies that ensure that the OCOG is a place where:

- Everyone enjoys the same opportunities and thrives
- Obstacles such as limited access to flexible working arrangements and unconscious bias are removed

The Department of Employment, Small Business and Training (DESBT) runs a number of training programmes for people seeking employment opportunities in Queensland, including:

- Programmes that cater specifically to school-leavers, apprentices and trainees
- Courses that offer higher level skills and qualifications required to secure employment or career advancement in priority industries, and
- Specific skills training for people seeking to update their skills to advance their current position or pursue a different career path

The OCOG will consult with DEBST to apply learnings and experience to the development of training programmes that

benefit the Games, while at the same time enriching and upskilling the Games workforce.

By way of example, consideration will be given to the creation of a joint OCOG-DESBT Recognition of Prior Learning (PRL) programme, similar to the one was created to assist workforce from the Gold Coast 2018 Commonwealth Games to leverage their event experience to obtain course credits toward formal Technical and Further Education (TAFE) accreditation in areas like project management.

The OCOG will build workforce capacity regarding inclusive recruitment practices through awareness-raising initiatives like unconscious bias training and ongoing behaviour change initiatives.

In addition, Games infrastructure development activities will comply with the Queensland Government Building and Construction Training Policy which mandates a minimum of 10% of the total labour hours on eligible projects be undertaken by apprentices and trainees. This policy will ensure the Games construction effort contributes directly to the training of young Queenslanders.

Indicative objectives and implementation measures:

- Brisbane 2032 will work to become a participant in the UN Global Compact
- Delivery of a training programme for all Games workforce that includes diversity and inclusion training
- Recruitment of the most diverse workforce for an Olympic Games, including provision of roles for people with a disability

Standards to be applied:

- UN Global Compact
- UN Guiding Principles on Business and Human Rights
- Inclusion and Diversity Strategy and *Human Rights Act 2019 (Qld)*

Chart 31d - The policy context for Focus area 4 – Workforce

Meeting human rights standards	<ul style="list-style-type: none">• Robust industrial relations laws (for example <i>Human Rights Act 2019 (Qld)</i>) establish a cooperative industrial relations framework that is fair, balanced and supports the delivery of high quality services, economic prosperity and social justice for all• The health, safety and welfare of workers and other people in places of work are governed by Queensland's <i>Work Health and Safety Act 2011</i>, the Work Health and Safety Regulation 2011 and associated codes of practice
Diversity	<ul style="list-style-type: none">• The <i>Queensland Anti-Discrimination Act 1991</i> promotes equal employment opportunities, promotes human rights and prohibits discrimination against people with certain attributes such as parental status, religion, race or impairment• The Queensland Inclusion and Diversity Strategy 2021-2025 seeks to create a diverse, representative workforce and workplaces where everyone feels safe, respected and included. It is supported by a range of whole-of-government strategies and frameworks that enable and support inclusion and diversity within the public sector• The Queensland Public Sector Gender Equity Strategy, led by the Public Service Commission, seeks to ensure men and women enjoy the same opportunities
Skill development	<ul style="list-style-type: none">• The Department of Employment, Small Business and Training runs programmes that provide subsidised training for Queenslanders



Focus Area 5 – Climate

Highlights of the existing government policy framework

Refer to Chart 31e.

Indicative Brisbane 2032 management approach

Climate risk management and carbon emissions reduction will be the central pillars of the Brisbane 2032 sustainability programme. The Brisbane 2032 climate risk and carbon management strategies will be:

- Developed at cross-partnership level
- Informed by best practice tools and resources, such as the Queensland Future Climate Dashboard, which provides high resolution climate change projections and data to support adaptation planning, and the IOC Carbon Footprint Methodology
- Supported by a strong carbon management and climate risk governance approach that draws on methodologies and lessons from state and local programmes including Queensland Climate Ready and Queensland Climate Resilient Councils
- Deeply embedded across all Brisbane 2032 governance and decision-making frameworks, policies, strategies and plans

Brisbane 2032 has developed an initial Carbon Management Strategy that will enable the climate positive Games commitment to be achieved, guided by four key principles:

- Minimise footprint as much as possible before compensating more than 100% of residual emissions
- Continuous improvement in emissions forecasting and measurement to support evidence-based decision making
- Consistency and transparency across the event lifecycle to promote accountability and comparability
- Influence to create change and delivery verifiable climate positive outcomes within host communities, including by promoting and enabling shared responsibility

Brisbane 2032 will work with the IOC to refine its strategy and agree a final Games carbon budget.

Indicative objectives and implementation measures:

- The OCOG will join the UNFCCC Sports for Climate Action Initiative
- Brisbane 2032 will achieve a climate positive Games in accordance with the IOC agreed definition
- As part of its verification approach to climate positive, Brisbane 2032 will be a certified carbon neutral event in accordance with the Climate Active Carbon Neutral Standard for Events
- Brisbane 2032 will encourage participating local government organisations to develop Sustainable Destination Plans to promote sustainable tourism

Standards to be applied:

- IOC carbon footprint methodology
- Climate Active (an Australian Government initiative providing certification of verified carbon neutral claims)
- Green Star for Buildings ratings
- Infrastructure Sustainability rating tool
- Applicable product and service certifications and industry accreditations as appropriate for priority procurements and climate positive initiatives

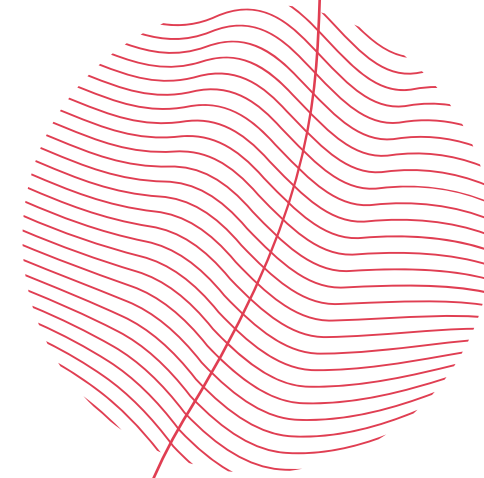


Chart 31e - The policy context for Focus area 5 – Climate change

Climate risk management	<ul style="list-style-type: none">• The Queensland Climate Adaptation Strategy (2017) outlines how Queensland will prepare for current and future impacts of changing climate• The Queensland Climate Resilient Councils strengthens internal decision-making processes to respond to climate change• The QCoast2100 programme assists each funded local government in SEQ to develop a coastal hazard adaptation strategy for its community• The Queensland Climate Ready Programme provides a whole-of-government climate risk management approach for Queensland Government agencies• Brisbane. Clean, Green Sustainable 2017-2031 outlines specific actions Brisbane City Council is taking to manage climate risk and ensure the resilience of the community, built form and infrastructure and the environment
Carbon emissions reduction	<ul style="list-style-type: none">• The Queensland Climate Transition Strategy (2017) outlines how Queensland will transition to 50% renewable energy by 2030, zero net emissions by 2050 and emissions at least 30% below 2005 levels by 2030. (The Queensland Government's Climate Action Plan 2020-2030, to be released in mid-2021, will ensure the state is on a trajectory to meet its 2030 and 2050 targets)• The 2020 Queensland Economic Recovery Plan includes commitments that further support the 50% Queensland Renewable Energy Target and related renewable energy policies, including the establishing of a USD381.7 million Renewable Energy Fund and funding for transmission infrastructure to develop Renewable Energy Zones• The Queensland Biofutures 10 Year Action Plan and Roadmap includes objectives to increase the use of renewable biofuels for transport and site-based operations• The Queensland Hydrogen Industry Strategy and Hydrogen Industry Development Fund is supporting the development of a sustainable hydrogen industry in Queensland• Brisbane City Council has been a carbon neutral certified organisation since 2017 (under the Australian Government's Climate Active initiative and has a target to reduce the carbon emissions of Brisbane households to six tonnes on average by 2031 (around a 50% reduction)• The Brisbane Carbon Challenge online calculator launched in September 2020 encourages and supports household actions to reduce emissions and provides a platform for future community engagement• Sunshine Coast Council is the first government on mainland Australia to offset more than 100% of its entire electricity consumption across all sites with energy from a renewable source (solar farm)

Q32 Water resources

A resilient water supply system that can easily accommodate Games requirements

Total water supply

The existing South East Queensland (SEQ) water supply system comprises 12 major storage facilities, 36 water treatment plants and a desalination plant at the Gold Coast (producing approximately 40 000 megalitres per annum). All sources are connected by a major trunk treated water pipeline network that enables water to be moved to where it is needed, including to respond to high demands or provide support in times of drought.

In addition, a purified recycled water scheme can deliver additional supply of about 60 000 megalitres per annum of drinking water when needed, using a multiple barrier treatment process that guarantees the safety of the supply.

Protection and management of water sources and supply catchments occur through statutory water plans and water quality regulatory processes. These are supported by monitoring and evaluation activities conducted by the Healthy Land and Water initiative, an independent organisation dedicated to improving and protecting SEQ's landscapes, waterways and biodiversity. Coordinated catchment management is also achieved through the SEQ Resilient Rivers Initiative and various local government programmes that aim to improve the health of SEQ's waterways.

Seqwater, the bulk water supplier for SEQ, has a long-term plan for water security. This includes prioritising its capital works programme as necessary to ensure a safe and secure supply is available to meet the growing demand.

Current modelling indicates that the water supply system is already able to supply and treat about 440 000 megalitres per annum and is expected to have sufficient capacity to supply 490 000 megalitres per annum following planned upgrades to water treatment plants and augmentation to the major pipeline interconnector system between Brisbane and the north coast. It is anticipated this capacity will be sufficient to meet the region's water demands until the late 2030s or beyond.

Current and forecast water demand

Total current urban demand in SEQ, from Noosa (in Sunshine Coast) to the border with New South Wales and west to Toowoomba, is approximately 350 000 megalitres per annum. This is equivalent to a total average demand of 265 litres per person per day for residential and non-residential purposes. Actual residential water use averages about 175 litres per person per day, and this usage can be reduced to below 140 litres per person per day when restrictions on usage are applied in times of drought.

The forecast marginal impact of the Brisbane 2032 Olympic and Paralympic Games is expected to be approximately 50 megalitres per day, which can easily be met by the existing water supply system.

Agricultural water use in SEQ is relatively low (approximately 150 000 megalitres per annum) and separate dedicated water allocations are available for this purpose.



Governance

05



5. Governance

5.1 Overall Games governance

Q33 Games governance

Streamlined Games governance that integrates planning, delivery and legacy responsibilities

Principal Games planning and delivery organisations

Brisbane 2032 Organising Committee for the Olympic and Paralympic Games

The Brisbane 2032 Organising Committee for the Olympic Games (OCOG) will have primary responsibility for the organisation of the Olympic and Paralympic Games. Building on the successful arrangements in place for the Gold Coast 2018 Commonwealth Games, the OCOG will be a statutory body, constituted through state legislation, with a defined function to deliver the Games.

The OCOG will be established within five months of execution of the Olympic Host Contract (OHC), in accordance with the *Olympic Host Contract - Principles for the Games of the XXXV Olympiad in 2032 (the Contractual Framework)* (Article 3.1). Given the specific role the OCOG will undertake in planning for and delivering the 2032 Olympic and Paralympic Games, it will be a defined purpose entity with a finite life. The OCOG will be tax exempt in accordance with the OHC requirement at Article 22.2.

The legal form (statutory body) is proposed on the basis that:

- this was the structure used for the OCOG of the Sydney 2000 Olympic and Paralympic Games

- the structure is flexible to accommodate the bespoke design of an OCOG, with objects and a finite life, noting that the enabling legislation can set out defined functions and require observance with the key requirements of the OHC
- a statutory body is not subject to the Corporations Act, but instead is subject to the public sector accountability regime (which is appropriate given the public money and public interest involved in a successful Games)
- the structure is consistent with the public purpose requirements for tax exemption
- this structure best accommodates the appointment of representatives of the Australian, Queensland and Local Government to Board roles, noting that all Board members will be subject to Queensland public sector accountability legislation)

The composition of the OCOG Board will comply with the IOC's requirements regarding membership per Article 3.2 of the Contractual Framework and will conform with the principles set forth in Article 13.2.

Members of the OCOG Board will require the collective skills to oversee the complex task of the successful delivery of the Games. Collectively the Board must ensure adherence to the following key IOC policy documents:

- the Olympic Charter, in force as from 17 July 2020
- the IOC Code of Ethics 2020
- the World Anti-Doping Code 2021
- the Athletes' Rights and Responsibilities Declaration dated 9 October 2018

- the Olympic Movement Code on the Prevention of the Manipulation of Competitions (2016)

It is anticipated the OCOG Board will include:

- all appointments as required under the OHC (Article 3.2)
- Australian, Queensland and Local Government representatives
- independent directors (including First Nations person)
- an independent President of the OCOG (Chair)

The OCOG Board will have the power to establish Committees with delegated authority and Commissions to advise or consult with the OCOG on the many matters that needs to be progressed to deliver a successful Games. The OCOG Board would be responsible for setting the terms of reference for Committees and Commissions, determining the representation and process for appointment and providing any delegation of powers. The membership of Commissions (which are advisory in nature) could include individuals other than Board members with specific experience or expertise and would allow the OHC requirements regarding diversity, inclusion and gender equality to be embraced (noting the lack of flexibility in this regard with respect to ex officio Board appointments).

Brisbane 2032 acknowledges the requirement to establish a **Joint Steering Forum** to strengthen collaboration between the IOC, the OCOG and the local government authorities. It is proposed the Joint Steering Forum is complemented by **Joint IOC-OCOG Working Groups** that enable collaboration on the 'turnkey solutions' or innovations that could simplify delivery complexity, as referenced in recommendation two of Olympic

Agenda 2020+5. The nature and roles of these working groups will be agreed between the OCOG and the IOC.

Olympic Coordination Authority

It is anticipated the OCA will be established as a government entity with Australian, Queensland and Local Government representatives. It will have the capacity to coordinate the activities of all Australian and Queensland government departments and agencies with responsibilities for Games-related matters.

This shared governance model will ensure public authorities have full oversight of all Games projects from the planning, scoping and design phase through to contracting, construction and delivery.

It is expected the timing of the establishment of the OCA will coincide with the establishment of the OCOG.

Split of responsibilities between OCOG and OCA

The OCOG and OCA will work closely together from their inception, both within five months of the election as Host City. A high level summary of the split of responsibilities between the two organisations is included at Chart 33a. A summary of the roles of other key agencies is included at Chart 33b. Prior to the formation of the OCOG, the Brisbane 2032 partners will agree a comprehensive matrix of responsibilities for all stakeholders involved in planning for and delivering the Games. This matrix will be reviewed and updated by mutual agreement from time to time.

Complementing these organisations, Games planning and delivery will embrace the role that First Nations peoples will play. The Queensland Government's Reconciliation Action Plan and the Gurra Gurra Framework is indicative of the values and principles to be woven into the governance arrangements.

Coordination and oversight structures

During the preparation of the Brisbane 2032 Games proposal, the **Olympic Candidature Leadership Group (OCLG)** has provided collective leadership, policy setting and coordination on behalf of the parties involved. Chaired by the Prime Minister of Australia, the OCLG comprises the most senior representatives of the Australian, Queensland and local

governments, the Australian Olympic Committee and Paralympics Australia. Reporting to the OCLG and comprising senior executives of the same entities, the **Olympic Candidature Executive Group (OCEG)** is responsible for cross-government executive coordination.

In the event Brisbane 2032 is awarded the Games, the **Brisbane Organising Committee for the Olympic Games (OCOG)** will be responsible for planning, organising, financing and staging the Olympic and Paralympic Games in accordance with the rights, requirements and obligations conferred and imposed under the Olympic Host Contract and in accordance with the Olympic Charter.

Interface with government / city authorities

Given the extensive history of major event hosting both in Queensland and across Australia more broadly, key agencies within all three levels of government have a strong understanding of event-related service requirements and are practised in cross-government event planning activities. **Joint OCOG-OCA Working Groups** with representation from the OCOG, OCA and all relevant government / city authorities will facilitate collaboration and coordination of government service provision.

Chart 33a – Split of responsibilities between the OCOG and OCA

Category	Responsibilities of the OCOG	Responsibilities of the OCA
Fundamental purpose	<ul style="list-style-type: none"> • Organise and stage the 2032 Olympic and Paralympic Games in accordance with the provisions of the Olympic Host Contract in a manner which promotes and enhances the fundamental principles and values of Olympism, as well as the development of the Olympic Movement • Maintain adherence to the key IOC policy documents, including: <ul style="list-style-type: none"> - the Olympic Charter, in force as from 17 July 2020 - the IOC Code of Ethics 2020 - the World Anti-Doping Code 2021 - the Athletes' Rights and Responsibilities Declaration dated 9 October 2018 - the Olympic Movement Code on the Prevention of the Manipulation of Competitions (2016) 	<ul style="list-style-type: none"> • Coordinate all government responsibilities in relation to the Brisbane 2032 Olympic and Paralympic Games including the legacy programme. • Provide overall Games programme assurance • Maintain adherence to the key IOC policy documents, including: <ul style="list-style-type: none"> - the Olympic Charter, in force as from 17 July 2020 - the IOC Code of Ethics 2020 - the World Anti-Doping Code 2021 - the Athletes' Rights and Responsibilities Declaration dated 9 October 2018 - the Olympic Movement Code on the Prevention of the Manipulation of Competitions (2016)
Games facilities and infrastructure delivery	<ul style="list-style-type: none"> • Develop detailed specifications for all Games facilities that meet all Games requirements • Coordinate, oversee and deliver Games-related temporary overlay 	<ul style="list-style-type: none"> • Assure the availability of all infrastructure, venues and any other government assets required for the delivery of the Games
Government services	<ul style="list-style-type: none"> • Advise and provide detailed requirements / service levels to inform the provision of Games-related government services 	<ul style="list-style-type: none"> • Coordinate, oversee and if required deliver all Games-related government services required to support the Brisbane 2032 Olympic and Paralympic Games
Games transport	<ul style="list-style-type: none"> • Develop service level agreements for the Games Family • Games Family transport operational planning and venue transport planning and delivery • Interface with the IOC, IFs, Marketing Partners, NOCs, OBS • Provide subsidies for public transport costs for spectators, workforce and accredited clients 	<ul style="list-style-type: none"> • Oversee Games transport delivery and service provision • Develop Olympic and Paralympic Transport Plan • Provide overall coordination and monitoring / assurance of Olympic and Paralympic Transport Plan implementation

Category	Responsibilities of the OCOG	Responsibilities of the OCA
Communications, community engagement and stakeholder engagement	<p>The OCOG will lead on:</p> <ul style="list-style-type: none"> • IOC / IPC, IF, NOC / NPC, Olympic / Paralympic Family interactions • Athletes • Games commercial partners and supporters • Olympic media and Olympic broadcasters • Games ticket holders • Torch Relay communities • Games-related product consumers <p>Issues-based leadership in cooperation with the OCA and other agencies / entities, including the private sector, NGOs:</p> <ul style="list-style-type: none"> • Local community and general public • Interactions with all government agencies 	<p>The OCA will lead on:</p> <ul style="list-style-type: none"> • Industry / business / supply chain management • Games-impacted businesses and residents • Interactions with all government agencies <p>Issues-based leadership in cooperation with the OCOG and other agencies / entities, including the private sector, NGOs:</p> <ul style="list-style-type: none"> • Local community and general public
Games legacy	<ul style="list-style-type: none"> • Develop Games planning and delivery to integrate with and support overarching legacy objectives 	<ul style="list-style-type: none"> • Articulate, deliver, monitor and measure Games legacy outcomes • Oversee whole-of-government and public-private sector coordination • Continue to assure and support legacy delivery post-Games within this integrated legacy delivery framework • Assist with the definition of targets • Monitor and report on all Games-wide and Games-related legacy and sustainability initiatives and, where required, deliver legacy programmes
Games sustainability	<ul style="list-style-type: none"> • Deliver OCOG sustainability programme planning and implementation • Act as an in-house expert consulting service 	<ul style="list-style-type: none"> • Provide infrastructure, government services, legacy and sustainability oversight

Chart 33b – Games-related responsibilities

Organisation	Games-related responsibilities	Interface mechanism
Department of Transport and Main Roads (TMR)	TMR will maintain responsibility for the planning and delivery of permanent transport infrastructure. Within the TMR, a specialised Olympic transport unit will be responsible for the development and implementation of the spectator, workforce and traffic / transport overlay elements of the Games transport plan, coordinating existing national, state and local transport agencies and operators (refer to Question 36 of this proposal for further details).	A joint OCOG-OCA Games Transport Taskforce and a joint Games Transport Working Group are proposed
Department of Energy and Public Works (DEPW)	DEPW is the Queensland Government agency with primary responsibility for the delivery of planned venues.	A joint OCOG-OCA Venues Working Group is proposed
Queensland Police Service (QPS)	QPS will be responsible for ensuring the safety and security of the Games. QPS will integrate the involvement of all relevant state and national law enforcement (refer to Question 37 of this proposal for further details).	A joint OCOG-OCA Olympic Security Working Group is proposed
Queensland Health (QH), including Queensland Ambulance Service (QAS)	QH will be responsible for all health care services including delivering emergency health care and public health services to athletes and Games Family as well as major event coordination and health emergency response. QAS will provide pre-hospital ambulance response services for all Games clients.	A joint OCOG-OCA Games Health and Medical Working Group is proposed
Queensland Fire and Emergency Service (QFES)	QFES will maintain public safety and respond to fires, rescue and other major incidents at Games venues and events.	QFES will be a member of the Games Security Working Group
Department of Environment and Science (DES)	DES will provide advice on sustainable event management, climate risk governance frameworks, the sustainable procurement framework and carbon offsetting opportunities.	A joint OCOG-OCA Games Legacy and Sustainability Advisory Group is proposed
Australian Government	As a key delivery partner, the Australian Government will undertake a range of functions, including customs and immigration services, national security including cyber security, intelligence and counter-terrorism support, background checks, dignitary management, air space control, quarantine services including equine quarantine and telecommunications network infrastructure and frequency management.	The Australian Government will be represented in all relevant working groups
Local governments	Local government will play a major role in Games delivery in areas as diverse as cleaning and waste services, overlay and look, city activations and operations, visitor services, regulatory services, local traffic and transport management and venue operations for local government-owned venues. The Council of Mayors South East Queensland (CoMSEQ) will assist with cross local government coordination and will provide advisory support. Brisbane City Council, as Host, will play a key role across a range of advisory and working groups.	Local government will be represented in all relevant working groups

Evolution of stakeholder engagement plan

The majority of stakeholder engagement conducted to date by Brisbane 2032 informed both the CoMSEQ Feasibility Studies and the Value Proposition Assessment (VPA) developed by the Queensland Government. Meetings, workshops and briefings were conducted with national, state and local government stakeholders. Direct engagement also occurred with key representatives of sports bodies, private sector business leaders, industry peak bodies, media organisations and the academic sector.

Publicly released in February 2020, the VPA executive summary was positively received by the Queensland community. While the subsequent global preoccupation with the COVID-19 response necessitated the temporary suspension of explicit engagement activities, the IOC's decision to progress the Brisbane 2032 proposal to Targeted Dialogue status was enthusiastically embraced by stakeholders.

This positions the future OCOG and OCA, in the event Brisbane is appointed Games Host, to resume engagement activities in earnest, with a focus on promoting and enhancing the legacy opportunities afforded by the Games, utilising a range of traditional and new channels, as described in Question 20 of this proposal.

Q34 Host Contract signatories

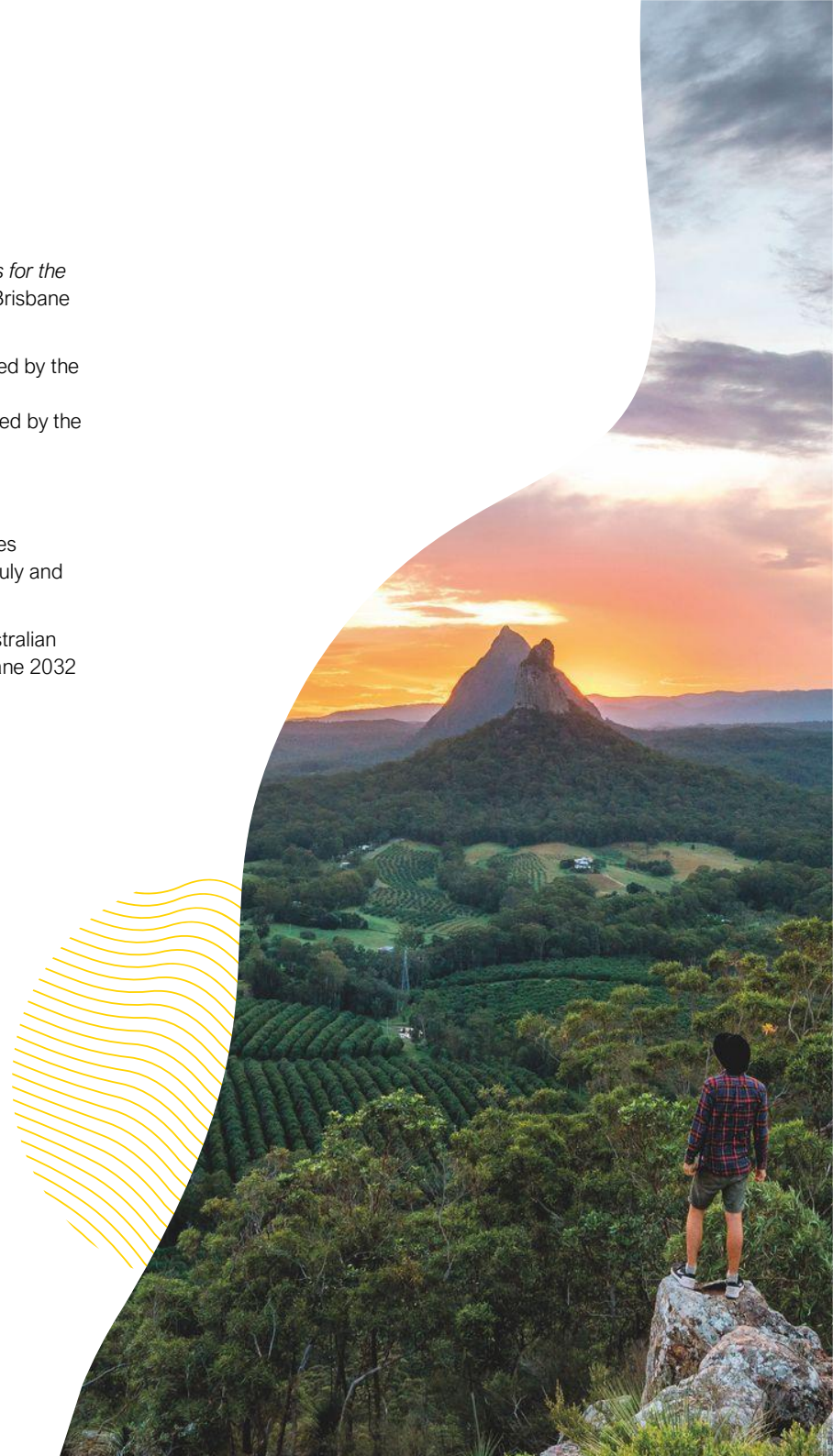
Three host parties to the Olympic Host Contract

As envisaged in the *Olympic Host Contract - Principles for the Games of the XXXV Olympiad in 2032*, the proposed Brisbane 2032 signatories are:

- The Brisbane City Council ("Host City"), represented by the Lord Mayor of Brisbane
- The State of Queensland ("Host State"), represented by the Premier and Minister for Trade
- The Australian Olympic Committee ("Host NOC"), represented by the President

In executing the Olympic Host Contract, the host parties acknowledge and confirm that the signatories will be duly and properly authorised.

While not an Olympic Host Contract signatory, the Australian Government has provided its full support for the Brisbane 2032 proposal.



5.2 Human rights

Q35 Human rights

A robust human rights protection framework and a commitment to positive Games-related human rights impacts

Australia's human rights framework

The Australian Governments are enduring advocates of human rights. Australia was one of the original signatories to the Universal Declaration of Human Rights in 1948 and co-sponsored the unanimous resolution to endorse the UN Guiding Principles on Business and Human Rights in 2011.

Australia acknowledges the importance of and acts upon the principles of non-discrimination, equality, participation and inclusion.

Australia is a signatory to the UN's Universal Declaration of Human Rights and was one of eight nations involved in drafting the declaration. The Australian Government has also agreed to uphold and respect a number of additional international treaties supporting global human rights including:

- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- UN Guiding Principles
- Convention on the Elimination of All Forms of Racial Discrimination
- Convention on the Elimination of All Forms of Discrimination Against Women
- Convention on the Rights of Persons with Disabilities
- UN Agenda 2030 for Sustainable Development, and the Sustainable Development Goals within it to create inclusive societies and promote equal rights for all

The Australian Human Rights Commission (AHRC) monitors Australia's performance in respect of its international human rights commitments, while providing advice and recommendations to ensure these standards are reflected in national laws, policies and programmes. As an independent statutory organisation, the AHRC serves as an independent

third party to investigate complaints about discrimination and human rights breaches.

The state body, the Queensland Human Rights Commission (QHRC), is a statutory body established under the *Queensland Anti-Discrimination Act 1991(Qld)* that provides training on discrimination, vilification, victimisation and sexual harassment while resolving complaints and promoting public discussions on human rights. The *Human Rights Act 2019 (Qld)* protects 23 fundamental human rights in law for every person in Queensland, whether or not that person is a resident.

Queensland has relevant experience in identifying and addressing human rights through sport, having won the inaugural government award from the Australian Human Rights Commission for the Gold Coast 2018 Commonwealth Games human rights policy. This knowledge base will inform the development of the Brisbane 2032 human rights framework, with the aim that improved governance and modelling of human rights protection, education and promotion can themselves be a Games legacy.

Brisbane 2032 approach to human rights

Brisbane 2032 recognises its duty to maximise positive social, environmental and economic impacts for its host communities. This duty extends to monitoring and oversight of all Games-related human rights impacts, including in respect of equitable and accessible supply chains, responsive services, construction projects, inclusion and accessibility. (Refer to Question 31 for information on a sustainable workforce and the key standards with which the Games Human Rights Strategy will be aligned.)

In accordance with the UN Guiding Principles on Business and Human Rights, the Brisbane 2032 Human Rights Strategy will incorporate an explicit commitment to respecting all internationally recognised human rights and will incorporate:

- The suite of human rights policies and procedures
- The due diligence activities to be employed to identify, prevent, mitigate and account for how the OCOG

addresses its salient human rights impacts and tracks the effectiveness of its measures

- The processes that will enable the remediation of any adverse human rights impacts that the OCOG causes or to which it contributes

Within the Brisbane 2032 Organising Committee (OCOG), the Legacy and Sustainability Directorate will work closely with the AHRC, the QHRC and the Centre for Sport and Human Rights in developing a Games Human Rights Strategy, aligned with the UN Global Compact, that ensures human rights are upheld in all Games planning and delivery. Consultation will be undertaken with all OCOG functional areas, government agencies, civil society organisations and other relevant stakeholders.

The OCOG Legacy and Sustainability Directorate will retain responsibility for providing OCOG-wide support to deliver against the strategy, reporting to the joint OCOG-OCA (Olympic Coordination Authority) Legacy and Sustainability Advisory Group. The OCOG will also collaborate with Games partners, including the OCA, to establish and resource appropriate assurance mechanisms. These may include supporting existing grievance and complaints handling mechanisms through the Fair Work Commission, the AHRC and the QHRC to support workers and manage potential labour or human rights issues across the Brisbane 2032 supply chain.

Supply chain human rights considerations

Specifically in respect of the Games supply chain, the Brisbane 2032 Sustainable Sourcing Code (Code) and supporting sustainable procurement practices will align with the Guiding Principles in the same way. In practice, this will include:

- A strong policy position on protecting and promoting labour and human rights in the Code, including a clear minimum expectations that all suppliers, including sponsors and licencees, must be able demonstrate they have taken appropriate steps to ensure any location used in the

manufacture and supply of products and services to B2032 meets internationally accepted standards

- A best practice, science-based approach to social risk assessment across the Brisbane 2032 forward procurement schedule and extended supply chains using life-cycle analysis tools and methodologies
- An audit, complaints and incident management framework that will be developed and communicated across extended supply chains to promote transparency and monitor supply chain impacts
- Transparent management of any adverse impacts, working in partnership with affected suppliers and workers to remedy impacts and implement continuous improvement practices

Ongoing engagement with vulnerable groups

Brisbane 2032 is committed to a philosophy of ongoing engagement with vulnerable or marginalised groups, primarily within Australia, but more broadly globally, to ensure the Brisbane 2032 Olympic and Paralympic Games are inclusive for all people.

The engagement strategy will be refined by the OCOG during its initial year of operation and is expected to address the key communities identified in Chart 35a:

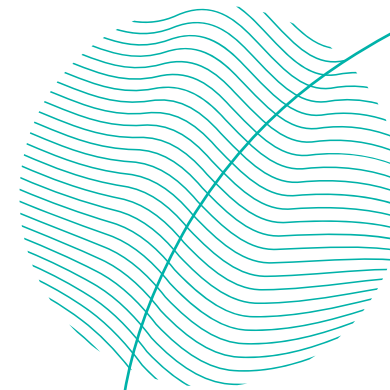


Chart 35a – Key community groups identified for engagement

International human rights groups	<ul style="list-style-type: none"> The UN Office of the High Commissioner Human Rights (OHCHR) Centre for Sport and Human Rights will be an important avenue for guidance on maximising the awareness, capacity-building and impact potential of the Brisbane 2032 Olympic and Paralympic Games
National human rights bodies	<ul style="list-style-type: none"> Brisbane 2032 will maintain a continuous dialogue with the Australian Human Rights Commission and its State-affiliated body, the Queensland Human Rights Commission which has a mandate to ensure that appropriate consideration is given to vulnerable or marginalised communities in Australia and abroad
First Nations communities	<ul style="list-style-type: none"> At a national level, Brisbane 2032 will liaise with the National Congress of Australia's First Peoples, the National Aboriginal Sporting Chance Academy and Reconciliation Australia, the body responsible for administering Reconciliation Action Plans (RAPs) in Australia At a state level, Brisbane 2032 will engage with State Indigenous groups as well as local Queensland Aboriginal Land Councils and Elders on whose lands event sites are located An important aspect of these engagement activities will be the legacies that are created through the Games for First Nations communities
People with disabilities	<ul style="list-style-type: none"> Brisbane 2032 embraces the #Wethe15 initiative of the International Paralympic Committee and its ambition to raise global awareness to the 15% of the population living with disabilities around the world, and will liaise with the IPC to ensure the 2032 Paralympic Games extend the impact of that campaign in Australia Locally, Brisbane 2032 will liaise closely with the National Disability Insurance Scheme (NDIS), a scheme of the Australian Government that provides support to people with a disability to manage everyday activities with the reasonable and necessary supports they need to live an ordinary life Brisbane 2032 will also work with the Australian Sporting Alliance for People with a Disability (ASAPD) to promote greater understanding of disability issues and mobilise support for the dignity, rights and well-being of those with a disability, impairment or limitation
LGBTIQ+ community	<ul style="list-style-type: none"> Brisbane 2032 anticipates joining the Pride in Sport Index, the benchmarking instrument specifically designed to assess the inclusion of people with diverse sexualities and genders within Australian sporting organisations and codes more broadly
Gender equality	<ul style="list-style-type: none"> Brisbane 2032 will engage with Our Watch, a national leader in the primary prevention of violence against women and their children in Australia to provide gender equality training There will also be engagement with the Male Champions of Change, whose mission it is to engage leaders to help achieve gender equality and a significant and sustainable increase in the representation of women in leadership
Culturally and Linguistically Diverse Communities (CaLD)	<ul style="list-style-type: none"> Working with Multicultural Australia (a national organisation based in Queensland), Australian Multicultural Foundation and Centre for Multicultural Youth, Brisbane 2032 will seek to enhance the Games experience of CaLD communities through the provision of services such as language interpreters, multicultural media and engaging multicultural leaders and communities

5.3 Transport governance

Q36 Transport governance

An integrated partnership will develop and deliver Games transport

Planning and delivery of Games transport will be performed by five stakeholder groups as shown in the following organisational structure:

- The Olympic Coordination Authority (OCA) Transport Division
- The Transport Division of the Organising Committee (OCOG)
- The Department of Transport and Main Roads (TMR), the existing transport authority of Queensland
- The transport units of the three major Councils hosting venues: Brisbane City Council (BCC), City of Gold Coast (CGC), Sunshine Coast Council (SCC)
- Existing transport agencies / operators (Queensland Rail, Transurban, bus operators)

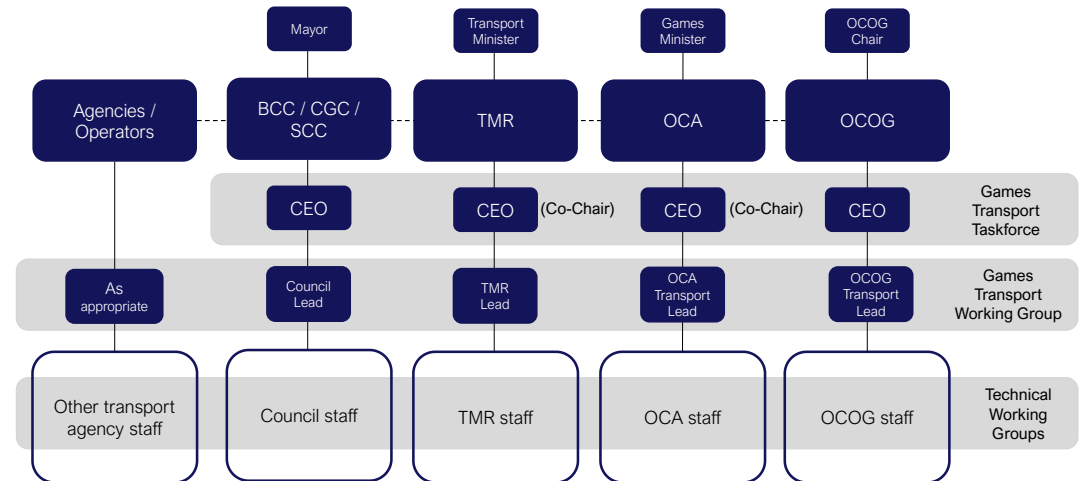
The related planning responsibilities are summarised in Chart 36a. This assignment of responsibilities will be subject to confirmation as part of the whole-of-Games governance arrangements.

Chart 36a – Planning responsibilities

Partner	Responsibilities
OCA Transport Division	<ul style="list-style-type: none"> • Coordination and development of Olympic and Paralympic Transport Plan • Overall coordination and monitoring / assurance of Olympic and Paralympic Transport Plan implementation • Coordination and assurance of spectator and workforce transport and transport / traffic overlays / GRN / park and ride facilities • Coordination and assurance of active transport arrangements • Coordination and assurance of travel demand management • Coordination and assurance of Transport Coordination Centre
TMR	<ul style="list-style-type: none"> • Delivery of Olympic and Paralympic Transport Plan • Development of Games transport model • Co-funding design and delivery of the Games Route Network (GRN) • Funding of Spectator and workforce transport planning and delivery • Funding, design and delivery of State planned infrastructure and systems • Funding, planning and delivery of the Transport Coordination Centre • Funding, planning and delivery of park and ride facilities • Funding, planning and delivery of traffic management on State roads • Funding, planning and delivery of travel demand management (partnership with Councils)
OCOG Transport Division	<ul style="list-style-type: none"> • Development of service level agreements for the Games Family • Funding, planning and delivery of Games Family transport systems (bus, fleet, depots, etc.) • Funding, planning and delivery of venue transport (inside the secure perimeter) • Interface with the IOC, IFs, Marketing Partners, NOCs, OBS • Subsidies for public transport costs for spectators, workforce and accredited clients
BCC, CGC, SCC and other local governments hosting venues (where the responsibility does not reside with TMR)	<ul style="list-style-type: none"> • Delivery of Olympic and Paralympic Transport Plan • Funding for Council planned infrastructure and systems (at respective level) • Funding, planning and delivery of local area transport and traffic plans (outside the secure perimeter) • Operational planning for the delivery of traffic management for Council roads • Co-funding, planning and delivery of travel demand management (in partnership with TMR) • Co-funding, planning and delivery of active transport arrangements
Transport delivery agencies / operators	<ul style="list-style-type: none"> • Operational planning based on Olympic and Paralympic Transport Plan requirements • Delivery of transport services

Integration and coordination among the above authorities and agencies during planning will leverage the extensive previous major events experience of Queensland and Australia (refer to Figure 36b). At the decision-making level, the **Games Transport Taskforce** will be accountable for the delivery of the transport programme, while the **Games Transport Working Group** will provide approvals and issue resolution, conduct reviews, quality assurance and will ensure stakeholder integration. For operational planning-related tasks, **Technical Working Groups** (TWG) with appropriate stakeholder representation will be established.

Figure 36b: Transport governance: planning period

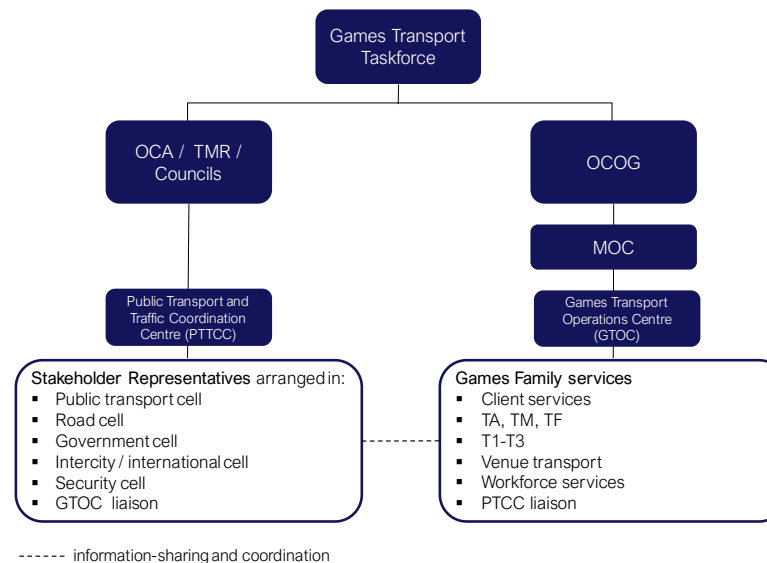


During Games-time, the C3 scheme will comprise two centres:

- The **Transport Coordination Centre (TCC)** will coordinate Games-time operations for all transport modes, including monitoring of the delivery of spectator and workforce transport, traffic management and network operations. The TCC will also act as the hub for Games transport information and will manage responses to incidents.
- The **Games Transport Operations Centre (GTOC)** will be established by the OCOG Transport Division to manage the delivery of Games Family transport services and support the OCOG Main Operations Centre.

The agencies and operational units participating in each centre are shown in Figure 36c.

Figure 36c: Transport governance: Games-time



5.4 Safety and security governance

Q37 Security governance

Proven integrated national event safety, security and intelligence arrangements

Security and safety management structure

Security planning in Australia for declared “Special Events” such as the Brisbane 2032 Olympic and Paralympic Games is coordinated and managed through a three-tiered approach which allocates security planning responsibilities between the event organiser, relevant state and territory governments and the Australian Government.

National security responsibilities rest with the Australian Government, while state and territory governments are responsible for general policing and emergency services.

The Queensland Government will have strategic responsibility for planning and delivery of safety and security for the Brisbane 2032 Olympic and Paralympic Games, including financial, planning and operational aspects. The governance framework will integrate safety and security planning and delivery across all levels of government.

The Queensland security structure will be headed by the **Queensland Police Commissioner**, who will have strategic responsibility for police and security operations delivery. Within that structure:

- The **Queensland Police Service (QPS)** will manage public domain security, community and specialist policing services to the Games
- An **Olympic Security Command Centre (OSCC)** will integrate police and representatives from national security agencies. The QPS Police Commissioner will appoint a senior QPS officer as the OSCC Commander with overall command and control of security and policing operations during the Games

Existing coordination arrangements between the Australian and Queensland Governments are effective and have been successfully applied for numerous major international events.

Given the unique scale and complexity of the Games requirements, an **Olympic National Security Coordinator** will be appointed to oversight Australian Government agency services and to streamline planning and resource allocation.

An **Olympic Security Steering Committee (OSSC)**, co-chaired by the Queensland Police Commissioner and the Olympic National Security Coordinator, will drive integrated security planning and delivery. The OSSC will set the strategic direction, further define roles, responsibilities and coordination mechanisms and assure satisfactory planning progress.

The **Olympic Coordination Authority (OCA)** will be responsible for coordinating delivery of venues and infrastructure, including legacy security infrastructure.

The **OCOG Security Directorate** will coordinate internal security for the OCOG and plan and coordinate security operations inside Games venues.

Security governance arrangements during the planning phase are reflected in Figure 37a.

Intelligence services role

A multi-agency **Olympic Intelligence Centre (OIC)**, in Brisbane, will provide dedicated analysis and reporting of Games-specific threats, risks and issues. The OIC will be staffed by specialists from the Australian Intelligence Community (AIC) and police (QPS and Australian Federal Police) and will have links to the National Threat Assessment Centre (NTAC) in Canberra.

The AIC has proven, sophisticated cooperative liaison arrangements with major foreign intelligence and security services. It will commence operations at an appropriate time before the Games to provide a fusion intelligence centre on all Games security threats and issues for stakeholder agencies, including QPS and the OCOG.

Australian Defence Force support

The Australian Defence Force (ADF) will provide significant support to the QPS under Defence Aid to the Civil Community (DACC) arrangements. It will supplement contract security and police in specialist roles during the Games.

The ADF will also support QPS operations in the event of an increased terrorist threat level or national security crisis. The Olympic National Security Coordinator will coordinate routine ADF support. In the event of a major security incident, the ADF response will be managed through the Australian Government Crisis Management Framework, in line with the Inter-governmental Agreement on Australia’s National Counter-Terrorism Arrangements.

Private organisations

The **OCOG Security Directorate** will manage the private contracted guarding companies, delivering safety and security services for OCOG events.

Integration and coordination

Games-specific structures will integrate public and private sector organisations during both the planning and delivery phases, as reflected in Figure 37b. This figure outlines the conceptual approach to the safety and security governance based on Australia’s strong track record of delivery of effective security arrangements for major events. It will be informed and modified as required in relation / response to the changing security environment.

Financial and delivery responsibilities

As noted above, there is an established approach across the National Government, State Government and event organisers to the security planning of events that will be applied to the delivery of the 2032 Olympic and Paralympic Games, if awarded to Brisbane.

The Queensland Government will have strategic responsibility for planning and delivery of safety and security for the Brisbane 2032 Olympic and Paralympic Games, including financial, planning and operational aspects.

Within the national security framework, the OCOG assumes the responsibility for delivery of in-venue security. The Queensland Police Service (QPS) will directly manage public domain security, community and specialist policing during the Games. The Australian Government through the Department of Home Affairs (DHA) and national security agencies have responsibility for Counter-Terrorism coordination, Border Protection and Intelligence.

The OCOG has first line of security responsibility within a venue perimeter and the QPS and relevant public agencies have lead security responsibility outside the perimeter of venues.

Figure 37a – Security governance arrangements: planning phase

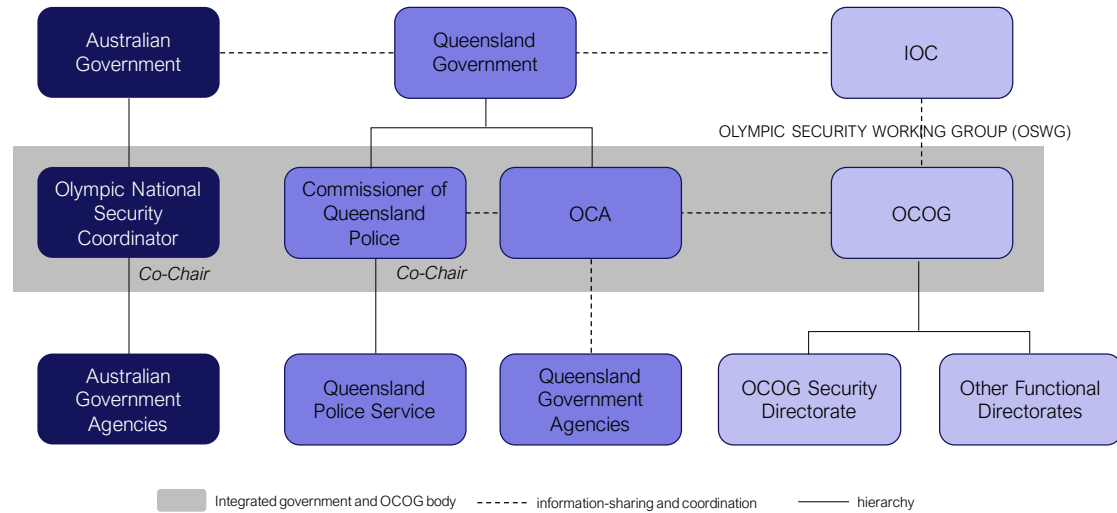
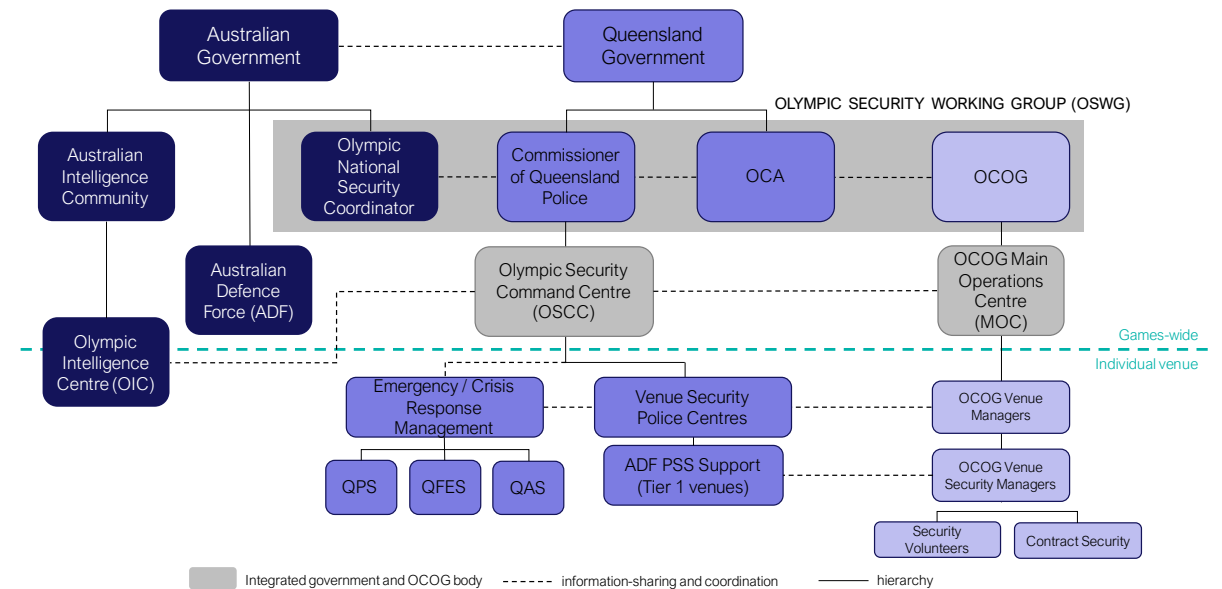


Figure 37b – Security governance arrangements: operations phase



5.5 Legacy governance

Q38 Legacy governance

Legacy programmes build on existing initiatives and are managed by the relevant agency

Given the complete alignment of legacy planning with long-term plans, the primary legacy initiatives are embedded in policies and programmes overseen by existing government agencies across the three levels of government who engage with relevant private sector organisations. Funding will be allocated as part of “business as usual” arrangements, supplemented by a special initiatives legacy fund held by the Olympic Coordination Authority (OCA).

To support effective delivery of legacy over the 10+10+ year programme OCA will be responsible for legacy oversight. OCA will also oversee whole-of-government and public-private sector coordination. OCA will continue to assure and support legacy delivery post-Games within this integrated legacy delivery framework.

OCA will assist to define targets, monitor and report on all Games-wide and Games-related legacy and sustainability initiatives and, where required, deliver legacy programmes.

The OCOG will develop Games planning and delivery to integrate with and support overarching legacy objectives (refer to response to Question 2).



Chart 38a: Examples of existing and Games agencies to support legacy delivery

Legacy programme area	Health and wellbeing	Destination marketing Brand promotion Tourism / visitation Trade and investment	Accelerate delivery of urban amenity and mobility solutions Lifestyle as an asset
Legacy oversight and coordination (new organisation)	Olympic Coordination Authority (OCA)		
Legacy programme planning and delivery (existing organisations)	<ul style="list-style-type: none"> • Australian Department of Health (P) • Australian Digital Health Agency • Australian Institute of Health and Welfare • National Health and Medical Research Council • Australian Olympic Committee • National Mental Health Commission (P) • Sport Australia (P) • Commonwealth Scientific and Industrial Research Organisation (CSIRO) • Queensland Health (P) • Health and Wellbeing Queensland (P) • Paralympics Australia • Queensland Mental Health Commission • Queensland Department of Tourism, Innovation and Sport • Queensland Department of Education • Queensland Department of Communities, Housing and Digital Economy • Local government • Selected universities (NG) 	<ul style="list-style-type: none"> • Tourism Australia • Queensland Department of Tourism, Innovation and Sport • Tourism and Events Queensland • Australian Trade and Investment Commission (Austrade) • Trade and Investment Queensland • Queensland Tourism Industry Council (NG) • Tourism and Transport Forum (NG) • Brisbane Economic Development Agency and other local government / regional tourism bodies 	<ul style="list-style-type: none"> • Australian Department of Infrastructure, Transport, Regional Development and Communications • Queensland Department of State Development, Infrastructure, Local Government and Planning • Queensland Department of Communities, Housing and Digital Economy • Queensland Department of Transport and Main Roads • Local government
Games delivery support	Organising Committee for the Olympic Games (OCOG)		

(P) denotes lead planning responsibilities; (NG) denotes non-government organisation

Economics of the Games

06



6. Economics of the Games

Q39 Games organisation budget (2021 dollars)

REVENUES (000s)	AUD	USD	%
1 IOC Contribution	950 700	725 725	19%
2 Top Programme (net)	446 390	340 756	9%
3 Domestic Sponsorship (gross) (see Note 1)	1 741 110	1 329 092	35%
4 Ticket Sales	1 297 488	990 449	26%
4.1 Ticket Sales Revenue	1 109 061	846 611	
4.2 Additional Ticketing products (inc. Hospitality)	188 427	143 837	
5 Licensing & Merchandising	145 000	110 687	3%
5.1 Licensing products	145 000	110 687	
5.2 Philatelic			
5.3 Coins			
6 Government contribution	-	-	0%
6.1 Olympic Games	-	-	
6.1.1 National Government			
6.1.2 Regional Government			
6.1.3 Local Government			
6.2 Paralympic Games	-	-	
6.2.1 National Government			
6.2.2 Regional Government			
6.2.3 Local Government			
7 Lotteries	-	-	0%
8 Other Revenues	361 084	275 637	7%
8.1 Donations	25 000	19 084	
8.2 Asset Disposal	35 000	26 718	
8.3 Other Revenues	301 084	229 835	
9 TOTAL REVENUES	4 941 772	3 772 345	100%

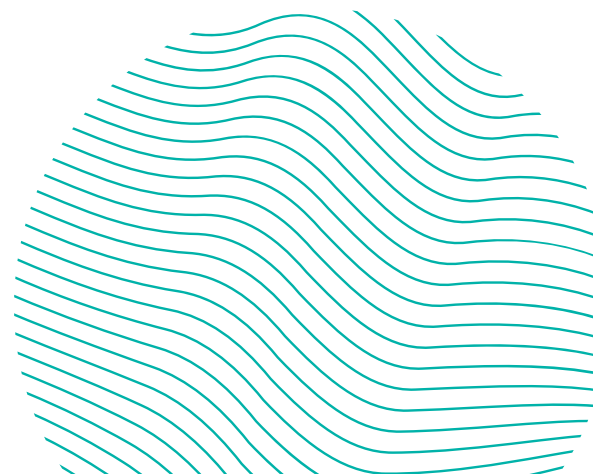
Note 1:

An incremental revenue estimate is included in the Olympic Games Domestic Revenues of USD 200 millions (2032 \$s) which is related to the option of a TOP category being returned to domestic rights sale and other technology/digital economy opportunities. In relation to the disruptive digital economy opportunities, the 10+ year lead time to 2032 is relevant, supported by current organising committee/s and IOC initial mapping. Against this revenue is a 50% contingency included in the overall Olympic Games contingency allowance.

EXPENDITURES (000s)	AUD	USD	%
1 Venue Infrastructure	689 680	526 473	14%
1.1 Capital Investment	-	-	
1.2 Temporary-Demountable Infrastructure	-	-	
1.2.1 Competition venues	-	-	
1.2.2 Non-Competition venues	-	-	
1.3 Temporary Infrastructure (incl. maintenance costs)	605 796	462 440	
1.3.1 Competition venues	390 960	298 443	
1.3.2 Olympic/Paralympic Village	73 577	56 166	
1.3.3 IBC/MPC	83 578	63 800	
1.3.4 Other Key Olympic Venues	31 943	24 384	
1.3.5 Other venues/sites	25 738	19 647	
1.4 Energy	69 715	53 218	
1.5 Other Venue Infrastructure expenses	14 169	10 816	
2 Sport, Games Services & Operations	1 051 541	802 703	21%
2.1 Accommodation	90 902	69 391	
2.2 Food and Beverage	104 515	79 783	
2.3 Medical Services (incl. Anti-Doping)	38 226	29 180	
2.4 Logistics	109 273	83 414	
2.5 Stakeholder Services	68 112	51 994	
2.6 Security	70 440	53 771	
2.7 Sports	127 065	96 996	
2.8 Transport	191 077	145 861	
2.9 Events Services	3 059	2 335	
2.10 Venue Operations Management	106 055	80 958	
2.11 Villages Operations	55 225	42 156	
2.11.1 Olympic/Paralympic Village Operations	46 696	35 646	
2.11.2 Media Village (s) Operations	-	-	
2.11.3 Other Villages operations	8 529	6 511	
2.12 Test Events	52 316	39 936	
2.13 Other Games Services & Operations expenses	35 276	26 928	
3 Technology	646 492	493 505	13%
3.1 Information Technology	377 458	288 136	
3.2 Telecoms	257 815	196 805	
3.3 Internet Infrastructure	10 989	8 389	
3.4 Other Technology expenses	230	176	
4 People Management	796 002	607 635	16%
5 Ceremonies & Culture	132 000	100 763	3%

EXPENDITURES (000s)	AUD	USD	%
5.1 Opening & Closing Ceremonies	85 875	65 553	
5.2 Torch Relay	30 675	23 416	
5.3 Culture and Education	-	-	
5.4 Other Ceremonies & Culture expenses	15 450	11 794	
6 Communications, Marketing and Look	188 518	143 906	4%
6.1 Communication, Community Relations & PR	16 155	12 332	
6.2 Look of the Games	57 250	43 702	
6.3 Marketing and Commercial Programme	109 938	83 922	
6.4 Other Comms, Marketing and Look expenses	5 175	3 950	
7 Corporate Administration and Legacy	216 366	165 165	4%
7.1 Administration and Governance	196 282	149 834	
7.2 Environment, Sustainability and Legacy	-	-	
7.3 Other Corporate Administration expenses	20 084	15 331	
8 Other Expenses (incl. Marketing rights)	411 469	314 098	8%
9 Contingency	809 704	618 095	16%
10 TOTAL EXPENDITURES	4 941 772	3 772 345	100%

NET FINANCIAL RESULT		Local	USD
	SURPLUS/SHORTFALL (Rev - Exp)	(0)	(0)
	Accumulated inflation until 2032	19.5%	
	Exchange rate used 1 USD =	1.31	



Q40 Games benefits

A range of quantified and additional unquantifiable benefits underlines our commitment to hosting the Games

The rationale for aspiring to host the Olympic and Paralympic Games is closely aligned with the anticipated Games-time economic, social and environmental benefits, as discussed in Question 2 of this proposal.

During the feasibility phase, KPMG, in partnership with the University of Queensland, undertook an assessment of the potential economic benefits and costs, using an approach similar to the Building Queensland's business case methodology. This assessment has been updated, including factoring in impacts and recovery from COVID-19, and the 20-year period (ten years before the Games and ten years after the Games).

The analysis reflects a high level cost benefit analysis and focusses on the welfare gains to society, covering economic, social and environmental benefits. Additionally, a preliminary economic impact analysis was also undertaken.

The 2019 analysis did not consider benefits and costs on a national level, but these have now been included in updated analysis.

Benefits arising through feasibility to targeted dialogue

Already the journey from 2015 to 2021 has seen the Games aspiration deliver a range of outcomes for the South East Queensland (SEQ) region and increasingly more broadly across the state of Queensland.

The three levels of government have worked together to develop the Games project. This partnership approach will impact beyond the boundaries of Games planning, generally supporting more cohesive and effective government.

The hope for the Games to return to Australia has energised the elite sport system. Renewed focus and planning will be complemented by additional resources and an increase in support for athletes and their programmes.

COVID-19 impacts

The exceptional circumstances of 2019 and 2020 have given rise to the Games being a bright light on the horizon for many in the community. This social construct reflects the importance of sport and the Games in this nation and the enduring appetite of SEQ to be on the world stage. The Games are a part of Queensland's long-term COVID-19 response with the potential to capitalise on emerging opportunities to unlock and fast track investment and growth. The Games provides an opportunity to build a sense of renewed confidence and optimism about future prosperity over the short, medium and longer term.

COVID-19 impacts also resulted in sharp contractions in economic activity across the globe with Queensland and Australian exports declining in 2020, particularly for the services sector. To assist in the longer term recovery, local businesses can leverage the exposure the 2032 Games will provide to promote their capacity and capability to foreign businesses seeking to diversify their supply sources.

COVID-19 also disrupted sports, with the result being an overall decline in participation and physical activity levels. This is an urgent issue that governments across the world are facing. Anchoring participation and physical activity programmes to an event such as the 2032 Olympic and Paralympic Games is considered to be the catalyst required to reverse the trend.

Economic Benefits

The KPMG analysis estimates the benefits to Queensland at up to USD6.1 billion. This includes benefits from induced tourism, induced trade, resident benefits, health benefits and volunteering.

Additionally, at a national level, total quantified benefits are estimated to be up to USD13.4 billion.

A Games to promote a global iconic destination

Already one of Australia's most popular holiday destinations, SEQ and Queensland will benefit from the platform the Games offers to create an international positioning equal to that of the great visitor destinations across the world. Tourism and Events

Queensland estimate the Games could generate a tourism uplift of USD15.3 billion in overnight visitation expenditure, including accessible tourism (Tourism Events Queensland overnight visitor expenditure 2021 to 2036).

Three direct tourism benefits from hosting the Games include:

- Investment in infrastructure leading to an improved visitor experience
- Games spectators travelling beyond host cities, with consequent follow-on visitation
- Global broadcast impacts and related advertising to drive future visitation

Trade and Investment Queensland estimate the accompanying Games-induced uplift in trade opportunities can add USD6.56 billion over 20 years, starting in 2022 (Trade and Investment Queensland uplift 2022 to 2042).

Major event hosting is a high profile element of Australia's destination marketing strategy. Brisbane 2032 will play an important role in further reinforcing Australia's event hosting profile internationally with direct economic benefits.

The KPMG tourism economic benefits analysis notes that, as a result of hosting the 2032 Games, Queensland's share of international visitors to Australia could return to its recent historical average (average over five years ending June 2019).

SEQ as a sustainable lifestyle capital

Hosting the Games will provide the regional planning catalyst to ensure that SEQ and Queensland respond to the challenges and opportunities of rapid growth, with appropriate community infrastructure and programmes to maintain and enhance SEQ's enviable lifestyle for generations to come. Embedded in this development is a commitment to sustainable society (refer to the responses to Questions 28 and 31) and the preservation of environment, biodiversity, culture and diversity.

Trade benefits

Based on current data and information, the KPMG analysis identified that hosting the 2032 Olympic and Paralympic Games will lead to a Games-induced boost to exports. This forms a

portion of the USD6.1 billion in benefits to Queensland and USD13.4 billion in benefits nationally.

Job creation opportunities at a crucial time

The estimated impact of Games-related expenditure is projected to result in the creation of approximately 91 600 FTE job years for Queensland and 122 900 FTE job years across Australia.

Games to celebrate First Nations

Just as Sydney 2000 did, and more recently the Gold Coast 2018 Commonwealth Games, Brisbane 2032 will be a potent vehicle to celebrate Australia's First Nations people. More than symbolism, the Games will provide a broad and tangible platform for Australia and the world.

A healthy community

The 2032 Games present an opportunity to promote healthy lifestyle and wellbeing.

KPMG's analysis identifies that leveraging the inspiration and aspiration effects of the Olympic and Paralympic Games to improve physical activity levels would in turn result in enhanced quality of life for citizens, lower health system costs and greater levels of productivity.

Hosting the Games, increased funding to elite sport and new and refreshed training venues and high performance sports infrastructure will provide emerging athletes with world-class training facilities and coaching locally to create the environment for high performance. The achievements by these elite athletes in turn will inspire younger generations to engage in physical activity, further leveraging the improved physical activity benefits noted above.

Additional resident and consumer benefits for Queensland and on a national level that directly support the community is also expected, including the strengthening of local values and the sense of community belonging

A more engaged, open and happier community

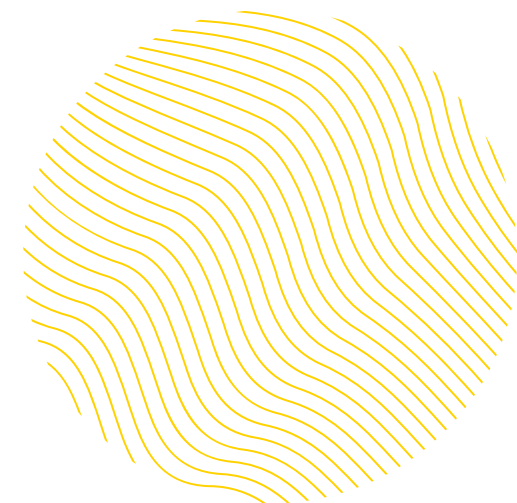
The Games will promote social cohesion and inclusivity through sport, advancing First Nations culture and reconciliation, addressing racism and domestic violence and promoting accessibility.

Additional community benefits will be achieved through volunteerism. KPMG identifies volunteering benefits, including those that accrue to volunteers themselves such as self-improvement and altruistic value, and benefits that accrue to the broader community.

Research undertaken in relation to the London 2012 Olympic and Paralympic Games (Atkinson, Mourato, Szymanski, and Ozdemiroglu (2008) and Walton, Longo, and Dawson (2008)) quantified the feel-good effect for United Kingdom residents using the contingent valuation method at GBP2 billion (approximately USD2.8 billion). Given the Sydney 2000 precedent and the more recent Commonwealth Games experience in Gold Coast, the Brisbane 2032 feel-good effect is expected to be profound, including a valuation at least equal to that of London 2012.

An immeasurable and historic event

The celebration of the Games in Australia will be much more than a sporting event. It will assist to redefine Australia in the eyes of the world just as Sydney 2000 did. A benefit of magnificent proportion to last generations.





Brisbane
Queensland
ASPIRING TO HOST THE
OLYMPIC AND PARALYMPIC
GAMES 2032

