



**Council of Mayors**

South East Queensland



# Pre-Feasibility Analysis of a potential **South East Queensland Bid** for the **2028 Olympic Games**

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Pre-Feasibility Analysis of a potential  
**South East Queensland Bid**  
for the **2028 Olympic Games**

**Item 8.6.1 Contribution to the South East Queensland Olympics Bid Feasibility Study**  
**Attachment 1 Pre-Feasibility Analysis of a potential South East Queensland Bid for the**  
**2028 Olympic Games**

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## Executive Summary

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As one of the fastest growing regions in Australia, South East Queensland (SEQ) has a wealth of opportunities on its doorstep. Conversely, this growth brings with it a number of challenges that must be overcome in order to maintain the quality of life we currently enjoy.

How we deal with the challenges of sustaining our increasing population, delivering supporting infrastructure and growing our economy in a competitive international environment will shape the future of SEQ in the decades to come.

One possible approach to these challenges is to use an Olympic Games bid as a catalyst to expedite infrastructure delivery in SEQ, boost our economy and significantly raise the region's profile on the international stage.

Australia needs to consider its competitive position over the next 10 to 50 years and a major event such as an Olympic Games may play a sensible role in our long-term development.

Australia, and particularly SEQ, continues to demonstrate its ability to successfully host world class events, and maximise the returns these events deliver to our communities. Partnered with the Gold Coast 2018 Commonwealth Games, there is a current window of opportunity to investigate how these events can be used to deliver transformational change for our region.

In the same way the 2000 Olympic Games put Sydney on the world map and left an overwhelmingly positive mark on Australia, there is merit in exploring if similar or greater economic, social and cultural benefits could be delivered in SEQ.

Pre-feasibility analysis is the first step in a long journey of determining whether it is in the region's best interests to bid for and host an Olympic Games. Whilst an SEQ 2028 Olympic and Paralympic Games could reap significant benefits for our communities, hosting an Olympic Games is a monumental task which must not be taken lightly.

### ***Purpose of Pre-feasibility***

This pre-feasibility analysis is a preliminary review of the conditions which would be pre-requisite to taking a decision to bid, and an initial high level view of how SEQ could meet these requirements and benefit from both bidding and hosting.

This report is not a platform to decide whether SEQ should proceed with an Olympic bid, nor should it be interpreted as such. It is an early assessment of whether it is possible to bid for and host an Olympic Games in SEQ, and a guide to the detailed research and planning required to ascertain if it is in the region's best interests to do so.

### ***Process***

A contingent of technical and subject matter experts from public and private sectors was assembled into various working groups, and asked to initially explore the array of factors required to host an Olympic Games in SEQ.

Whilst Olympic Agenda 2020 (reforms to enable a more cost effective and sustainable bid and hosting process) has opened up the opportunities for alternative approaches to hosting, some key requirements remain core to the International Olympic Committee (IOC) preferred requirements.

These include a preference for one main athlete's village, a strong focus on low average travel times for athletes and the Olympic Family, reuse of existing facilities where possible and a strong legacy outcome for the region.

## Executive Summary

Therefore, the working groups were tasked with investigating these requirements in line with a broad set of existing regional goals. These can be summarised as the need for a better connected region, the ability to stimulate SEQ's economy and raising the region's profile internationally to improve investment and job outcomes.

Initial examinations of the working groups were focused on the required games facilities, transport requirements and planning considerations, before leading into a brief investigation of other IOC requirements such as timing, weather, security and telecommunications.

The groups were not tasked with assessing the costs or benefits associated with hosting an Olympic Games, or with any detailed work up regarding management of the Games event.

The role of the working groups was focused on assessing whether SEQ can meet the pre-requisite requirements to bid for and host an Olympic Games.

### **Key Findings**

There has always been a clear directive from the SEQ Mayors that no bid would be deemed viable if it did not positively contribute to the long term objectives of the region and ultimately the state.

While the purpose of the analysis was to provide only an introductory look at the pre-requisites for hosting an Olympic Games, this initial assessment does indicate there are demonstrable linkages between the Olympic Games hosting requirements and the future needs and goals of SEQ.

### **Scenario Modelling**

As part of the pre-feasibility work, a number of different scenarios were investigated to test the initial viability of the region as an Olympic Games host.

Consideration was given to the trade off of a fully distributed regional model which risked failing some of the key IOC requirements versus a more compact Games that provided a more viable bid.

The level of analysis undertaken did not provide sufficient detail to warrant the preferential identification of specific sites, but did demonstrate the region's ability to accommodate an Olympic Games.

### **Master Plan**

The current Olympic sports program consists of 28 sports, some with multiple disciplines requiring additional venues.

There are a number of sports which could potentially share a venue with another sport, based on short competition durations and a venue configuration which allows for ease of transition between sports.

An optimal venue footprint will be in the range of 36 to 40 venues overall, and it is anticipated these could be successfully accommodated within SEQ through the adaptation of existing venues, development of new permanent venues and temporary venues.

Initial analysis, to be confirmed through a full feasibility process, has identified a significant number of suitable venues either in place or planned in the region potentially reducing the overall 'new build' venues required.

The current climate within the Olympic Movement, with a focus on sustainability and legacy, favours a more flexible environment in respect to venue delivery. The majority of Olympic sports are open to a dialogue related to cost-effective venue solutions.

## Executive Summary

### **Transport**

The transport infrastructure of SEQ is developing, and by 2028 it will have been strengthened considerably. The Games-critical infrastructure includes the gateway airport and a number of other international airports, the road network of the area, the rail network and the network of busways.

Under the concept of a regional Olympic Games, the public transport links between Brisbane, Gold Coast, Sunshine Coast and (slightly less critically) Ipswich are very significant and would need to be tested and likely strengthened.

### **Other Major Requirements**

Based on current date periods applied to Summer Olympic Games, an SEQ Games would need to be hosted in the Australian winter. The temperate climate typical of the region's winter makes this possible.

However, the current Olympic Games window falls outside the traditional school and university holiday period. This is significant in respect to reducing loading on public transport and the availability of university dormitory accommodation as part of the Games accommodation inventory.

Accommodation capacity is an initial focus of the IOC in determining the capacity of a city/region to host the Olympic Games. Pre-feasibility analysis has identified some challenges in this area, but none that appear insurmountable at this early stage.

Sufficient and reliable energy is a critical issue for an Olympic Games. Energy would need to be delivered through permanent infrastructure/utility providers and temporary power through generators.

The Olympic Games will require a robust and extensive permanent telecommunications network. The current system is likely to require some reinforcement of the existing fibre network and should be considered when analysing venue locations.

Finally, Australia and SEQ have extensive experience in the planning and delivery of event security and management. Therefore, it could be easily argued that Queensland would present a safer and more reliable solution than most other options for an Olympic Games location.

### **Conclusion**

Upon completion of this pre-feasibility analysis, it is clear there are possible scenarios which could see a successful Olympic Games bid and hosting delivered from SEQ. Moreover, regardless of the outcome of any potential bid, there are likely benefits to the region in undertaking a bid feasibility study.

However, while it appears possible to successfully bid for and host an SEQ Olympic and Paralympic Games in 2028, further detailed analysis and planning is required through a full feasibility process to determine whether the hosting of such an event would deliver a better region for our residents.

A potential SEQ bid for the 2028 Olympic Games can only be considered once a thorough investigation of the costs and benefits associated with bidding and hosting has been completed.

# 1. Introduction

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South East Queensland is blessed with an abundance of strengths: our sub tropical climate and diversity; our innovative industries and institutions; our safe and welcoming communities; our record of cultural, commercial and sporting achievements.

This region, however, is not immune to the challenges that face many urban regions: our growing population; our lagging infrastructure; our transitioning economy; the competitive nature of global investment attraction.

It is how we choose to address these challenges in the coming decades that will determine the future liveability and prosperity of SEQ. One such avenue is investigating the benefits and legacy an Olympic Games could deliver the region.

While this is not the only approach, the introduction of the IOC's Olympic Agenda 2020 reforms has enabled medium-sized cities to consider an Olympic Games as a catalyst to expedite infrastructure delivery, drive industry growth and job creation, and raise the international profile of their city or region.

It is for these reasons the Council of Mayors (SEQ) resolved at its Board Meeting of 6 March 2015 to explore the potential for a regional bid for the 2028 Olympic and Paralympic Games. It was unanimously agreed by the Mayors of SEQ that such a major opportunity to showcase SEQ's many strengths on the world stage warrants further investigation.

Therefore, the Mayors commissioned this pre-feasibility analysis of a potential bid with a view to informing a decision on whether to undertake a full feasibility study, and commence a detailed engagement process with all tiers of government, industry and the community.

An SEQ Olympic bid can only, and will only, proceed if it will demonstrably deliver a better region for our residents, and a stronger economic, social and cultural legacy for Queensland and Australia.

The pre-feasibility analysis has been undertaken using the existing resources available to the Council of Mayors (SEQ) through councils and industry. No additional funds have been expended to complete this process.

The conclusions in this document are the result of a significant body of work involving technical and subject matter experts from the public and private sectors. We thank the many participants in this process who gave their time, expertise, and considerable care free-of-charge to ensure this report is objective and thorough. Their world-leading professional skills and enthusiasm for SEQ and its bright future have been of significant value.

Ultimately, this process has solidified the reality that we, as a region, need to open a frank dialogue about how we address the challenges and opportunities facing SEQ in the coming decades.

These questions are valid, and their answers vital to our future, whether or not a regional Olympic bid proceeds. A full feasibility study, and the investigations needed to support this process, will deliver a comprehensive and collaborative analysis of the region's future and build on the work being undertaken towards a revised SEQ Regional Plan.

The conclusions drawn within this report indicate there are sets of options which could see a successful Olympic bid delivered in SEQ and the potential to host a successful Olympic Games in 2028. Further investigation and collaboration from all levels of government, industry sectors and community groups will be vital to determine whether a bid should proceed.



## 2. Rationale for South East Queensland and the Olympic Games

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### 2.1 *Key Elements of the SEQ 2028 Hosting Proposition*

South East Queensland brings many strengths to the hosting of a major event such as an Olympic Games. While we have a recognised track record in the delivery of major global events (Sydney 2000, Brisbane G20, Gold Coast 2018), one of the by-products of a well-executed bid will be to build SEQ's international positioning alongside the world's major cities and regions such as London (2012), Rio de Janeiro (2016), Tokyo (2020) and Paris, Rome, Budapest and Los Angeles (2024 bid cities).

We offer a welcoming, hospitable community with a high degree of enthusiasm for sport, and a competitive but clean sporting culture.

The initial elements of the rationale for a SEQ 2028 Olympic and Paralympic Games have been identified. It is anticipated that bidding for (and ultimately hosting) the Olympic and Paralympic Games in Brisbane in 2028 may:

- Generate a transformational impact on governance and prioritisation of major public investment to focus on integrated long-term strategic objectives
- Significantly enhance transport connection from the Sunshine Coast to the Gold Coast, focusing on enhanced public transport, ultimately seeking to achieve travel times of under 45 minutes from Brisbane to each of the coastal community centres via fast train connection, as well as vital improvements to public transport structures across other parts of the region
- This reinforcement of the "linear city" concept connecting the hub of Brisbane with the north and south coastal areas will enhance the economic and social profile of the region, driving national growth (recognising SEQ is the most significant tourism destination in Australia)
- Generally enhance mobility by completing a variety of transport connector projects, improving the efficiency of existing transport infrastructure and increasing the use of public transport (currently significantly underutilised)
- Leverage existing or planned sport and entertainment venues in the region
- Enhance investment in entertainment and sporting infrastructure, recognising that current infrastructure is ageing and locations are constrained or identified for higher value economic use
- Focus on the creation of a central Brisbane entertainment and sport precinct through regeneration and a strategically important space in central Brisbane (to be determined)
- Increase the SEQ event and tourism product offerings, reinforcing the region's global position as a premium tourism destination and better serving the local community
- Enhance the regional education economy through increased education accommodation
- Support city planning policies to evolve residential development strategies and support delivery of sufficient capacity to accommodate future growth

## **2. Rationale for South East Queensland and the Olympic Games**

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- Provide opportunities as a host to continue the accelerated infrastructure journey and provide significant opportunities across the economic and social landscape including:
  - jobs
  - skills and education
  - housing including social housing
  - tourism and visitation promotion
  - social impacts/social inclusion
  - increase focus on sustainable practices with broad ranging impacts
  - national positioning
  - sport diplomacy opportunities
  - revisions to urban planning strategies – readying for the next century
  - improved mobility
  - improved accessibility and other related factors through barrier free design and implementation.

### **2.2 Olympic Agenda 2020**

The Olympic Agenda 2020 was introduced in December 2014 to provide a clear vision of where the Olympic Movement was heading and how the uniqueness of the Games and its values can be protected.

Olympic Agenda 2020 acknowledges the modern world demands more transparency, consultation and higher standards of integrity than ever before. As society faces political, economic and health crises, there is less tolerance for complacency and more reasons to question the status quo.

Equally, it is a time when the Olympic values of respect, diversity, global solidarity and fair play are more relevant than ever. Therefore, the 40 recommendations of Olympic Agenda 2020 form a safeguard of the positive image of the Olympic Games and put a greater focus on the host country's Games legacies and long term local, regional and national benefits.

Importantly, Olympic Agenda 2020 has addressed one of the biggest hurdles for a potential bid city – the escalating costs of bidding for and hosting an Olympic Games, and the increasing public debate around the costs versus the benefits.

Olympic Agenda 2020 has reviewed the strengths, weaknesses, opportunities and threats surrounding the bid process to ensure that bidding for the Olympic Games is now realistic, appealing and sustainable for potential host cities. It is designed to ensure more cities, and a wider range of cities, see the value in bidding for and hosting an Olympic Games.

Specifically, some of the key areas addressed by Olympic Agenda 2020 are:

- Changes to the bidding procedure, with a new philosophy to invite potential candidate cities to present a project that fits their sporting, economic, social and environmental long-term planning needs
- Reducing costs for bidding, by decreasing the number of presentations that are allowed and providing a significant financial contribution from the IOC
- Move from a sport-based to an event-based program, leaving behind a stronger sporting, social, cultural and economic legacy for host cities
- Adapting and further strengthening the principles of good governance, transparency and ethics to meet the modern world's changing expectations.

## 2. Rationale for South East Queensland and the Olympic Games

This move towards a more sustainable and cost effective bid process and Olympic Games delivery has opened the door for a number of bid cities that may not have previously considered this opportunity.

The SEQ region delivers on many of the requirements and aspirations of Olympic Agenda 2020 and the Olympic Movement in general - existing high quality sporting venues, attractive and clean city, coastal and rural locations, acceptable athlete travel times, ideal weather, and a safe hosting environment.

Given the IOC's commitment to implement and embed this new agenda moving forward, the SEQ region could provide a compelling hosting proposition should it proceed with a bid in the future.

More will be known about the practical application of Olympic Agenda 2020 with the announcement of the 2024 Olympic and Paralympic Games host city in late 2017. The lessons and outcomes of the 2024 process should be closely considered during an SEQ feasibility process.

## 3. Scenario Modelling

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### 3.1 Scenario Modelling Background

In order to consider the capability of SEQ hosting an Olympic Games, a team of council staff and consultants was formed to undertake investigations and analysis of different scenarios for hosting an Olympic Games.

In considering this proposition, the group agreed the primary considerations should be given to the overall requirements of an Olympic Games Master Plan and its engagement with the region as it currently exists. Future planning priorities were also considered to ensure alignment and feasibility, including the transport connections required to develop a viable bid.

In light of Olympic Agenda 2020, the notion of a regional Olympic Games was explored and a set of regional goals determined to help shape the options.

These included the need for a better connected region, the ability to showcase the region on an international stage and therefore the raising of the regional profile internationally. Consideration was given to the trade off of a fully distributed regional Games that risked failing some of the key IOC requirements versus a more compact Games that provided a more realistic and viable bid.

While Olympic Agenda 2020 has opened up the opportunities for alternative approaches to bidding for and hosting an Olympic Games, some key requirements remain core to the IOC preferred requirements. These include a preference for one main athlete's village, a strong focus on low average travel times for athletes and the Olympic Family, reuse of existing facilities where possible and a strong legacy outcome.

### 3.2 Scenario Considerations

As part of the pre-feasibility work, a number of different scenarios were investigated to test the initial viability of the region as an Olympic Games host. A range of inputs were considered including, but not limited to:

- The ability of SEQ to accommodate the key facilities required to host a Games
- Providing a mix of options ranging from a 'Sydney Olympic Park' central model with a significant number of sports through to a wide spread of venues across the region
- Existing facilities and the level of reuse/upgrade/expansion
- Legacy opportunities e.g. infrastructure, accommodation, sports facilities
- Available space in the region
- Transport links including current, planned and potential legacy outcomes
- Cost of delivery
- Viability to win a bid with each scenario.

While 15 initial scenario models were defined, this was narrowed to eight practical scenarios for further consideration and evaluation. These are broadly defined as follows:

- S1 – Central Olympic Park – Major venues located in one main site close to central Brisbane
- S2 – Central – 2 precincts – Major venues split across 2 key sites in and around central Brisbane
- S3 – Western Olympic Park – Major venues located in one large site in the western corridor of Brisbane

### 3. Scenario Modelling

- S4 – Central – Distributed fringe – Main stadium in central Brisbane and combinations of distribution of the Village and Media Centre in locations on the fringe of Brisbane
- S5 – Central – Distributed inner fringe - Main stadium in central Brisbane and combinations of distribution of the Village and Media Centre in locations on the inner fringe of Brisbane
- S6 – Distributed – Precinct – Main venues split across a number of 'Precincts' around the Brisbane and close region
- S7 – Central Olympic Park – Outer village – Main stadium in a central Brisbane location with the Village in a site on the outskirts of the Brisbane area
- S8 – Fully Distributed – Various combinations of major venues spread across the region.

The viability of these scenarios was evaluated against agreed criteria under the following broad themes:

- Access to public transport
- Access to road transport networks
- Resale potential/market absorption
- Access to services, e.g. health
- Proximity to Games facilities
- Capacity for development constraints
- Airport proximity
- Environmental outcomes
- Legacy
- Demand - current and future
- Social story
- Catalyst/transformational
- Existing need
- Access to public transport - post Games as a legacy
- Amenity
- Compatibility with surrounding area
- Showcasing Brisbane and SEQ
- Access to other amenities/experience of athletes
- Development outcome.

The level of analysis undertaken throughout this phase did not provide sufficient detail to warrant the preferential identification of specific sites, but did illustrate the region's ability to potentially host an Olympic Games.

A feasibility study is required to undertake more specific and detailed analysis and engagement to identify and narrow the specific locations that could form part of any potential bid.

The outcome of the analysis to date indicates there are sufficient locations that could house Games facilities and provide a viable Master Plan for a potential SEQ bid.

## 4. Master Plan

### 4.1 Sports Program and Competition Venues

The current Olympic sports program consists of 28 sports, some with multiple disciplines requiring discipline specific venues. The table below provides the Olympic program sports/disciplines which are the basis for the 2024 Olympic bid process. This is not considered a formal set of requirements, detail of which would be sought through a formal bid process.

| Sport             | Discipline  | No. of Venues | Notes   |
|-------------------|---|---------------|---|
| Archery           | -   | 1-2           | Depending on location of qualifying vs finals                   |
| Athletics         | Track and Field   | 1             |   |
|                   | Marathon/Race Walks   | 1             | Potential to share venue  |
| Aquatics          | Swimming/Synchronised Swimming, Diving, Swimming Marathon, Water Polo | 3-4           | Depending on prelims vs finals. Marathon as an open water event |
| Badminton         | -   | 1             | Potential to share venue  |
| Basketball        | -   | 2             |   |
| Boxing            | -   | 1             |   |
| Canoe/Kayak       | Sprint  | 1             | Potential to share venue  |
|                   | Slalom  | 1             |   |
| Cycling           | Track, Road, Mountain Bike, BMX                                       | 1             | Potential to share venue  |
| Equestrian        | Jumping, Dressage   | 1             |   |
|                   | Eventing  | 1             |   |
| Fencing           | -   | 1             | Potential to share venue  |
| Football          | -   | 5-7           |   |
| Golf              | -   | 1             |   |
| Gymnastics        | -   | 1             |   |
| Handball          | -   | 1             |   |
| Hockey            | -   | 1             |   |
| Judo              | -   | 1             | Potential to share venue  |
| Modern Pentathlon | -   | 1             |   |
| Rowing            | -   | 1             |   |
| Rugby             | -   | 1             | Potential to share venue  |
| Sailing           | -   | 1             |   |
| Shooting          | -   | 1             |   |
| Table Tennis      | -   | 1             |   |
| Taekwondo         | -   | 1             | Potential to share venue  |
| Tennis            | -   | 1             |   |
| Triathlon         | -   | 1             | Potential to share venue  |
| Volleyball        | Indoor  | 2             |   |
|                   | Beach   | 1             |   |
| Weightlifting     | -   | 1             |   |
| Wrestling         | -   | 1             | Potential to share venue  |

As noted in the above table, there are a number of sports which could potentially share a venue with another sport, based on a short competition duration and a venue configuration which allows for ease of transition between sports.

## 4. Master Plan

Sharing of venues can potentially reduce the venue footprint. It is understood that during the 2024 process, bid cities are finding there is greater flexibility in defining venue capacities in collaboration with International Sporting Federations (ISFs).

There seems to be a greater commitment to ensuring appropriate post-Games legacy with the ISFs now actively engaged in this agenda, significantly reducing the risk of redundant sport venue infrastructure.

The venue Master Plan will typically require 36 to 40 sport competition venues overall. In addition, a range of training venues will be required for the Olympic Games within the SEQ region and additional pre-games training sites more broadly distributed throughout Queensland and other parts of Australia (preferentially in areas with a similar climate to SEQ).

### **4.1.1 Additional Sports**

The IOC recently announced a range of additional sports for the Tokyo 2020 sports program including:

- Skateboarding
- Sport Climbing
- Surfing.

Some of these may be carried forward beyond 2020 and in the event this occurs, may present an attractive program addition for an SEQ Olympic Games. Any such additions have not been considered in this initial benchmarking study. However, given the nature of their venue requirements and the audiences they attract, it is anticipated they could readily and at low cost be accommodated within SEQ.

## **4.2 Sustainability and Legacy**

Venues can be delivered through the adaptation of existing venues, the development of new permanent venues or as full temporary venues.

The current climate within the Olympic Movement, with a focus on sustainability and legacy, favours a more flexible environment in respect to venue delivery. The majority of Olympic sports are open to a dialogue related to cost-effective venue solutions.

Modern stadia can be constructed with any required legacy in mind, including a main Olympic Stadium being redeveloped as a smaller stadium for longer term use beyond the Games.

As an example to be further investigated through feasibility, the initial analysis suggests the main stadium could be built with a 60,000 seat capacity and later reduced to a smaller 25,000 to 30,000 seat capacity, making use of the removed stands and seating for the development of a second stadium elsewhere in the region/state.

## **4.3 Analysis of SEQ Venues**

Based on venue requirements, an analysis was undertaken of a potential venue/facility footprint for a regional SEQ Olympic Games. This analysis and the resultant assumptions were based on the following key criteria:

- Optimising the use of existing venues
- Alignment with the legacy objectives of SEQ
- Compliance and/or ability for venues to meet ISF technical requirements
- Transport connectivity (public transport and major road infrastructure) to deliver acceptable travel times for Games clients
- Establishing venue clusters to create operational efficiencies and enhanced spectator experience
- Showcasing opportunities.

## 4. Master Plan

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A feasibility study will undertake an identification of a limited number of specific Master Plan options with an analysis of their relative risks and opportunities leading to the definition of a preferred model and benchmark scheme. When assessing the existing and planned venues based in SEQ, initial analysis in the pre-feasibility has determined the following is potentially achievable:

- An overall footprint of approximately 40 sport competition venues, leaving strong legacies in multiple SEQ communities
- A well-balanced plan that activates the SEQ region while maintaining short average travel times for athletes from a potential Olympic Village location within Brisbane
- The ability to deliver approximately 75 percent of the venue footprint through the use of existing or temporary venues
- The ability to replace and upgrade existing facilities as desired to improve the overall amenity and sustainability of key venues within Brisbane
- Leveraging the recently developed sporting infrastructure at the Gold Coast for the 2018 Commonwealth Games
- Opportunities for strong showcasing of Brisbane, Gold Coast and Sunshine Coast locations through the placement of Olympic sports and disciplines
- A plan for the Olympic Village and Media Village which would align with legacy plans and deliver housing in strategic locations within Brisbane.

An initial evaluation of the IOC's expectations in relation to existing and planned venues in host cities indicates SEQ is likely to be in a relatively strong starting position, but detailed investigation is required during the feasibility process.

Based on this initial analysis, SEQ can deliver a competitive and compelling proposition for an Olympic Games. It is recommended further scenarios be developed, with selected sports and disciplines in regional locations. It is imperative to consider travel times and mobility concepts as these are key success factors in the technical evaluation of the Master Plan during the bid process.

### 4.4 Regional Locations

Leveraging existing and planned venues in regional locations enhances feasibility and will reduce capital costs.

The forthcoming 2018 Commonwealth Games at the Gold Coast will deliver a range of international standard venues suitable for an Olympic and Paralympic Games. Other facilities planned or temporary venues in the Sunshine Coast, Ipswich and other regional areas will also be explored, provided appropriate co-located accommodation is available.

### 4.5 Conclusions and Master Plan Strategy

It is evident from an initial analysis that it would be feasible to develop an Olympic Games Master Plan in SEQ which could deliver strong legacies and a competitive Olympic bid, particularly within the framework of some Olympic Agenda 2020 priorities which offer greater flexibility around venue locations.

A priority in the development of Master Plan scenarios should be to ensure the main stadium is located near the Brisbane CBD, along with the Olympic Village, Media Village and the majority of media accommodation.

Regional venues should be used selectively to cater for the many sports outside the main stadium, with a concentration at the Gold Coast due to the quality of existing sport infrastructure and the value of a proposed enhancement of the rail and road corridor. A third concentration of venues in and around the Sunshine Coast may be desirable for similar reasons.

A more dispersed model for the major facilities would inevitably result in higher average travel times for athletes and other Games clients which would negatively impact the competitiveness of a bid.



## 5. Transport Plan

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### 5.1 Transport Infrastructure and Systems

Transport infrastructure and systems have been identified as key enablers of the SEQ region through the next 10 to 20 years and beyond. While there are a number of initiatives currently being planned and delivered in the region, there is still significant scope for improvement.

This is an area of improvement for the region that will be required regardless of an Olympic Games. However, planning for these improvements would benefit from a unified focus of all tiers of Government and the community through the lens of a potential Olympic Games bid and hosting opportunity.

The timeline for the delivery of these planned projects may be accelerated by the focus on an Olympic Games deadline, and ensure the benefits associated with better transport connections in the region are realised by our communities in a more timely manner.

This section presents a summary of the preliminary transport findings of the pre-feasibility study.

#### 5.1.1 Brisbane Airport (BNE)

Brisbane Airport will serve as the gateway for a potential SEQ 2028 Olympic Games and will be capable of serving the domestic and international demand for a Games. It will have the required runway, apron, and terminal capacity.

If current plans are implemented, its international connectivity will be strengthened considerably, and will complement its already strong domestic connectivity. Furthermore, the airport to city connection is excellent and will be further expanded (in terms of frequency) by 2028. A number of other international gateways in the region could also support a bid and Games delivery.

#### 5.1.2 Rail Network

Upgrading passenger rail corridors and services to an efficient, fast, high capacity system would be necessary for an Olympic Games. Brisbane urban rail services are also critical for the Games as are the connections from Sunshine Coast and Gold Coast. The feasibility and related studies will need to determine the requirements to service an Olympic Games, and how these link to the region's longer term needs.

#### 5.1.3 Bus Infrastructure and Busway Network

Bus, both busway and shuttle bus services, would play a critical role in Olympic Games spectator and workforce transport. A thorough analysis is required in order to establish demand requirements, and possible solutions in addressing the demand by regular, Games-specific, and shuttle services. The Commonwealth Games experience may be valuable in examining the feasibility of bus-based Games transport projects.

#### 5.1.4 Road Infrastructure

Strengthening the capacity of our major road networks in the region will be vital to hosting an Olympic Games. Necessary projects to develop a robust Games Route Network within Brisbane will need to be investigated.

### 5.2 Games Transport Concept

#### 5.2.1 Spectators and Workforce Transport in Brisbane

All recent Olympic and Paralympic Games have used zero car access to venues. This prevents the extreme traffic and parking problems that car access would generate in venue areas, especially if these are embedded near the urban core.

## 5. Transport Plan

The potentially distributed nature of accommodation across the region will require strengthened transport connections, particularly from the Gold and Sunshine Coasts to Brisbane. This aligns well with the transportation challenges of the SEQ region, regardless of an Olympic Games.

It is recommended the SEQ region examines the feasibility of this strategy. Potential approaches to be examined in order to address expected demand include the following:

- Maximise rail use
  - minimum headways to be achieved in certain lines
  - longer trains (and rail platforms)
  - maximum use of existing rolling stock (delay retiring some stock which is currently under replacement)
- Expansion of the busway network beyond the 2031 plans
- Examine the Metro plans and the likely Games value of the system
- Park and Ride coupled with special Games shuttles
- Explore the role of other Games bus services. Clearly bus has to play a very substantial role, beyond venue shuttles. Trunk services (of high frequency, high capacity) may be developed. To this end, leveraging the experience of the Commonwealth Games shuttle bus network is highly recommended.

### **5.2.2 Spectators and Workforce Accessing the Gold Coast and Sunshine Coast from Brisbane**

Under the concept of a regional Olympic Games, the transport links between Brisbane, Gold Coast, Sunshine Coast and (to a lesser extent) Ipswich are significant and need to be tested and possibly strengthened. Significant topics in these areas include (see also Section 5.1):

- Rail connectivity between Brisbane and Gold Coast
- Rail connectivity between Brisbane and Sunshine Coast
- Road connectivity for bus transport.

### **5.2.3 Olympic Family Transport**

Olympic Family transport is driven by the final Master Plan and by the traffic situation in Brisbane and the SEQ region. Based on the current scenarios considered, travel times are likely to be reasonable.

In order to achieve reduced travel times, significant priority management measures will be necessary for the period of the Games. Such measures need to be studied and may include:

- Dedicated lanes at some parts of the Games Route Network
- High occupancy vehicle lanes
- Strong travel demand management initiatives to displace traffic from sensitive areas
- Traffic and parking restrictions around venues
- Other measures.

Beyond travel times, other significant attributes of client experience need to be considered:

- Superior vehicle fleets
- Maximised use of electric vehicles, hybrids, fuel cell buses, etc.
- Client-oriented management structures
- Fleet facilities (depots, hubs, malls, etc.)
- Fleet technology.

## 6. Other Major Games Requirements

### 6.1 Dates of the Games and Meteorology

#### 6.1.1 Dates of the Games

The IOC has specified the following in respect to the dates of the Olympic Games for the 2024 bid process:

*The duration of the competitions of the Olympic Games shall not exceed sixteen days and the dates of the Olympic Games shall be chosen within the period: 15 July to 31 August.*

Assuming the same date period is to be applied to the 2028 Summer Olympic Games, a Games in SEQ will need to be hosted in the Australian Winter. The temperate climate typical of an SEQ Winter makes this viable.

#### 6.1.2 School Holidays

The following are the school holiday periods in June/July/August in 2016 and 2017:

|     | Term 2 Holidays |        |        |        | Term 3 Holidays |        |        |        |
|-----|-----------------|--------|--------|--------|-----------------|--------|--------|--------|
|     | 2016            |        | 2017   |        | 2016            |        | 2017   |        |
|     | Start           | End    | Start  | End    | Start           | End    | Start  | End    |
| Qld | 24-Jun          | 10-Jul | 23-Jun | 9-Jul  | 16-Sep          | 3-Oct  | 15-Sep | 2-Oct  |
| ACT | 1-Jul           | 17-Jul | 30-Jun | 16-Jul | 23-Sep          | 9-Oct  | 22-Sep | 8-Oct  |
| NSW | 1-Jul           | 17-Jul | 30-Jun | 16-Jul | 23-Sep          | 9-Oct  | 22-Sep | 8-Oct  |
| NT  | 24-Jun          | 24-Jul | 23-Jun | 23-Jul | 30-Sep          | 9-Oct  | 29-Sep | 8-Oct  |
| SA  | 8-Jul           | 24-Jul | 7-Jul  | 23-Jul | 30-Sep          | 16-Oct | 29-Sep | 15-Oct |
| Tas | 1-Jul           | 17-Jul | 7-Jul  | 23-Jul | 23-Sep          | 9-Oct  | 29-Sep | 15-Oct |
| Vic | 24-Jun          | 10-Jul | 1-Jul  | 17-Jul | 16-Sep          | 2-Oct  | 22-Sep | 8-Oct  |
| WA  | 1-Jul           | 17-Jul | 30-Jun | 16-Jul | 23-Sep          | 9-Oct  | 22-Sep | 8-Oct  |

Assuming the same or similar dates will be proposed for the second term school holiday period in 2028, a July/August Olympic Games period falls outside the traditional school holiday period. Operationally it is critical that the Games are held in a school holiday period to enable:

- Reduced baseload traffic
- Reduced load on public transport
- Availability of school and other buses that could be used for Games purposes.

Similarly, the university holidays do not traditionally fall within the proposed Olympic Games period:

|     | End of Semester Holidays |        |        |        |
|-----|--------------------------|--------|--------|--------|
|     | 2016                     |        | 2017   |        |
|     | Start                    | End    | Start  | End    |
| Qld | 25-Jun                   | 25-Jul | 24-Jun | 24-Jul |

## 6. Other Major Games Requirements

This is significant in respect to the availability of university dormitory accommodation as part of the Olympic Games accommodation inventory.

The alignment of holidays across Queensland, and indeed nationally, will be important to the efficient management of delivery resources for an SEQ Games.

### 6.1.3 Meteorology

Following is an outline of the meteorological conditions in Brisbane and Gold Coast during the proposed period of the Olympic Games. The proposed window is generally one of reliable and pleasant weather conditions.

|                                  | Brisbane <sup>1</sup> |        | Southport <sup>2</sup> |        |
|----------------------------------|-----------------------|--------|------------------------|--------|
|                                  | July                  | August | July                   | August |
| <b>Temperature</b>               |                       |        |                        |        |
| Mean maximum (degrees Celsius)   | 21.8                  | 23.2   | 20.6                   | 21.4   |
| Mean minimum (degrees Celsius)   | 10.1                  | 10.7   | 9.1                    | 9.8    |
| <b>Rainfall</b>                  |                       |        |                        |        |
| Mean rainfall                    | 23.7                  | 41.2   | 73.2                   | 56.6   |
| Mean number of days of rain >1mm | 3.3                   | 3.8    | 5.5                    | 5.2    |
| <b>Wind Speed and Direction</b>  |                       |        |                        |        |
| Mean 9 am wind speed (km/h)      | 8.2                   | 8.5    | 11.4                   | 12     |
| Mean 3 pm wind speed (km/h)      | 11.3                  | 13.2   | 14.6                   | 16     |

## 6.2 Accommodation

Accommodation capacity is an initial focus of the IOC in determining the capacity of a city/region to host an Olympic Games. At Stage 1 of the bidding process, the IOC assessment of the adequacy of overall accommodation capacity is a key feasibility factor.

During the Bidding Process - Stage 3 submission, the IOC currently requires bid cities to contract a specific number of rooms as part of the guaranteed undertakings of the bid process. Within the guaranteed IOC room allocation there are two categories of accommodation:

- Secured accommodation blocks/hotels for the Olympic Family, with guaranteed maximum rate for bed and breakfast
- Secured accommodation blocks (hotels and other alternate accommodation types where required) with a rate formula for the balance of the rooms.

The majority of accommodation required cannot be provided in shared twin rooms, but is deployed as a single or double configuration.

In addition to the guaranteed rooms required by the IOC, host cities have to meet accommodation requirements for:

- Spectators
- Non-accredited media
- Games workforce including volunteers, contractors and security personnel – some of this can be group sharing in dormitories, so not just single or double configuration
- Other invited guests.

The feasibility study will need to determine the potential availability of rooms sufficient to meet Olympic Games requirements. The pre-feasibility has identified some challenges, but none that are insurmountable at this stage subject to further analysis through the feasibility study.

## 6. Other Major Games Requirements

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### 6.3 Energy

Sufficient and reliable energy is a critical issue for an Olympic Games. Energy will be delivered through permanent infrastructure/utility providers and temporary power through generators. A solid base level of infrastructure will be required in order to deliver an Olympic Games, with a significant additional load placed on the host city during competition.

Key elements and requirements of the power supply for a Games would include:

- Dual high voltage feeds into the metropolitan area, ensuring a robust and redundant supply
- Redundant supply distribution into venues and venue clusters and suitable capacity in substations
- Suitable power supply to accommodate base load of all venues and facilities in addition to existing demands across the city
- Analysis of alternative power sources with a focus on sustainability, green energy options etc.

### 6.4 Telecommunications

The Olympic Games requires a robust and extensive permanent telecommunications network, including complete coverage and high speed/capacity data and mobile networks and fibre connectivity between all Games facilities and venues. The requirement extends to redundant fibre supply for broadcasters at all competition venues connected back to the location of the media facilities.

This is likely to require some reinforcement of the existing fibre network and should be considered when analysing venue locations.

### 6.5 Security and Safety

Australia is generally perceived as having a relatively safe and secure environment. Notwithstanding global challenges that affect many nations, Australia has a track record of keeping its borders and citizens safe.

Given its track record of major event hosting, Australia, and specifically SEQ, has extensive experience in the planning and delivery of event security. In particular, the recent staging of G20 in Brisbane and the forthcoming Commonwealth Games in 2018 provide (or will provide) powerful proof points. Therefore, it could be argued that Queensland would present a safer and more reliable solution than most other venues in the world.

The smart CCTV and artificial intelligence capabilities to be piloted in the region may also have potential application for an Olympic Games.

<sup>1</sup> Bureau of Meteorology monthly climate summary statistics - Brisbane

<sup>2</sup> Bureau of Meteorology monthly climate summary statistics - Southport Ridgeway Avenue

## 7. Legacy and Sustainability

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### 7.1 Importance of Legacy and Sustainability

Legacy and sustainability are core pillars of the Olympic Movement and increasingly important in respect to framing a proposed Olympic Games concept. For the IOC:

- **Legacy** refers to positive impacts that remain once the Olympic bidding process/Olympic Games/sport events have concluded
- **Sustainability** refers to ensuring feasibility, maximising positive impact and minimising negative impact in the social, economic and environmental spheres.

More than ever, the IOC has elevated the concepts of sustainability and legacy to core considerations for bidding cities. For the first time, 2024 bidding cities are required to submit a copy of their city/regional long-term plans and a clear description of the alignment of the proposed Games concept with these long-term plans.

Legacy therefore needs to be 'hard-wired' into the Olympic Games concept from the outset and the mechanisms for the delivery of legacy need to be clearly articulated at the earliest phase of bidding.

### 7.2 Legacy Opportunities

There are a number of key areas of expected legacies for an Olympic Games, as defined by the IOC, including:

- Infrastructure and urban development
- Improved social development through sport
- Economic development and governance
- Natural environment enhancement.

Based on an initial understanding of the rationale and core outcomes for a SEQ 2028 bid, it is clear an Olympic Games would deliver a number of legacies against the above criteria. This is particularly so when aligned with regional infrastructure requirements, the 'Smart City' concepts and the underlying commitment to sport and active lifestyles. Each of these concepts needs to be further examined as part of a feasibility study.

The IOC identifies a number of key expected legacy areas from an Olympic Games, with evidence to suggest that previous host cities have experienced both significantly positive and some negative legacies.

An initial examination of previous Olympic Games hosts demonstrates positive legacies are achieved when legacy planning is embedded into the fundamental Olympic Games proposition from the early stages of conception. Legacy and benefit delivery is best managed as a parallel and equally important planning stream alongside bid and Olympic Games delivery planning.

This pre-feasibility study has identified a substantial range of legacy opportunities which should be explored and validated through a full feasibility analysis.

These range from tangible benefits such as improved infrastructure, direct economic benefit to the visitor economy, international promotion and branding opportunities to less tangible, but no less important, opportunities such as improving planning and management processes across the public and private sector, engaging all members of the community and reinforcing positive community values.

In addition to the aforementioned legacies is the direct and obvious impact of greater involvement in sport and recreation, leading to a healthier society. This will also require

## 7. Legacy and Sustainability

careful consideration within the feasibility study to create a pragmatic approach to the achievement of this obvious bid and Olympic Games hosting "dividend".

The list above is indicative of elements that should be considered within the feasibility study. It should also consider a practical plan of management to deliver such legacies through effective programs, and the delegation of management to relevant long-term organisations (the performance of which can be carefully tracked).

The pre-feasibility study has found there are significant legacy opportunities to warrant further investigation. Bidding for and hosting an Olympic Games could have a potentially relevant and catalysing effect on planning and delivery across the SEQ region and nationally.

### **7.3 Sustainability Opportunities**

Whilst environmental impact is a major component of the evaluation of sustainability for an Olympic Games bid, the concept of sustainability is much broader and is linked to the categories of legacy listed above.

Key factors that should be embedded in the project to support a sustainable outcome include:

- Awareness and protection of naturally sensitive areas
- Enhancement and renewal of the natural environment through the project
- Commitment to green building techniques and standards
- Evidence of strong business cases and post-Games business plans for the operation of all new Games-related facilities
- Sustainable waste management practices
- Encouraging energy-efficient energy and mobility concepts
- Demonstrating fair work practices and supporting the local economy/building capacity
- Using local labour force.

Importantly, the legacy and sustainability propositions are dependent on the effective articulation of the SEQ long-term plan - it will be the key benchmark against which both legacy and sustainability are measured - and it should be developed further during the feasibility process.

### **7.4 Planning and Environment**

The investigation of the feasibility of an Olympic Games bid requires investigation of the planning and environment items that need to be managed for a Games to be hosted in SEQ.

The following are broad areas that need to be covered in the feasibility study to ensure consideration is given to the planning, process and cost associated with these:

- Legislative environment framework
- Planning and approvals pathway
- Fauna and flora monitoring/inventory requirements
- Cultural Heritage Management Plan
- Contaminated land assessments.

## 8. Bid Organisation

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### 8.1 Organisation and Governance

Local stakeholder arrangements will largely define the overall governance structure of any bid organisation. Previous characteristics of successful bid organisations can be summarised as follows:

- There is a need to acknowledge the fundamental role of the National Olympic Committee, in this case the Australian Olympic Committee, as a body with the exclusive power to endorse any bid, thereby necessitating its integration into any governance structure
- There is a need to ensure alignment of the bid organisation with the Commonwealth and Queensland governments, particularly in terms of international communication and foreign policy
- The timely establishment of a multidisciplinary core bid organisation which leads bid strategy and execution is a key success factor. This bid organisation would be required to work closely with relevant public sector agencies and leverage specialist Olympic Games domain knowledge usually held within the private sector. There are a range of advantages to ensuring the bid organisation is a government-backed but "arm's-length" non-profit entity
- The bid organisation would be characterised by highly centralised strategy setting and decision-making through an experienced senior leadership team.

The structure and nature of a bid organisation will be outlined and tested in the feasibility study.

### 8.2 Road Level Program (Schedule) and Phasing

An indicative high-level roadmap for a 2028 Olympic Games bid is provided at Appendix 1. Scheduling has been developed to take advantage of the period from mid-2016 to establish:

- Political alignment
- Media and community support
- Long-term planning clarification
- Alignment of the bid project with long-term plans
- Security alignment.

A key success factor of any Olympic Games bid is the management of the program and highly detailed attention to quality of delivery from a technical and relationship building perspective.



## 9. Finance

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### 9.1 Feasibility Study

The required budget for a full feasibility study is estimated to be between \$2 million - \$2.5 million, and it is proposed this is to be funded through contributions from the Council of Mayors (SEQ) member councils.

It is anticipated some related studies and activities may also be completed to support the feasibility process. These will be delivered through in-kind support from the public and private sector, applications to existing government funding programs or by coordinating with existing programs of work with similar outcomes (such as SEQ Regional Plan engagement and development).

A detailed summary of the areas to be covered in a full feasibility study is included at Appendix 2. Related studies and activities are outlined in the Proposed Program of Related Work (Section 11).

### 9.2 Games-related Capital Works

At the core of the feasibility of the SEQ 2028 Olympic Games proposition is the ability to secure a commitment to delivering the venues, road and public transport projects fundamental to the Games requirements. It should be noted the majority of projects requiring funding are projects the region will require regardless of an Olympic Games bid.

The minimal new stadia required, while directly related to a Games bid, represents required infrastructure for the future growth and capacity of the SEQ region. Where there is no legacy requirement, a temporary facility approach should be taken.

If bidding, a firm commitment to the funding of all Games capital costs will be required by the IOC.

The "City Deals" funding model provides a proven approach to the financing of major transport projects. The application of this model to other projects (such as venues) needs to be examined further, but work towards a three-tier SEQ City Deal is well advanced.

### 9.3 Games Operating Costs

The IOC requires the Olympic Games operating budget to be split between non-OCOG and OCOG (Organising Committee for Olympic Games) costs.

Non-OCOG costs include the costs incurred by all levels of government to support the planning and operations of the Games, and must be financed by the relevant government authorities. These costs include security, public transport, customs, immigration, medical and other services ordinarily provided by government.

In addition to the non-OCOG costs, OCOG costs are incurred directly by the Organising Committee to plan and stage an Olympic Games. These costs are financed through a combination of the IOC contributions, OCOG revenues (sponsorship, ticketing and other revenues) and contributions of funding and value-in-kind resources from government.

A feasibility study must undertake more specific and detailed analysis to determine the full operating costs of hosting an Olympic Games, and deliver a better understanding of the contributions, funding arrangements and in-kind resources available to deliver a cost effective approach to Games delivery.

## 10. Competitive Analysis

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Olympic Agenda 2020 will be an important consideration for the 2028 bidding process, given this agenda fundamentally seeks to grow the future pipeline of bidding cities through the implementation of a more sustainable approach to Games delivery.

While the general direction of Olympic Agenda 2020 has been articulated by the IOC, the tangible changes of the reform agenda are yet to be tested.

The early indicators suggest the most important considerations for SEQ 2028 to contemplate are:

- The increased pressure to have a high level of community support for an Olympic Games bid
- An understanding of the fundamental requirements of the Olympic Games proposition (such as a single Village for all athletes), with the flexibility to respond to the changes that are acceptable to the IOC as these become clearer.

The first formal requirement for 2028 bidding cities to provide a formal expression of interest in hosting occurs in early 2019.

Therefore, it is too early to determine the likely competitor set for 2028. It is highly recommended that any commitment to bid is considered only after the announcement of the successful bidder for the 2024 Games. This will clarify likely competitors for 2028, and also allow a review of the actual impact of Olympic Agenda 2020 in determining a host city.

# 11. Proposed Program of Related Work

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## 11.1 Staged Approach

Currently, the SEQ region is lacking some key pieces of information required to support a full feasibility study. It is proposed a detailed program of work needs to be undertaken to complete a series of related studies to better inform a full feasibility analysis.

This would require coordination and collaboration to ensure this supporting work is completed in time for its use in the feasibility study and to ensure the requirements of the feasibility study are considered in that work.

The primary activities required to support a full feasibility study are as follows:

- Regional Vision
- SEQ People Mass Movement Study
- SEQ Venue Review
- SEQ Regional Plan, including housing needs and transport needs
- Engagement with State and Federal governments
- Community engagement.

### 11.1.1 Regional Vision

This activity is critical to outlining a 50 year vision for the SEQ Region as a backdrop against which to evaluate the potential of an Olympic Games bid and delivery. Preliminary work on a regional vision was undertaken in conjunction with the pre-feasibility work, however a more in-depth approach is required to inform a full feasibility study.

The SEQ Regional Plan (SEQRP) is undergoing a review in the timeframes of the feasibility work and will involve the development a 50 year planning vision for the SEQ Region. There is an opportunity to dovetail both activities to ensure alignment with the State Government and the requirements for the feasibility study. The challenge will be to ensure Local Government has a strong role in the development of a single vision for SEQ.

### 11.1.2 SEQ People Mass Movement Study

The aim of the study is to ensure a coordinated approach to the mass movement of people in the SEQ region, and ensure future capital expenditure and operational expenditure is targeted to achieve increased network speed, frequency, reliability and coverage for the current and future population of SEQ.

The study aims to improve the movement of people through:

- Better coordination of investment and services in public transport across heavy rail, light rail, bus, cat/ferry and proposed metro transport modes
- Ongoing support for the upgrade and widening of major road corridors, e.g. Bruce Highway and Sunshine Coast Motorway upgrade plans over the next 20 years
- Building on the planning and infrastructure upgrades underway in preparation for the hosting of the 2018 Gold Coast Commonwealth Games

## 11. Proposed Program of Related Work

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- Achieving an improved level of service, with increased network speed, improved frequency, reliability and coverage, for passengers on the southern (Brisbane-Gold Coast) and northern (Brisbane-Sunshine Coast) and the east/west public transport corridors.

Apart from these fundamental objectives, the study has the potential to re-shape transport infrastructure investment over the coming decades by:

- Informing future Planning Scheme reviews
- Acting as a guiding document for the Local Government Infrastructure Plans to inform future works over the next 20 year period
- Providing a platform from which to engage with key stakeholders and influence critical decision-making bodies inside and outside of the local and regional jurisdictions.

This body of work could be carried out over a six to nine month period and provide a strong set of plans to undertake more detailed work as part of the feasibility study and in future stages, enabling the commitment to funding of key enabling projects essential to facilitating a successful Games bid.

This study is a vital platform for measuring the feasibility of an Olympic bid against the needs of a growing SEQ.

### 11.1.3 SEQ Venue Review

Given the significance of venues in the hosting of an Olympic Games, having an accurate picture of existing, planned and required venues prior to a feasibility study is critical. This review will need to be undertaken by the State Government in conjunction with the Council of Mayors (SEQ) to ensure there is an appreciation of both the State's strategy in relation to venues and any Council of Mayors (SEQ) requirements for developing a viable bid.

It is recommended the review be undertaken with a view of Olympic Games venues and training facilities, consideration of future legacy requirements, and input from SEQ councils. This will assist in determining the nature of venues for the Games and the need for temporary versus permanent facilities.

### 11.1.4 SEQ Regional Plan

The SEQRP is currently under review by the State Government and this review represents a vital input into any feasibility study that may be undertaken. The SEQRP will provide a strategic view on future housing and settlement needs within the region upon which a feasibility study can be overlaid.

The State Infrastructure Plan in conjunction with the SEQRP will also assist in determining infrastructure that may be planned or funded that will assist in the delivery of an Olympic Games.

The timing for the SEQRP aligns well with the other supporting work required for a feasibility study. While Local Government resources are currently working within the SEQRP team, there will be a need to ensure any specific requirements for a feasibility study related to the SEQRP are understood and identified early to ensure their consideration as part of the SEQRP review.

### 11.1.5 State and Federal Government Engagement

The State and Federal governments will be critical partners in any potential bid, however in the short to medium term there is no need to seek any formal commitments from either tier of government. There is simply not enough analysis currently available to allow the State and Federal governments to make an informed decision about a possible SEQ 2028 Olympic Games bid.

## 11. Proposed Program of Related Work

However, in order to ensure an effective feasibility study, it will be vital to have access to key government agencies, resources and data. As such, early engagement to seek their participation in the feasibility work will be essential.

### **11.1.6 Community Engagement**

Regardless of an Olympic Games bid, a feasibility process will begin to shape a plan of how SEQ will evolve over the coming decades.

Therefore, it is essential that our industries, businesses and communities have an opportunity to express how they believe the region should look, work and feel into the future.

Community engagement will form a crucial component of the feasibility study (and any future Olympic work) and will run in conjunction with the aforementioned bodies of work. A thorough engagement process will allow all sectors of the community to provide input directly into the process and ensure any opportunities or concerns are addressed.

## 12. Key Considerations for a Feasibility Study

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### 12.1 Introduction

At the commencement of this report, the reasons for considering a potential SEQ bid for the 2028 Olympic Games were defined. In simple terms, an Olympic Games can serve the region as a catalyst to expedite infrastructure delivery, drive our economy and raise SEQ's profile on the international stage.

However, regardless of whether or not a regional Olympic bid proceeds, there are still a number of reasons why engaging in a full feasibility study should be considered carefully at this point in time.

While an Olympic Games may not be the only means to meeting a number of challenges facing the region's future, the questions around how SEQ will address the issues of its growing population, lagging infrastructure and transitioning economy still remain.

An Olympic Games feasibility study will not only assess the region's capability of hosting an Olympic Games and evaluate the costs and benefits associated with its delivery, but as a by-product, will create a holistic vision for region's future and identify the key building blocks needed to construct a liveable and prosperous SEQ.

The completion of a feasibility study will also better equip planners and decision-makers in the region to consider other major event hosting opportunities and other mass participation/mass community engagement arrangements.

The defined outputs of a full Olympic Games feasibility study have been listed in Appendix items 1 and 2, with the related program of work also explained in greater detail in the previous section.

Timing also plays an important role in the region's consideration of a feasibility study at this stage of SEQ's development. There is currently a window of opportunity open to SEQ which allows the region to take full advantage of the recent introduction of Olympic Agenda 2020 and the approaching Gold Coast 2018 Commonwealth Games.

This also coincides with the development of the SEQRP, providing an opportunity to develop a unified plan for the region agreed across the three levels of government. This development process will provide significant opportunities for engagement and consultation with stakeholders and the community.

Ultimately, the SEQ hosting proposition needs to be positioned as a catalyst for the delivery and acceleration of the SEQRP in order to be considered by the IOC. Projects identified through the regional planning process could therefore be delivered against an Olympic hosting timeline, potentially expediting projects that may otherwise take 20 or more years to fulfil.

A possible approach may involve dovetailing an Olympic Games feasibility analysis into the regional planning process as a means to ensure the long-term plan for SEQ examines the role of events and infrastructure delivery as enablers for development. Within that context, a potential SEQ 2028 Olympic Games can be sensibly considered.

### 12.2 Feasibility Recommendation

The scope of this pre-feasibility analysis was to assess whether or not the SEQ region has the capability to potentially bid for and host the 2028 Olympic Games.

The conclusions drawn within this report support the recommendation that the

## 12. Key Considerations for a Feasibility Study

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Council of Mayors (SEQ) should consider funding and delivering a full feasibility analysis into bidding for and hosting a regional Olympic Games in 2028.

While this report has indicated there are a number of scenarios available which could see the region host a successful Olympic Games, the scope and budget allocated to this stage of analysis did not cover an investigation into the detailed costs and benefits of an SEQ Games.

As demonstrated with international events such as the 2000 Sydney Games and the Brisbane G20, Australia has a strong history of successfully delivering world class events which have had a positive influence on their respective host cities.

While the proposition of bidding for an Olympic Games is a serious one and should not be considered lightly, to ignore the option to further explore an opportunity that could deliver overwhelmingly positive economic, social and cultural outcomes to the region would be to the detriment of SEQ.

This report has also identified some shortfalls in the region's current visioning and planning for the future decades. While there are bodies of work identifying the path forward on a local, state or national level, there is still room for improvement in this space at a regional level.

Whether further analysis leads to an Olympic bid or not, it will provide the groundwork needed to formulate a regional and collaborative plan to meet the challenges SEQ faces in the coming decades. The conclusions of this report would suggest this, at the very least, is worth the investment of a full Olympic Games feasibility study.

### 12.3 Legacy of Feasibility

The conclusions drawn in this report have not only identified the region's capability to potentially host an SEQ 2028 Olympic Games, but also exposed the need for SEQ to better equip itself to face the challenges ahead and capitalise on its strengths and opportunities.

While Federal, State and Local governments continue to develop and deliver comprehensive analysis and successful programs of work related to their areas of responsibility, there remains an opportunity for a regionally focused approach to connecting the outcomes of this work for the betterment of SEQ.

Specifically in the areas of infrastructure and planning, economic development and an overall outlook for the future of the region, the need for a regional body such as the Council of Mayors (SEQ) to connect the dots between all tiers of government is apparent.

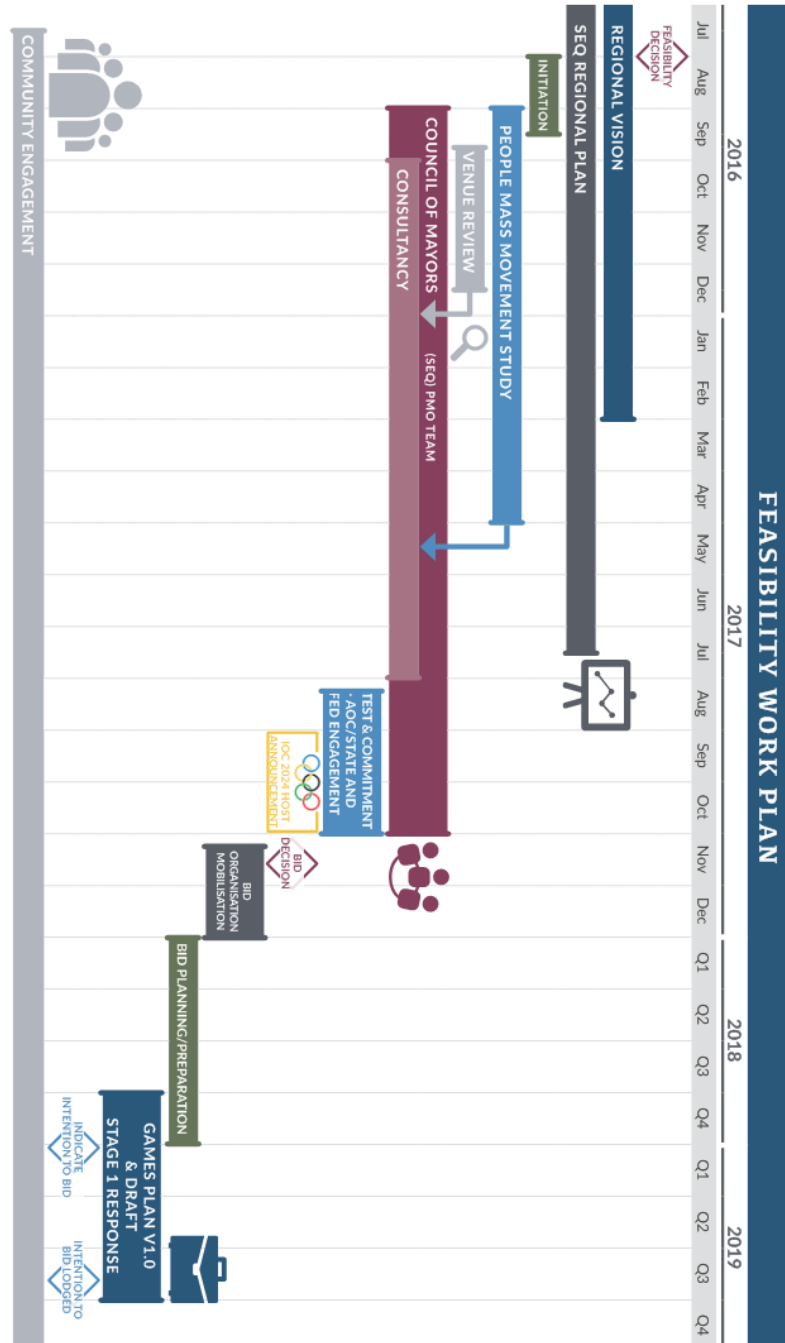
Until this point in time, a compelling reason and dedicated budget to complete such a body of work has not been available. However, an Olympic feasibility study will achieve this outcome regardless of a decision to proceed to a formal bid process.

There is a clear alignment between the requirements of hosting an Olympic Games and many of our basic regional objectives such as delivering the infrastructure needed to support our growing population, building efficient transport and connectivity across our region, and developing a strong and diverse economy for all.

As innovative advances continue in areas such as technology, service delivery and infrastructure funding, a regional focus is needed to take advantage of these emerging opportunities. The 'City Deals' funding model, and its potential benefits for SEQ, is a clear example of the need for a committed regional approach and alignment between all tiers of government moving forward.

The legacy of a thorough and detailed feasibility study will not only be the outcomes associated with a potential Olympic bid, but more so, the realisation of a region that is ready to capitalise on the changing economic, technological and social environment in decades to come.

**Appendix 1:  
 Indicative High-level Roadmap  
 Towards a 2028 Olympic Games Bid**





## Appendix 2: Areas of Investigation for an Olympic Feasibility Study

| Category  | Areas of Examination for a Full Feasibility Study  |
|---|--|
| <b>Strategic Rationale for Hosting a Regional Olympic Games</b> |  |
|   | Validity of rationale outlined in pre-feasibility  |
|   | Additional elements of strategic rationale for SEQ 2028 bid  |
|   | Benefit Cost analysis for the overall Olympic Games proposition  |
|   | Further development of an Olympic Games vision with shared views from external partners and stakeholders   |
| <b>Master Plan</b>  |  |
|   | Development of Master Plan scenarios   |
|   | Understanding likely legacy benefits of 2018 Commonwealth Games, and how these can be incorporated to deliver a cost effective SEQ 2028 Master Plan                    |
|   | Further analysis by technical experts ensuring a clear understanding of long-term planning objectives, opportunities and constraints                                   |
|   | Liaison with key stakeholders to ensure thorough knowledge of planned infrastructure, and optimal solutions for long-term sport and cultural development in Queensland |
|   | Financial analysis relating to the cost benefit analysis of venue delivery, and for potential private sector investment  |
|   | Analysis of housing demand for the region, with respect to growth and projected needs of SEQ   |
| <b>Transport</b>  |  |
|   | Further identification and investigation of the role of the airports in Brisbane, Gold Coast, Sunshine Coast and other possible event locations                        |
|   | Projected connectivity of Brisbane airport with international destinations, and capacity arrangements  |
|   | Review of impacts and outcomes of People Mass Movement Study   |
|   | Further investigation of spectator and workforce transport for an SEQ Olympic Games  |
|   | Study traffic priority measures to facilitate Olympic Family transport and comfortable travel times  |
| <b>Dates of the Games</b>                                       |  |
|   | Investigation into other local or national constraints that may affect dates of the Olympic Games  |
|   | Possibility of aligning school holidays and university semester breaks with the proposed dates of the Olympic Games  |
| <b>Accommodation</b>  |  |
|   | Current and future hotel room capacity across the region   |
|   | Investigate potential for new rooms, upgrades of existing rooms or alternate accommodation solutions (including likely legacy benefits of 2018 Commonwealth Games)     |
|   | Feasibility of any proposed Olympic or media villages, including legacy use  |
| <b>Energy</b>   |  |
|   | Preliminary load estimations for Olympic venues and facilities   |
|   | Capacity of the existing energy network and suitability against estimated demands  |

#### Telecommunications

Extent of the existing broadband network in relation to the Olympic Games footprint, and any incremental infrastructure requirements

Incremental requirements for the fibre network, ensuring redundancy and connectivity

#### Safety and Security

Existing law enforcement and security personnel in SEQ

Projected growth in numbers of law enforcement personnel

Likely legacy benefits of the 2018 Commonwealth Games security operation

#### Legacy and Sustainability

Proposed Olympic Games concept compared against key legacy and regional objectives

All other potential legacy outcomes for an Olympic Games in SEQ

Analysis of environmentally sensitive areas within SEQ and the potential impacts and benefits of an Olympic project

#### Planning and Environment

Investigation of all required planning and environment considerations and approvals required to host an SEQ Games

#### Bid Organisation and Governance

Funding arrangements which will in turn determine governance structures

Government integration arrangements across different levels of government and between government and the bid organisation

Most effective legal structure for the bid organisation, taking into account funding, procurement arrangements, bid campaign strategic and technical requirements

#### SEQ 2028 Roadmap

Development of a detailed program of work for future activities

Definition of the bid task/deliverables schedule to a sufficient level detail to assist development of the bid decision and associated budget

#### Financing Strategy

Benchmarking of the total capital and operating costs of recent editions of the Olympic Games

Application of these budgets in the SEQ context including projected revenues

Possible State and Federal Government funding options for the Olympic Games bidding and hosting proposition

#### Competitor Analysis

SWOT analysis, including relative weightings, risk mitigation opportunities etc

Progressive indications from the IOC and the 2024 bidding process in respect of Olympic Agenda 2020 and the resultant considerations for the SEQ 2028 hosting proposition

Strategy for the optimal approach to community engagement and communications

#### Cultural and Other Related Programs

Consideration of any associated cultural programs and the related costs

Consideration of any associated trade and investment programs and the related costs

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