

100-day Review of Brisbane 2032 Olympic and Paralympic Games Infrastructure

Terms of Reference

Preamble

In the lead up to the Brisbane 2032 Olympic and Paralympic Games (the Games), the Queensland Government has committed to conducting a comprehensive 100-day infrastructure review. This review will assess the intricate network of critical infrastructure projects required to support the Games, ensuring projects align with long-term planning, fiscal and future legacy objectives.

This review will focus on ensuring that Queensland is delivering the right projects in the right places with the right governance. It will prioritise key infrastructure, assess connectivity, and ensure integration across venues, transport projects and athlete's villages. This review will consider deliverability, legacy impact, value for money, and alignment with long-term growth strategies, aiming to generate lasting economic, social and environmental benefits across the State whilst enabling the successful delivery of the Games.

Objectives

The primary objectives of this 100-day review are to:

- **Assess infrastructure demand alignment:** Confirm that infrastructure projects are strategically chosen based on demand, ensuring they are located in the right places to meet the needs of the Games and support Queensland's long-term legacy outcomes.
- **Assess connectivity and integration:** Evaluate the interconnectivity of venues, transport systems, athlete's villages and precincts within the infrastructure network including the need to facilitate access during the Games and promote long-term mobility solutions.
- **Evaluate affordability:** Examine all proposed infrastructure investments for their economic viability and value for money. This includes ensuring investments within the venues program remain within the agreed \$7.1 billion funding envelope from the State and Australian governments, and other investments for athlete's villages and transport infrastructure meet legacy and Games needs.
- **Evaluate deliverability:** Assess the feasibility of completing infrastructure projects on time and within budget, considering resource availability, Olympic Host Contract and Games commitments and other risk factors. This includes reviewing infrastructure procurement, staging strategy and delivery models, including those that involve private investment, and evaluating industry capacity.
- **Identify priority projects:** Identify critical infrastructure investments that are essential for both Games-time needs and long-term growth for Queensland, while recommending opportunities for cost savings across the venues program.
- **Maximise long-term benefits:** Ensure that infrastructure investments support regional economic development and align with broader strategies, including tourism, and deliver lasting community benefits such as increased housing and improved public amenities.
- **Assess Games governance:** Evaluate the current governance arrangements for the Games and recommend any changes that are considered to increase the likelihood for successful delivery of the Games, including the infrastructure required, and to reduce the overall cost and risk in delivering the Games.

Scope

The 100-day review will **include** the following in its scope:

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

Guiding Principles

The review will adhere to the following principles:

- **Maximise use of existing venues:** The review will prioritise the utilisation of existing venues and infrastructure to minimise new construction, thereby enhancing cost-efficiency and promoting sustainability.
- **Value within the agreed funding envelope:** Venue infrastructure investments will be assessed for viability, and value for money, ensuring delivery models and opportunities for private sector investment are considered, to enable delivery within the \$7.1 billion funding envelope agreed between the State and Australian governments. Funding for transport infrastructure, precincts and villages does not form part of the \$7.1 billion funding envelope but should also be assessed in accordance with these principles.
- **Leveraging investment:** The review will consider opportunities to leverage transport, venue and village investment to provide the widest public benefit to the community, noting well designed precincts can create economic, cultural and environmental value, attract public and private co-investment, and increase the use of shared space.
- **Legacy-focused:** Permanent infrastructure investments must provide lasting community and economic benefits, extending beyond the Games.
- **Integrated Planning:** The review will conduct all infrastructure assessments within a master plan framework, considering how venues, transport, and villages interconnect to avoid isolated decision-making.
- **Benefits for rural and regional Queensland:** The review will seek to ensure infrastructure investments deliver benefits for rural and regional Queensland.

Methodology

The review will follow a structured and transparent methodology, ensuring that all relevant aspects of infrastructure delivery are considered. The key elements of the methodology will include:

- **Document review:**
 - All planning completed to date, including existing project plans, business cases, Project Validation Reports (PVRs), cost assessments, gateway reviews and other relevant project documentation (where permissible to be shared).
 - Commitments related to the Games, including those within the Olympic Host Contract and intergovernmental agreements
 - Relevant sporting federation requirements for venues, as required
 - Government transport plans
 - Current governance arrangements and establishing documents for games entities and governance bodies.

- **Stakeholder consultation:**
 - The Review will be informed by a public submission process (open for a suitable portion of the 100 days) which welcomes all Queenslanders to contribute directly to the Review.
 - The Review will also be informed by targeted consultation and relevant advice from stakeholders which, at the discretion of the Reviewers, may include:
 - the Australian Government
 - relevant Queensland Government agencies
 - relevant local government agencies and bodies, including Brisbane City Council, City of Gold Coast, Sunshine Coast Council, and other local governments hosting Brisbane 2032 events, Council of Mayors - South East Queensland (COMSEQ) and the Local Government Association of Queensland (LGAQ)
 - relevant statutory bodies and authorities, including the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games, Stadiums Queensland and Economic Development Queensland
 - the Australian Olympic Committee and Paralympics Australia
 - key end users, including venue managers and operators
 - Gateway Reviewers and other advisors on PVRs and business cases
 - sport representative bodies, including International Federations, National Sporting Organisations and State Sporting Organisations.

- **Independent assessments:**
 - Independent evaluations will assess infrastructure feasibility, deliverability, connectivity, and long-term legacy outcomes to ensure recommendations align with the review's objectives. These assessments will be conducted within a cohesive master plan framework to consider how venues, villages, transport, and services interconnect, promoting an integrated infrastructure strategy for the Games and beyond.

Assessment Framework:

Key components of the assessment framework include:

- a **demand and scope assessment** of the proposed infrastructure and its connectivity to ensure alignment with both the immediate needs of the Games and the long-term legacy objectives
- a **cost analysis**, including infrastructure capital costs, displacement costs, operational costs incurred during the Games (e.g. staff, logistics, government services) and ongoing operational costs post-Games
- a **deliverability assessment** which considers project timelines, site selection, land acquisition, resource availability, delivery models and market capacity, policy and games commitments and risk
- a **legacy impact evaluation** which considers community benefits, long-term use of infrastructure, opportunity for economic growth
- a collection and analysis of **stakeholder feedback**.

Deliverables

The review will yield the following deliverables:

1. **Draft Report**
 - Issued to the Queensland Government at least 14 days prior to delivery of the Final Report for review. Government will have the opportunity to send written responses including identifying matters of accuracy and fact, which will be included in full in the final report.
2. **Final Report**
 - A final, consolidated report of findings and recommendations issued to the Queensland Government 100 days from the commencement of the Review.