

# 100 Day Review of Games Infrastructure and Planning Submission

*Queensland Tourism Industry Council  
(QTIC)*

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**QUEENSLAND  
TOURISM INDUSTRY  
COUNCIL**

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*The Voice of Tourism*



## Introduction

The Queensland Tourism Industry Council (QTIC) calls on the Games Independent Infrastructure and Coordination Authority to ensure that the tourism voice is factored in when determining infrastructure needs for Brisbane 2032.

Tourism is a cornerstone of Queensland's economy and a critical contributor to the state's prosperity. As one of Queensland's largest industries, it supports 64,432 businesses, contributing an impressive \$34 billion annually in visitor expenditure. This significant revenue stream not only sustains local economies but also underpins broader state and national economic health. The industry directly employs 1 in 12 Queenslanders, making it a vital source of employment and community stability across urban, regional, and remote areas. Furthermore, tourism contributes \$1.5 billion annually in combined federal, state, and local government revenues, providing essential funding for public services and infrastructure.

The visitor economy accounts for 6.3% of Queensland's Gross State Product, underscoring its role as a major economic driver. Additionally, the sector generates \$5.4 million annually in overseas exports, strengthening Queensland's global trade relationships and enhancing its international profile.

Given this substantial impact, the visitor economy must be prioritised in all infrastructure and transport planning decisions. Seamless connectivity and modern infrastructure are critical to attracting visitors, facilitating their movement throughout the state, and ensuring positive experiences. Investments in transport systems, airports, roads, and public transit will bolster the sector's growth, delivering long-term economic benefits and reinforcing Queensland's position as a leading destination for domestic and international visitors.

Factoring the visitor economy into infrastructure and transport planning is not merely an economic necessity; it is a strategic imperative to ensure the continued prosperity and resilience of Queensland's communities and industries, post 2032.

The Queensland visitor economy is a vibrant and dynamic force, driven by passionate operators showcasing our unique destinations, rich history, and diverse First Nations cultures to the world. Embedded in local communities, the visitor economy creates employment and commercial opportunities, fosters innovation, and boosts local pride.

### 100 Day Review of Games Infrastructure Visitor Economy Industry Priorities

1. New accommodation investment with streamlined development processes
2. First Nations Cultural Centre(s) and tourism product development
3. New event and entertainment venues
4. A Brisbane Stadium
5. Improved connectivity
6. Governance Arrangements
7. Summary

#### 1. New accommodation and product investment with streamlined development processes

Brisbane, with a population of approximately 2.4 million, is smaller in scale compared to megacities like Tokyo and Beijing, but similar in size to Sydney during its hosting period and slightly larger than Barcelona at the time of the 1992 Games. Unlike Tokyo and London, which required significant upgrades to already extensive infrastructure networks, Brisbane faces a different challenge: balancing its mid-sized urban framework with the demands of a global event. The relative size and



scale of Brisbane present unique opportunities to focus on sustainable, scalable infrastructure that aligns with its growth trajectory, while learning from the successes of cities like Sydney and Barcelona, which maximized legacy benefits through strategic urban planning. The potential for Brisbane to attract foreign investment and utilise public-private partnerships will also play a critical role in delivering the required infrastructure. Declining investor confidence due to red tape and limited project facilitation will need to be addressed at a statewide level to successfully deliver the infrastructure required to host the games.

A robust infrastructure pipeline is crucial for stimulating new tourism product development and enhancing existing offerings, but costs, red tape and a lack of government interdepartmental coordination have significantly reduced investor confidence in Queensland. An underemphasis on supply-side activities and reactive assessments with minimal foresight has left Queensland ill-prepared to meet consumer demand. This shortfall affects all sectors, with stalled ecotourism projects, events and venue infrastructure and agritourism projects representing missed opportunities.

Hosting the Olympics and Paralympics is a monumental task requiring significant infrastructure development and hinges on the ability of host cities to build or enhance accommodation, venues, transport, and related infrastructure.

Queensland must set the right investment environment and implement innovative initiatives and collaborations between governments and private industries, focusing on alternative funding sources including foreign investment. There is widespread evidence that collaboration between government entities and private developers/investors, accelerated projects and offered a better way to control costs and reduce risk. Queensland needs to have a clear vision and a service delivery mentality that creates favourable conditions for investors through policy incentives, infrastructure development, and streamlined regulatory frameworks.

The availability of hotel rooms is a crucial factor in hosting an event as large as the Olympics. Adequate accommodation ensures the comfort of athletes, officials, spectators, and media personnel.

A hotel room capacity comparison across past games host destinations demonstrates the fundamental challenge for southeast Queensland. Whilst the Brisbane 2032 games will be one of the smallest destinations to host the event, the marked difference in hotel accommodation room numbers clearly demonstrates a significant and critical infrastructure gap.

Host City	Number of hotel rooms
Greater Tokyo	170,000 hotel rooms
Greater Paris	133,000 hotel rooms
Greater Los Angeles	120,000 hotel rooms
<b>Southeast Queensland total</b>	<b>46,000 hotel rooms</b>
Brisbane	15,000 hotel rooms
Gold Coast	21,000 hotel rooms
Sunshine Coast	10,000 hotel rooms

*Hotel room number comparison – host destinations 2025*

Planned pipeline developments, and projects like Queen’s Wharf Brisbane and other developments aim to add over 5,000 rooms by 2030. This would bring our total to only **51,000 hotel rooms**.



Southeast Queensland's current hotel capacity is smaller than recent host cities, necessitating targeted development to meet Olympic demands. Brisbane must strike a balance between sustaining its visitor economy growth and ensuring infrastructure keeps pace with demand.

Brisbane has experienced a significant surge in its visitor economy, establishing itself as a premier destination for both domestic and international travellers. In the year leading up to March 2024, the city welcomed a record-breaking number of visitors, with domestic travellers spending \$10.7 billion and accounting for 50.8 million visitor nights.

This growth is further evidenced by Brisbane's emergence as Australia's "bleisure capital," where business and leisure converge. Between October 2023 and March 2024, business trips to Brisbane averaged 5.2 days, surpassing durations in Sydney and Melbourne.

The city's hotel occupancy rates have mirrored this upward trajectory. As of mid-2024, Brisbane's Central Business District (CBD) visitation rates have rebounded to approximately 90% of pre-COVID levels, surpassing recovery rates in other major Australian cities. This resurgence has been driven by events such as the NRL's Magic Round and initiatives like the Dine BNE City campaign, contributing to increased hotel occupancy and economic activity.

If Brisbane is experiencing high levels of occupancy and demand now, it will require significant strategic investment in new accommodation development, as well as legacy planning for post-Olympics tourism to ensure it maintains its appeal as a top-tier destination. Failure to address these capacity constraints could limit the city's ability to fully leverage its current momentum, inflate costs for visitors (due to demand driven pricing), missed opportunity of capitalising on international market growth and hinder Queensland's capital city growth as a world city.

The Queen's Wharf Brisbane development, a transformative project for the city's central business district, spanned several years from its inception to completion. Without considering the years it took to establish the project concept, attract the investors and contracts signed, the construction phase of Queen's Wharf Brisbane took approximately seven years from the beginning of demolition in 2017 to the initial opening in 2024. The development is set to continue its phased openings, with additional facilities and attractions scheduled to become operational over the next two years. Whilst acknowledging that Queens Wharf is a significant scale project, the timeline from start to end, will be well over **10 years to full completion**.

Brisbane 2032 is, at the time of publishing, **7 years and 6 months away**.

#### **Recommendations:**

The state needs to develop a clear vision of what targeted infrastructure is needed to meet demand for accommodation, to successfully host the games. The vision needs to outline the collective goals of government and the organising body and develop a jointly agreed Action Plan. The Action Plan should include:

1. Modelling to predict the room night requirements for the games, inclusive of sport training camps, athlete support crew and family, government, corporate, volunteer, visitor/spectator, world media and event staff.
2. Accommodation target requirements (number of new 5-star, 4-star, serviced apartments rooms) to meet forecast demand across the southeast.
3. Timeframe targets to ensure on-time delivery. Set timeframes against functional deliverables e.g. identification of development opportunities and sites, investment attraction, project case management to drive expedited construction approvals, construction and completion.

4. How local and state governments will work together to focus investment attraction activities on achieving domestic and international investment in new infrastructure.
  - Whole of state government mandate for accommodation investment attraction action plan (function currently sits across Trade and Investment Queensland, Queensland Treasury, the Tourism department and local government).
  - Create a streamlined regulatory framework for investors, overseen by a whole-of-government case management team and provide dedicated business guidance on navigating licensing, approvals, interpreting legislation, offering project facilitation support and liaising with local councils, ultimately removing impediments and limiting cost overruns.
  - Incentives that government can provide to attract developers, including waiving of charges, payroll tax rebates, streamlined DA approval etc.
  - Innovate new ways to deliver accommodation including things such as using modular building techniques to shorten construction times, floating accommodation/hotels, planning legislation changes for residential secondary dwellings, encourage short-stay rentals, serviced apartments to supplement capacity.
  - Outline how government will strategically use public-private partnerships to optimise costs and ensure high-quality outcomes.
  - Reduce reliance on temporary structures to maximise longevity and better use of funding.
  
5. Develop a statewide agritourism strategy to standardise local council planning and regulation frameworks, removing impediments so that primary producers can diversify to offer unique stay farm accommodation. Currently there are so many obstacles to navigate that the time and cost investment is prohibitive. Increasing agritourism accommodation will add to the room count, but also encourage visitor dispersal driving regional and remote economic development. Targets for year-on-year growth of new product need to be agreed and implemented.
  
6. Set agreed targets for delivering on new ecotourism accommodation developments, with targets per year for the next 8 years, per region. Success in building accommodation stock will rely on the implementation of the recommendations of the May 2023 Queensland Audit Office Report titled "Growing Ecotourism in Queensland," which critically assessed the state's efforts in developing sustainable ecotourism. The report identified several deficiencies, including the absence of a cohesive statewide ecotourism policy, unclear definitions, and a lack of coordinated action among key entities. To address these issues, the Auditor-General recommended that the government undertake the following actions:
  - **Develop a Statewide Ecotourism Policy:** Formulate a comprehensive policy that clearly defines ecotourism within Queensland, outlining the state's vision and strategic objectives. This policy should provide guidance on balancing environmental conservation with sustainable tourism development.
  - **Establish a Clear Roadmap:** Create a detailed implementation plan that clearly outlines the roles and responsibilities of government departments, and other relevant stakeholders. This roadmap should include specific actions, timelines, and performance indicators to effectively develop and promote ecotourism across the state.
  - **Enhance Coordination and Collaboration:** Strengthen inter-departmental coordination to ensure cohesive planning and management of ecotourism initiatives. This includes fostering partnerships with Traditional Owners, local communities, and the private sector to support the development of authentic and sustainable ecotourism experiences.

- Monitor and Evaluate Progress: Implement robust monitoring and evaluation mechanisms to assess the effectiveness of ecotourism strategies and initiatives. Regular reporting on progress and outcomes should be conducted to ensure transparency and accountability.
- The report emphasised that without a unified policy and coordinated approach, Queensland risks missing significant opportunities to leverage its natural assets for ecotourism, potentially impacting both environmental conservation efforts and economic benefits for local communities.
- Targets for year-on-year growth of new product need to be developed and implemented.

## 2. First Nations Cultural Centre(s) and tourism product development

Queensland stands at a pivotal juncture to enhance its tourism landscape by establishing First Nations Cultural Centres and developing new Indigenous tourism products. Such initiatives not only honour the rich cultural heritage of Aboriginal and Torres Strait Islander communities, but also align with global tourism trends favouring authentic and immersive cultural experiences. Queensland has 60,000 years of continuous living culture which is something to be proud of, for our residents and visitors to the country.

The state needs a catalyst, such as a First Nations cultural centre, to drive the development of a thriving Indigenous tourism sector that offers diverse, authentic, and sustainable experiences, promoting greater engagement of Queensland's First Nations peoples in tourism. A coordinated and focused approach by the government is essential to realise these objectives.

The upcoming Brisbane 2032 Olympic and Paralympic Games present a unique opportunity to showcase Queensland's Indigenous cultures on a global stage. Integrating First Nations narratives into the Games' legacy projects, such as the proposed First Nations Cultural Centre, can elevate the state as a global leader in Indigenous tourism.

First Nations cultural centres in urban environments play a pivotal role in preserving and promoting Indigenous cultures, offering educational programs, exhibitions, and community engagement within accessible city settings. Here are three notable examples to take inspiration from:

- National Museum of the American Indian (Washington, D.C., USA): Part of the Smithsonian Institution, this museum is dedicated to the life, languages, literature, history, and arts of Native Americans of the Western Hemisphere. Located on the National Mall, it attracts approximately 1.4 million visitors annually, providing comprehensive exhibitions and educational programs that highlight the diversity and contributions of Indigenous cultures.
- Museum of Anthropology at the University of British Columbia (Vancouver, Canada): situated in Vancouver, this museum is renowned for its extensive collection of Indigenous art and cultural artifacts, particularly from the Pacific Northwest. It receives over 150,000 visitors each year, offering insights into Indigenous cultures through exhibitions, public programs, and research initiatives.
- Te Papa Tongarewa (Wellington, New Zealand): as New Zealand's national museum, Te Papa Tongarewa integrates Māori and Pacific Islander cultures into its exhibits. Located in Wellington, it attracts over 1.5 million visitors annually, featuring interactive displays and cultural performances that celebrate the rich heritage of the Māori people.

These urban cultural centres serve as vital platforms for the preservation and celebration of First Nations cultures, attracting significant visitor numbers and contributing to the broader understanding and appreciation of Indigenous heritage globally.

### **3. New event and entertainment venues**

Beyond the sporting competitions, the Olympics necessitate a range of ancillary events including, meetings, exhibitions, hospitality functions (breakfasts, lunches, dinners, and entertainment), training, temporary offices for games, media, corporate sector, and other logistical requirements for games related business.

The International Olympic Committee emphasizes that potential host cities must demonstrate the capacity to support these diverse activities, ensuring that infrastructure aligns with both the immediate needs of the Games and long-term urban development plans.

The rapid growth of Southeast Queensland, encompassing Brisbane, the Sunshine Coast, and the Gold Coast, has led to a significant increase in demand for venues dedicated to business events, festivals, and shows. Currently, many of these venues are operating at or near full capacity, posing challenges for accommodating both existing events and the anticipated influx associated with the upcoming 2032 Olympic and Paralympic Games.

Brisbane has firmly established itself as a premier destination for hosting large-scale events, attracting both national and international audiences. This reputation is bolstered by the city's diverse range of venues capable of accommodating various event sizes and types.

The successful hosting of these events underscores Brisbane's capability and appeal as a major event destination. However, to sustain and enhance this reputation, there is a pressing need for a diverse mix of venue sizes and types. This diversity ensures the city can accommodate a wide range of events, from intimate gatherings and corporate functions to large-scale festivals and international sporting events. Investing in versatile venues that can be adapted for various purposes will not only meet current demand but also attract future events, including those associated with the upcoming 2032 Olympic and Paralympic Games.

A strategic approach to venue development, encompassing both the expansion of existing facilities and the construction of new ones, is essential. This strategy should prioritize flexibility, accessibility, and state-of-the-art technology to cater to the evolving needs of event organizers and attendees. By doing so, Brisbane can continue to build its reputation as a leading hub for major events, contributing significantly to the local economy and cultural landscape.

### **4. A Brisbane Olympic Stadium**

The Queensland Tourism Industry Council emphasises the importance of a carefully considered approach to selecting and developing Brisbane's main stadium for the 2032 Olympic Games. QTIC does not endorse any specific site among the current options but insists that the stadium must meet critical criteria to ensure its success during and beyond the Games.

Central to QTIC's position is the stadium's connectivity. The chosen site must integrate seamlessly with Brisbane's existing and planned transport networks, including ferries, buses, and trains, to facilitate easy access for spectators, athletes, and officials while minimizing traffic congestion. A central location within proximity to accommodation options, food and beverage precincts, and other key visitor amenities is equally vital to enhance the visitor experience and maximise the stadium's utility as a destination.



QTIC also underscores the importance of the stadium's long-term viability. It must be designed with longevity in mind, ensuring its multi-use capabilities for various sporting codes and events after the Games. A post-Games legacy strategy that supports continued economic and social benefits is non-negotiable. The inclusion of green spaces in and around the stadium is essential, not only to enhance the urban environment but also to provide recreational and aesthetic value for the community. Additionally, the development must adhere to strict timelines, with the 2032 Games only seven years away. To achieve this, innovative construction methods must be explored to mitigate risks associated with workforce shortages, adverse weather, and other potential delays. QTIC strongly urges the review committee to focus on a public-private partnership (PPP) model to deliver the stadium. Leveraging private sector investment and expertise alongside public resources can accelerate delivery, control costs, and ensure high-quality outcomes.

QTIC calls for a comprehensive and transparent evaluation of all stadium options, prioritizing strategic connectivity, accessibility, sustainability, and community benefits. Only by meeting these critical criteria, including green spaces and a PPP framework, can Brisbane deliver an iconic stadium that serves its immediate Olympic purpose while contributing meaningfully to Queensland's future.

## **5. Improved connectivity**

Queensland is growing, and prioritising transportation and digital connectivity enhancements is critical. Improved transportation will ensure seamless visitor experiences and facilitate dispersal, while robust digital infrastructure will equip tourism businesses and communities with essential tools and services. To meet population growth demands, improve liveability and safety, and achieve *Brisbane 2032* goals, foundations should be laid well in advance.

Los Angeles is planning a “car-free” 2028 Olympics, empowered in part by a \$139 million federal grant for [bus-only lanes and mobility hubs](#) for first- and last-mile trips, providing an opportunity to funnel infrastructure investment into broader transportation opportunities, such as improving inter-city connectivity. Inclusive, safe, and accessible transport provides an advantage for urban liveability as well as efficient transportation essential for hosting the Olympics, ensuring smooth movement of athletes, spectators, and officials between venues.

Whilst this report acknowledges that the new Brisbane Metro, high-frequency bus rapid transit system connecting key inner-city locations, and the development of Cross River Rail, a new 10.2 km rail line including a 5.9 km tunnel through the city centre, will both contribute to making a positive impact on transportation in Brisbane, there are missing pieces to having a fully integrated multimodal transport network. The gaps are outlined below:

### **5.1 Increased Public Service Transport to and from Venues**

The Olympic and Paralympic Games bring an unprecedented influx of visitors, athletes, and officials, creating a critical need for increased public transport to and from venues. Efficient and accessible transportation ensures that everyone, regardless of physical ability, can move seamlessly between accommodations, competition sites, and cultural events. During the Paralympic Games, this need becomes even more pronounced, as accessible transport systems are essential for accommodating athletes with disabilities, as well as spectators and visitors with mobility challenges. Expanding public service transport capacity and ensuring it is inclusive are fundamental to creating a positive and equitable experience for all participants.

Enhancing public transport services not only alleviates traffic congestion and reduces travel times but also aligns with the sustainability and inclusivity goals of the Games. Accessible buses, trains, and





shuttles, equipped with features like ramps, elevators, and priority seating, ensure that people with disabilities can travel comfortably and independently. By reducing reliance on private vehicles, expanded public transport systems lower carbon emissions, contributing to the environmental sustainability objectives of the Games. An inclusive, well-coordinated transport network reflects the host city's commitment to universal access and demonstrates its capability to host large-scale, diverse events.

The long-term benefits of investing in accessible public transport extend far beyond the Games. Improved infrastructure, such as wheelchair-friendly stations and vehicles, enhances everyday travel for residents with disabilities and promotes greater social inclusion. New routes or additional services introduced during the Games can be retained to benefit future generations, supporting urban growth and tourism. By prioritising accessibility and capacity in public service transport, host cities not only address the immediate needs of the Olympic and Paralympic Games but also create a lasting legacy of mobility and inclusion for all members of the community.

## **5.1 Brisbane River activation**

The government should develop comprehensive vision to activate the Brisbane River as a central social, cultural, and economic asset for the city in the lead-up to the 2032 Olympics and beyond. The following actions are necessary to achieve these goals:

### **5.1.1. Develop a Cohesive and Connected Riverfront**

- To create a unified riverfront experience, Brisbane needs to prioritise seamless connectivity across precincts, ensuring easy access for locals and visitors alike. This includes:
- Establishing multiple entry points to the river through enhanced pathways, bikeways, and public transport links such as CityCat terminals.
- Building walkable urban cooling zones with shaded areas, integrated tree planting, and active transport links.
- Supporting projects like the Kangaroo Point pedestrian bridge and other river crossings to strengthen connections between key precincts.

This approach will encourage visitors and residents to move freely along the river, utilizing it as both a functional transport corridor and a vibrant destination.

### **5.1.2. Prioritise River-Based Tourism and Eco-Friendly Initiatives**

- Brisbane River must evolve into a globally recognised waterfront destination, balancing tourism growth with ecological preservation. Required actions include:
- Establishing world-class river-based tourism experiences, including adventure tourism, floating dining hubs, and nighttime economy initiatives such as floating restaurants.
- Incorporating First Nations cultural storytelling and interactive educational programs into river precincts to celebrate the region's heritage.
- Implementing eco-friendly development policies, such as green energy for river activities, improving biodiversity along riverbanks, and working toward a swimmable river through targeted water-quality improvements.
- Brisbane is a city like no other, where the beauty of pristine islands lies just a short ferry ride from the bustling CBD. Few global cities can boast such a unique blend of urban convenience and natural escapes. Moreton Island (Mulgumpin), the world's third-largest sand island, and North Stradbroke Island (Minjerrabah), known for its diverse ecosystems and rich Indigenous heritage, are jewels of Moreton Bay that offer unparalleled opportunities for recreation, culture, and adventure. These stunning destinations, with their sandy beaches, clear waters,

and thriving ecosystems, have the potential to be far more integrated into Brisbane's lifestyle and tourism identity. To fully realise the potential of these islands, Brisbane must prioritise better connectivity. A key step is enhancing ferry services to create more frequent, reliable, and direct transport links between the CBD, river precincts, and the islands. Day-trippers, commuters, and tourists would benefit from an integrated transport system that makes island escapes as accessible as visiting a local park. Improving infrastructure, such as modernised ferry terminals and seamless connections to Brisbane's public transport network, would encourage more visitors to explore Mulgumpin and Minjerribah, boosting local economies while maintaining environmental stewardship. Furthermore, these improved connections could support sustainable tourism development by facilitating eco-tourism ventures and cultural experiences. For instance, curated tours highlighting the Indigenous heritage of Minjerribah or snorkelling trips to the iconic Tangalooma Wrecks on Mulgumpin could draw a global audience, enhancing Brisbane's reputation as a river-to-island destination. By making the islands an integral part of the city's lifestyle and tourism offering, Brisbane can celebrate its unique geography while fostering sustainable growth for future generations.

These measures will ensure the river remains a centrepiece for immersive, eco-conscious visitor experiences.

### **5.1.3. Strengthen Governance and Partnerships**

A coordinated and collaborative governance structure is critical for activating the Brisbane River's full potential. Key actions include:

- Establishing a shared governance framework that facilitates collaboration between all three levels of government and private sector partners.
- Simplifying the regulatory environment to reduce barriers for investment in river precincts and infrastructure.
- Creating mandated policy requirements for riverfront developments to include public access points and activation strategies.

By enabling intentional investment and partnerships, Brisbane can supercharge growth and deliver legacy infrastructure that benefits future generations.

The actions outlined emphasise connectivity, cultural integration, environmental stewardship, and streamlined governance. These strategies, combined with a clear roadmap for development, will transform the Brisbane River into a vibrant, globally recognized asset, delivering significant social, cultural, and economic benefits for Brisbane and the wider region.

## **5.2 Micromobility Circuit - A Connected River Loop for Micro-Mobility: Hamilton to Toowong**

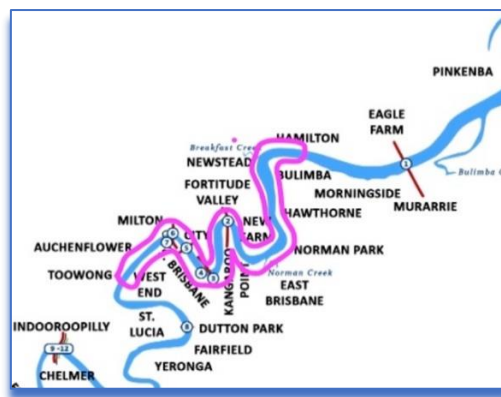
Brisbane's riverfront is one of its greatest assets, offering scenic routes and connectivity to key precincts. Developing a connected micro-mobility loop from Hamilton to Toowong along both sides of the Brisbane River would transform the city's transport landscape, especially as it prepares for the 2032 Olympics.

What is Micro-Mobility and Why Brisbane is Perfect: Micro-mobility refers to the use of lightweight, small-scale transportation options, such as bicycles, e-scooters, and e-bikes, designed for short trips in urban areas. It promotes sustainability by reducing reliance on cars and public transport for inner-city travel. Brisbane, with its mild climate, flat terrain, and a strong commitment to enhancing active transport infrastructure, is perfectly positioned to maximize the benefits of micro-mobility.

The city already has a strong foundation, with initiatives like CityCycle (now transitioning to shared e-bikes) and dedicated cycleways. A river loop designed for micro-mobility would complement these efforts, offering both residents and visitors a seamless, scenic, and sustainable way to explore Brisbane.

For visitors, this infrastructure would create an eco-friendly and enjoyable way to connect key landmarks and attractions. For residents, it would provide a safe and convenient commuting option, helping to alleviate congestion and enhance quality of life.

**Integrated Transport and Accessibility:** the proposed loop would integrate seamlessly with Brisbane's existing transport networks, including CityCat ferry services and train stations at key points like Toowong, South Brisbane, and Hamilton. Walk bridges, such as the proposed footbridge from West End to Toowong, supported by the Lord Mayor of Brisbane and backed by the Queensland Tourism Industry Council (QTIC), would enhance connectivity, at the end of the city, across the river. This system would enable residents and visitors to move efficiently, particularly between high-demand zones such as a new stadium or Hamilton's athlete village.



*Pink line denotes proposed the multi modal interconnected loop*

**Brisbane Villages and Suburbs to Benefit:** the river loop would directly benefit several Brisbane suburbs and villages, improving access and creating vibrant, connected communities. Key areas include:

- Hamilton: A hub for the athlete village, with seamless connections to inner-city precincts.
- Bulimba: A bustling area with cafes and cultural attractions, easily accessible through the loop.
- New Farm and Kangaroo Point: Known for their recreational spaces and proximity to the CBD, these areas would thrive with enhanced connections.
- South Brisbane and West End: Cultural and dining precincts that would also benefit from the proposed footbridge linking West End to Toowong.
- Toowong: A growing urban hub benefiting from direct connections to the CBD and outer suburbs.
- Milton and Auchenflower: Inner-city suburbs where the loop would support residents and businesses, especially near Suncorp Stadium.
- Howard Smith Wharves: A key dining and entertainment precinct, becoming even more accessible for locals and tourists.
- Botanical Gardens and the CBD: Vital landmarks and economic hubs that would thrive with increased accessibility and micro-mobility options.



**Dedicated Lanes and Amenities:** to promote safety and usability, the loop would include separate lanes for pedestrians, cyclists, and scooters. These clearly marked pathways would minimize conflicts between users and ensure accessibility for all. Adding trees and shaded seating areas along the track would improve comfort for users, especially during Brisbane's warmer months, while enhancing the city's green footprint.

**Event Preparedness and Connectivity:** with the Olympics just seven years away, this loop would serve as vital infrastructure to handle the influx of visitors attending events. It would offer a practical solution for navigating the inner city without relying solely on car-based transport. Furthermore, it would connect key accommodation hubs with event precincts, ensuring an easy and enjoyable experience for spectators.

Globally, cities like Paris and London have implemented riverfront mobility solutions that integrate walking and cycling paths with public transport hubs. Brisbane can replicate this success, ensuring long-term benefits for locals and tourists alike.

QTIC fully supports the Lord Mayor's proposal for a West End to Toowong footbridge as part of the connected river loop. By investing in this river loop, Brisbane can set a benchmark for sustainable urban mobility. It not only aligns with the city's Olympic goals but also enhances the liveability of Brisbane for generations to come. This visionary project will create a world-class riverfront experience, blending functionality, sustainability, and aesthetic appeal. Micro-mobility infrastructure will ensure Brisbane's future as a smart, sustainable, and visitor-friendly city.

### **5.3 Rail for Brisbane to the Sunshine Coast**

The direct Sunshine Coast Rail Line is a significant infrastructure project aimed at enhancing connectivity between Brisbane, the Sunshine Coast, and the Moreton Bay region. The project is planned to be delivered in stages, with the initial phase focusing on a 19-kilometre dual-track segment from Beerwah to Caloundra. The Queensland Government in February 2024, committed \$2.75 billion towards Stage 1 of the project. The Australian Government in May 2024, matched this commitment with an additional \$2.75 billion, bringing the total funding for Stage 1 to \$5.5 billion. Stage 1: This stage involves constructing a 19-kilometre dual-track rail line from Beerwah to Caloundra, including approximately 7 kilometres of elevated rail on viaducts and 10 bridges crossing roads, creeks, and the Bruce Highway. Further investigations are underway to extend the rail line from Caloundra to Birtinya and eventually to Maroochydore, completing the proposed 37.8-kilometre corridor. But with construction of Stage 1 anticipated to commence in 2026, the first stage is expected to be operational by 2032, aligning with the Brisbane Olympic and Paralympic Games, however that will only be for the Beerwah to Caloundra section and not a significant contribution to visitor dispersal.

QTIC urges the 100-day review committee to assess the viability of completing the full project through the stages to 2032, so that the enhanced connectivity of will provide a faster, more reliable, and sustainable connection between the Sunshine Coast, Moreton Bay, and Brisbane regions, reducing travel times and alleviating road congestion. The direct Sunshine Coast Rail Line represents a transformative infrastructure initiative poised to significantly enhance regional connectivity and support sustainable growth in Southeast Queensland. Micromobility infrastructure can be active to develop in line with demand to meet active and green travel goals.

## 5.4 Queensland Visitor Dispersal

Road Infrastructure in Queensland is critical to enhancing connectivity and visitor dispersal. Queensland is a treasure trove of unique landscapes and cultural experiences, offering visitors unparalleled opportunities to explore regional and remote regions. However, the road infrastructure in a substantial number of areas across the state require significant upgrades to support increased visitor traffic safely and effectively, particularly in the lead-up to the 2032 Olympics. With proper investment, these upgrades can facilitate greater dispersal of visitors across the state, unlocking the full potential of Queensland's regional tourism offerings.

**Road Infrastructure Needs:** accurate and reliable road signage is essential for ensuring safe and efficient travel in remote areas. Visitors often rely on digital navigation tools, such as Google Maps, which can provide outdated or inaccurate directions in these regions and encounter internet black spots. Conducting a comprehensive signage audit and implementing upgrades will not only improve safety but also enhance the visitor experience by providing clear and consistent wayfinding. The sealing of key outback roads, such as sections of the Outback Way, is another critical focus. While sealing roads improves safety, reduces travel times, and increases accessibility.

**Encouraging Visitor Dispersal:** improved road infrastructure would encourage more visitors to venture beyond the traditional tourist hubs, spreading economic benefits across the state. Enhanced roadways and signage could open access to lesser-known attractions, supporting small towns and communities that depend on tourism.

By investing in road infrastructure with a visitor-focused lens, Queensland can showcase its unique outback offerings, enhance visitor safety, and promote economic growth in regional communities. These improvements will ensure the state is well-prepared to welcome the world in 2032 and beyond while leaving a legacy of connectivity and opportunity.

## 5.5 Telecommunications Black Spots

Connectivity remains a key issue for many Queensland destinations, particularly in regional Queensland. A number of areas still suffer from intermittent, slow or unreliable internet service. This impedes businesses' ability to connect with consumers and complete daily operational requirements. Investment must be prioritised for regional Queensland to ensure rural and remote economies that are transitioning into tourism to diversify are supported and accessible. However, critical digital black spots in these regions pose significant risks to the safety of residents and travellers and hinder the growth of tourism and local economies. Without reliable mobile and internet coverage, communication during emergencies, navigation, and access to digital services is severely compromised, creating challenges for those living and visiting these areas.

For the tourism sector, digital connectivity is an absolute necessity. Operators depend on online booking systems, digital marketing platforms, and payment gateways to thrive, while travellers require reliable networks for navigation, reviews, and safety apps. The lack of connectivity in iconic regions like the Whitsundays and outback not only deters potential visitors but also heightens the risks associated with isolation during emergencies, such as severe weather events or accidents. This reality underscores the urgent need for collaboration between state governments, telecommunications entities, and the federal government to address these gaps. As Australia enters an election year, this issue presents a critical opportunity to push for increased investment in digital infrastructure, making it a cornerstone of election priorities.

The Queensland Government must lobby the Australian Government to expand mobile and broadband coverage and ensure no regional areas or disadvantaged cohorts are disproportionately affected by the digital divide. Telecommunications entities should also be engaged to co-invest in improving network coverage and resilience. By emphasizing the economic and safety benefits of connectivity, policymakers can secure commitments to address these black spots. Doing so would enhance the visitor experience, empower tourism operators to reach broader markets, and reduce risks in emergencies. Investing in digital infrastructure now will not only support the growth of regional tourism but also strengthen the long-term resilience and inclusivity of outback and coastal communities.

## **6. Olympic Governance Arrangement Review**

The Games Independent Infrastructure and Coordination Authority (GIICA) has been tasked to review the governance arrangements of the Olympics Games and QTIC want to take this opportunity to ensure that the tourism industry voice is represented as part of the Brisbane 2032 Governance Framework.

The Brisbane 2032 Olympic and Paralympic Games present an unparalleled opportunity for Queensland's tourism industry to shine on a global stage. The Queensland Tourism Industry Council advocates for a governance framework that integrates the tourism industry's voice, and its goals, as part of the planning and delivery of the 2032 games. We want to a strong emphasis on a "Queensland First" procurement approach, and the establishment of programs to foster industry growth to.

### **6.1. Ensuring Tourism Industry Inclusion in Governance Review**

To ensure the tourism industry's voice is heard and its recommendations are implemented, QTIC proposes the following actions:

#### **6.1.1 Establish a Tourism Advisory Sub-Committee**

- Integrate a dedicated tourism advisory sub-committee within the Brisbane 2032 governance framework.
- Include representatives from QTIC, regional tourism organisations (RTOs), and First Nations tourism leaders to provide sector-specific insights.

#### **6.1.2 Formal Engagement Mechanisms**

- Mandate regular consultations between the Games Independent Infrastructure and Coordination Authority (GIICA), the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games, and the tourism sector.
- Host quarterly public forums to provide updates and gather tourism and events industry input.

#### **6.1.3 Industry Alignment Metrics**

- Develop annual key performance indicators (KPIs) for tourism's contribution to Brisbane 2032.
- Ensure the governance framework includes mechanisms for the public to track progress against these KPIs.

### **6.2. Linking Industry Development and Growth to Governance Outcomes**

The governance framework should create pathways to directly link tourism development to Games-related outcomes.



### 6.2.1 Unified Target driven Investment Strategies

- Set annual targets for new tourism infrastructure (product development, accommodation)
- Allocate dedicated funding streams within the governance framework to support tourism infrastructure aligned with Brisbane 2032 priorities.

### 6.2.2 Legacy and Sustainability Plans

- Embed a tourism legacy plan into the governance structure, ensuring long-term benefits post-Games.
- Focus on infrastructure, such as eco-tourism facilities and cultural centres, that enhances Queensland's global appeal.

### 6.2.3 Data-Driven Policy Decisions

- Leverage data to forecast visitor needs and align Games-related infrastructure projects with industry growth opportunities.
- Publish annual reports on how tourism outcomes are integrated into Brisbane 2032 planning.

## 6.3. Implementing a “Queensland First” Procurement Approach”

Brisbane 2032 offers a unique opportunity to showcase Queensland businesses. A structured procurement strategy can prioritise local suppliers and producers.

### 6.3.1 Mandated Local Procurement Targets

- Set annual minimum procurement targets for Queensland-based suppliers.
- Include specific targets across products and services (food and beverage, event production, creative industries etc), with a strong emphasis on exploring providers from all regions. A commitment to supporting start-ups and new innovations to meet supply chain needs for Brisbane 2032.

## 6.4. Programs to Foster Industry Growth

Targeted programs can help the tourism industry scale to meet the demand and the opportunities presented by Brisbane 2032. As a collective, Queensland needs to ensure that we have sufficient workforce to deliver the games, as well as the opportunity for business to be supported to grow to meet the opportunities presented by the games. To do this we need to see how the work of the governance groups will support and feed into tactical initiatives via:

- Scaling up industry capacity building initiatives and
- Scaling up the grant and incentive schemes to drive growth.

## 6.5. Collaboration Across Stakeholders

Ensure coordination between local councils, state agencies, and industry bodies to align efforts.

- Establish a centralised dashboard for tracking and reporting on Brisbane 2032-related tourism initiatives.
- Establish a mechanism for business to be informed and updated on progress towards the game and clear access to supply opportunities.

QTIC calls for a governance framework that actively incorporates the tourism industry's voice and ensures its growth is directly linked to Brisbane 2032 outcomes. By prioritising a “Queensland First” procurement strategy, fostering capacity-building programs, and setting clear annual targets, Queensland can maximise the Games' benefits for its tourism sector and create a lasting legacy. Immediate action and sustained collaboration are critical to achieving these objectives.



## 7. Summary of the QTIC Submission to the 100-Day Review

QTIC has provided a comprehensive submission to the 100-Day Review of Brisbane 2032 Games Infrastructure and Planning. This document emphasises the critical role of tourism in Queensland's economy and the importance of aligning infrastructure developments with the needs of the visitor economy in preparation for the 2032 Olympic and Paralympic Games.

### Key Themes and Priorities

#### 7.1. Tourism's Economic Significance:

- Tourism is a cornerstone of Queensland's economy, contributing \$34 billion annually in visitor expenditure and employing one in 12 Queenslanders.
- The sector supports over 64,000 businesses and accounts for 6.3% of Queensland's Gross State Product.
- The submission highlights the necessity of factoring the visitor economy into infrastructure and transport planning to sustain growth and ensure long-term benefits.

#### 7.2. Infrastructure and Development Priorities:

- QTIC outlines critical infrastructure needs and recommendations to ensure Brisbane 2032 is successful and delivers enduring legacies. Key priorities include:
  - Accommodation Expansion: Addressing the significant shortfall in hotel room capacity across Southeast Queensland. Current room numbers (51,000) are far below requirements for an event of Olympic scale, necessitating targeted development of new hotels and accommodation solutions.
  - Event and Entertainment Venues: Developing versatile, multi-use venues to support both Olympic-related and post-Games activities, ensuring the infrastructure meets diverse event demands.
  - Transport and Connectivity: Enhancing Brisbane's transport networks, including the activation of the Brisbane River, improved rail links to the Sunshine Coast, and the development of a micro-mobility circuit connecting key precincts.
  - First Nations Tourism: Establishing cultural centres and promoting Indigenous tourism to showcase Queensland's rich First Nations heritage on a global stage.

#### 7.3. Challenges and Opportunities:

- QTIC identifies barriers such as red tape, limited investor confidence, and insufficient government coordination as critical challenges to delivering necessary infrastructure on time.
- It underscores the importance of public-private partnerships to optimise costs and leverage expertise while accelerating project delivery.
- Available workforce continues to be a challenge for most industries, including tourism. There needs to be a clear vision on how the state will tackle this issue.

QTIC emphasises that the Brisbane 2032 Olympic and Paralympic games is a once-in-a-lifetime opportunity to elevate Queensland's global profile and strengthen its visitor economy. By addressing infrastructure gaps, promoting sustainability, and leveraging public-private collaboration, the state can ensure the Games leave a legacy for communities, businesses, and visitors alike. The submission calls for immediate, coordinated action to deliver on these goals effectively.

## **ABOUT QUEENSLAND TOURISM INDUSTRY COUNCIL**

*For more than 20 years, QTIC has been Queensland's trusted voice backing tourism, hospitality and events operators.*

*As the peak industry body and leading advocate for the tourism, hospitality, and events sectors in Queensland, our efforts focus on powerful lobbying, policy development, and collaboration with key industry stakeholders to create a favourable business environment for operators.*

*As a not-for-profit, membership-based organisation, we take pride in ensuring that the concerns and needs of our members and the broader tourism industry inform all relevant policy debates and that businesses have strong representation in decision-making processes. By promoting the value and importance of tourism in government forums and to the wider community, we help to create a vibrant, diverse industry that benefits all.*

*What we do*

- *Work with our 880+ members to understand issues and advocate to decisionmakers.*
- *Guided over 500 unique businesses through almost 800 Quality Tourism Accreditations.*
- *Assisted more than 3,700 secondary, VET, and tertiary students, early career professionals, and mentors through tailored career and skill development programs.*
- *Offer advisory services for business workforce development and skilling needs.*
- *Connect and inform industry through networking events and information sessions.*
- *Proudly champion First Nations tourism through programs, resources, and events, including coordination of Destination IQ, Queensland's foremost First Nations tourism conference.*
- *Hosted the premier annual Queensland Tourism Awards since 2010.*
- *Advance knowledge through strategic tourism academic research partnerships and projects.*