

26 March 2025

The Infrastructure Association of Queensland (IAQ) Response to the GIICA Games 100-Day Review and the Queensland Government's 2032 Plan

The Infrastructure Association of Queensland (IAQ) recognises the collective effort of GIICA and the Queensland Government on the 100-Day Review process and a well-founded Games venue delivery plan. We look forward to supporting the Government as the state's peak industry body over the next seven years. Industry is ready to deliver venues, villages, and infrastructure that will empower a successful Games, and most importantly, achieve the necessary legacy outcomes for Queenslanders.

Queensland embarks on delivering the most sustainable Olympic and Paralympic Games in 2032. IAQ recognises the complexity of this endeavour and the need for collaboration between government, industry, and communities. Our industry stands ready to support the Government by providing expertise in planning, delivery, and sustainability to ensure Queensland benefits from a lasting legacy.

Planning and Coordination

The Games will place significant demand on Queensland's transport and infrastructure network, particularly in a relatively small and geographically constrained city such as Brisbane. IAQ is supportive of the consolidated report's recommendations on improving mass transport capacity and connectivity, including:

- Extending busways and rail services to improve access.
- Accelerating metro roll-out to increase capacity.
- Introducing dedicated bus lanes to facilitate smooth spectator movement.
- Expanding cycle lanes and walkways to encourage sustainable, active transport for shorter connections.

For the Games itself, it is equally important to ensure a seamless venue arrival and departure process. This can be achieved through

- Adequate throughput efficiency and capacity between and within major venue precincts.
- Immediate access to mass transport without disrupting regular transport operations.
- Secure and efficient entry processes that do not create delays.

Digital solutions, particularly spectator apps and a digital twin would not only go a long way to alleviating arrival and departure challenges, it will enhance the Games experience by helping attendees plan and navigate transport routes and venue locations efficiently throughout the event. The success of the Paris 2024 Olympics in enabling spectators to attend 2-4 different events each day through smart navigation tools highlights the value of these innovations. IAQ stands ready to assist with industry expertise to ensure smooth and efficient Games-time operations and to create a lasting transport legacy.

Private Finance and Delivery Models

IAQ welcomes the Government's commitment to working closely with the private sector, recognising that private sector engagement, collaboration and partnership funding opportunities will be fundamental to the success of the Games and meaningful legacy value.

Several components are key to optimising private partnership participation and construction delivery, ensuring timely and cost-effective infrastructure realisation, including:

- Early engagement to identify suitable venues and infrastructure for various delivery models.
- Balanced risk-sharing frameworks that encourage collaboration while maintaining accountability and timely delivery.
- A transparent Expression of Interest (EOI) process for partnership in major venues, fostering competitive bids and innovation.
- Flexible delivery procurement processes that expedite decision-making while maintaining appropriate governance and oversight.

To the extent that the Queensland Government is open to allocating projects to particular private-public finance models, IAQ is well-positioned to assist in these considerations. Games-related infrastructure, particularly venues, utilities and energy, presents opportunities for private investment that can align with Queensland's long-term sustainability goals.

Sustainability

Given Brisbane's commitment to producing a climate-positive Games with the International Olympic Committee (IOC), these considerations are for the first time not only desirable but essential. However, this will also require resilient legacy infrastructure that can withstand the challenges posed by a changing climate, including more frequent and intense weather events.

Infrastructure that is robust and adaptable to future climate conditions will be essential to ensuring the safety and longevity of Games assets, protecting public investment, and safeguarding the communities that will use these facilities for decades to come. This is particularly important for venues, transport systems, and supporting utilities that must remain operational under adverse conditions.

IAQ stands ready to assist the Government in ensuring sustainability and circular economy principles are embedded within all procurement and delivery processes.

Regional Benefits

IAQ is encouraged by the Government's recognition of the importance of extending Games benefits to regional communities. Regionalising aspects of the Games not only provides all Queenslanders with the opportunity to attend the events, it disperses accommodation for athletes and spectators while creating enduring socioeconomic benefits beyond the Game and enhances Queensland's broader infrastructure network.

IAQ, particularly through its regional members and taskforce, looks forward to assisting the Government in addressing potential challenges associated with delivering infrastructure across diverse regional locations. Market sounding will be important to gauge contract appetite and workforce capability, ensuring that delivery is feasible and sustainable. The complexity of securing sufficient trades and skilled labour for regional projects has been an ongoing challenge, and early industry engagement will be critical to mitigating these risks.

The inclusion of regional venues and infrastructure upgrades ensures that the benefits of the Games are more equitably distributed across the state. This approach not only enhances the overall Games experience by showcasing Queensland's diverse communities and landscapes, but also leaves a lasting legacy through improved transport links, enhanced community facilities, and increased tourism opportunities across the state.

Conclusion

IAQ, alongside GIICA and the State Government, is committed to ensuring Queensland's industries and communities are well-prepared to maximise the legacy of the 2032 Games. As the state's peak industry body, IAQ stands ready to provide ongoing support, expert advice, and constructive feedback throughout the roll-out of critical infrastructure.

By embracing resilient infrastructure practices, fostering private sector collaboration, and extending benefits across regions, Queensland has the opportunity to create a transformative legacy that extends well beyond the closing ceremony of the 2032 Games.

Should you wish to discuss any of the above information in more detail, please contact Games Committee Co-Chair Brad Wood at +61 7 3316 3855 or bradley.wood@ghd.com.