

# ELEVATE 2042

Making our region better,  
sooner, together through sport

Brisbane 2032 Olympic and Paralympic Games Legacy Strategy



**Brisbane 2032**  
Olympic and Paralympic  
Games Host  
*Queensland*





# Acknowledgement of Country

The Games Delivery Partners pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirit and their legacy. The foundations laid by these ancestors – Australia's First Peoples – give strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Brisbane, Queensland and Australia.

We recognise it is our collective efforts and responsibility as individuals, communities and governments to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander peoples across all aspects of society and everyday life. We celebrate and honour all of our Aboriginal and Torres Strait Islander Olympians and Paralympians past and present. We are committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and the rich contribution they have made and continue to make to society and sport.

Throughout the document, Aboriginal and Torres Strait Islander peoples is used to describe Indigenous Australians. First Nations peoples is used to describe Indigenous peoples from other countries.

Artwork by Delvene Cockatoo-Collins,  
*Through the waterways*, 2023. Digital artwork.

# Message from the Games Delivery Partners



**The Honourable  
Anastacia Palaszczuk MP**  
Premier and Minister for  
the Olympic and  
Paralympic Games



**The Honourable  
Anthony Albanese MP**  
Prime Minister of Australia



**Councillor Adrian Schrinner**  
Right Honourable Lord  
Mayor of Brisbane, and Chair  
Council of Mayors (SEQ)



**Andrew Liveris AO**  
President,  
Brisbane 2032  
Organising Committee



**Councillor Mark Jamieson**  
Mayor, Sunshine Coast  
Council



**Councillor Tom Tate**  
Mayor, City of Gold Coast



**Ian Chesterman AM**  
President, Australian  
Olympic Committee



**Alison Creagh AM CSC**  
President, Paralympics  
Australia

**The Brisbane 2032 Olympic and Paralympic Games (the Games) present an opportunity for everyone. An opportunity to celebrate our nation's love of sport, our natural assets, thriving cities, unique lifestyle and, above all, our spirit, to the world. It also gives us an opportunity to make change by using the Games to advance our economy, improve our environment, enhance our connectivity and build more inclusive communities through sport.**

Elevate 2042 is the result of thousands of voices, from all walks of life, and it represents our shared 20-year vision for a lasting Games legacy. It is the product of the collective effort of all of the Games Delivery Partners and is a unifying statement of our joint commitment to ensuring the catalytic effect of the Games drives lasting benefits beyond the Games themselves.

While the legacy of the Games can be anything, it cannot be everything. Elevate 2042 is a guiding light that will keep our collective focus on the areas of our society, economy, connectivity and environment in which we wish to make the most significant change to be better, sooner, together through sport.

This is a vision of what is possible and it is the first step on our legacy journey. As we move collectively towards the Games, we will also need the energy, participation and commitment of our diverse communities and vibrant businesses to bring Elevate 2042 to life. This way we can ensure we make the most of the very special opportunity to shape our future the Games provides to all of us.

**Collectively we are creating our Games legacy.  
2032 will be an incredible moment.  
Our legacy will be enjoyed for generations.**

# Embracing our extraordinary opportunity

*“We have been handed a real opportunity to shape this region to be greener, cleaner, more accessible, easier to get around and to get more people participating in sport and physical activity. The Olympic and Paralympic Games are not just sporting events, they are an opportunity for everybody to take ownership and celebrate what is important to us all.”*

*Cate Campbell OAM, Olympian*

**The ‘Green and Gold Runway’ into 2032 and the decade after will provide extraordinary opportunities for communities across Brisbane, Queensland, Australia and Oceania. A chance to showcase our unique cultural and environmental landscapes, display our creativity and share our way of life with the world.**

**Hosting the Brisbane 2032 Olympic and Paralympic Games (the Games) represents a significant investment in our future, and its legacy can create economic, societal and environmental changes that will make our diverse region even more inclusive, sustainable, connected, liveable and prosperous.**

Research forecast the Games will deliver circa \$8.1 billion AUD in direct social and economic benefits to the Queensland economy (\$17.6 billion AUD nationally) including increased trade and tourism of \$4.6 billion AUD to Queensland (\$8.5 billion AUD nationally).

Being an Olympic and Paralympic Host City and Region means that we have become part of a powerful movement, alongside cities like Sydney, Athens, Beijing, London, Rio de Janeiro, Tokyo, Paris and Los Angeles. The commitment that we share is to build a better world through sport; a world characterised by the values of excellence, respect and friendship together with courage, determination, inspiration and equality.

The delivery of two significant global events acknowledged for their athletes-first focus and exceptional spectator and fan experiences, is at the heart of our endeavour. More than this, we have committed to deliver a positive meaningful legacy before, during and after the Games – one that advances the sustainable development of our region and deepens the relationships between our communities.

**Whilst the legacy from the Games can do many things, it cannot do everything. Creating a clear and compelling view of future success specific to our context and community will be the starting point for legacy planning, setting out what we want to achieve and where to focus our endeavours to provide the greatest opportunities for transforming lives.**



***“With a vision to deliver an Olympic legacy that will begin already a decade before the Olympic Games, and that will last long after, Brisbane 2032 is set to help address the needs of the growing Queensland population, and beyond.***

***These Olympic Games will not only be Games in Australia and for Australia, these will be Games for the whole Pacific region.”***

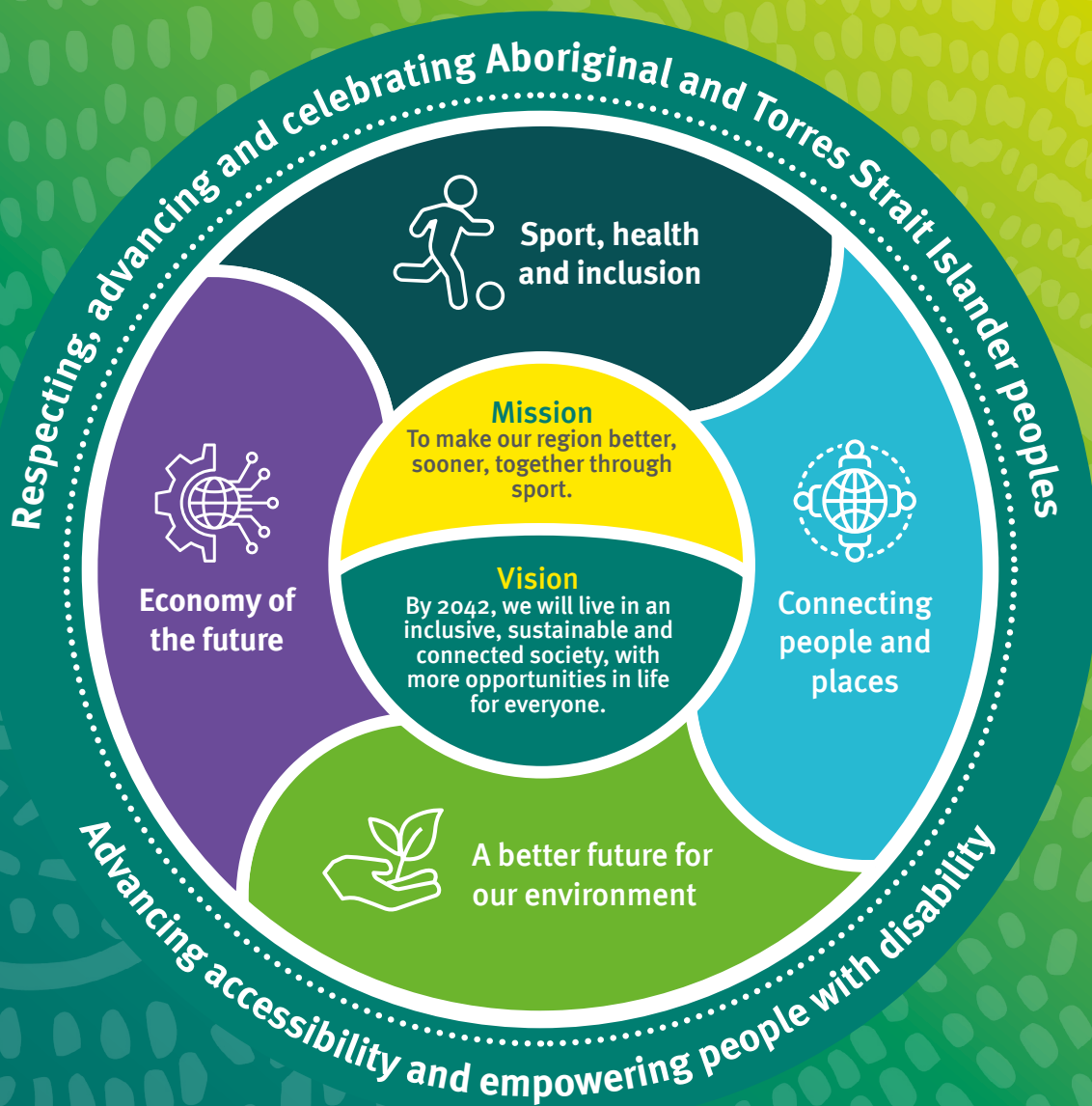
*Thomas Bach, President, International Olympic Committee*

This Legacy Strategy creates the framework for transformation and provides guidance about what is important to our community as we move forward with our legacy implementation planning. It has been grounded in the Olympic and Paralympic ideals and the commitments that were central to our candidature, now enshrined in the Olympic Host City Contract. Most importantly it has been built on the aspirations of our diverse communities who have been engaged in the journey of its co-creation and who will ultimately be its beneficiaries.

This is an inclusive strategy that will be shared locally, regionally, throughout Australia and across Oceania. It aims to ensure engagement, collaboration and alignment, to drive change and create a future where everyone is valued. We will bring everyone together to share their lived experiences, ideas and aspirations. Sport is a powerful vehicle to model what systems and structures founded on the principles of universal, inclusive and accessible design can look like – and the positive social impact they can have for all.

By 2042, its success will be measured by the extent to which our future community is inclusive and connected, engaged equitably in economic, lifestyle and wellbeing opportunities and living more sustainably in a resilient landscape. This strategy has been intentionally titled ‘Elevate 2042’ to capture the role that it will play both in driving an excellence agenda and creating a more equitable and inclusive region. We do not have to do everything at once; this is an iterative strategy that will be delivered through a series of implementation plans that evolve and extend our ambition over time.

This document represents the first step in our legacy planning journey. It establishes the vision and the strategic framework through which this vision can be realised in the years before the Games, during the Games and in the decades that follow. It sets out the foundations, transformation themes, desired outcomes and focus areas that collectively provide guidance to all stakeholders as they contemplate the contribution they can make.



*“Our legacy will be about how the Games are felt 10 years after they are done. This is the opportunity to change how people see those with disabilities across this country, reshaping how people with disability access all areas of our country. Brisbane 2032 will be the lever to create that change.”*

*Kurt Fearnley AO PLY, Paralympian*

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The *Olympic Agenda 2020+5* expects Olympic and Paralympic hosts to align their legacy planning to strategic thinking about the future of their city or region. This section establishes what is in and out of scope.

## 03 Our mission and vision

A compelling mission and vision for transforming the future of our region and its communities is both the starting point and driving force of Elevate 2042. This section sets out the mission and vision for Elevate 2042.

## 05 Transformation themes and focus areas

The architecture of this strategy reflects the transformation themes that are fundamental to achieving our vision for the future of the region, and the focus areas that form our priorities.

## 07 Glossary and acronyms

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Establishing how the plan has been co-created between the Games Delivery Partners and the community, this section explains the journey of legacy planning and who has been involved in developing the vision and framework.

## 04 Our legacy foundations

The Games offering is underpinned by two cross cutting elements. These are established in this section and form the foundations of the Legacy Strategy.

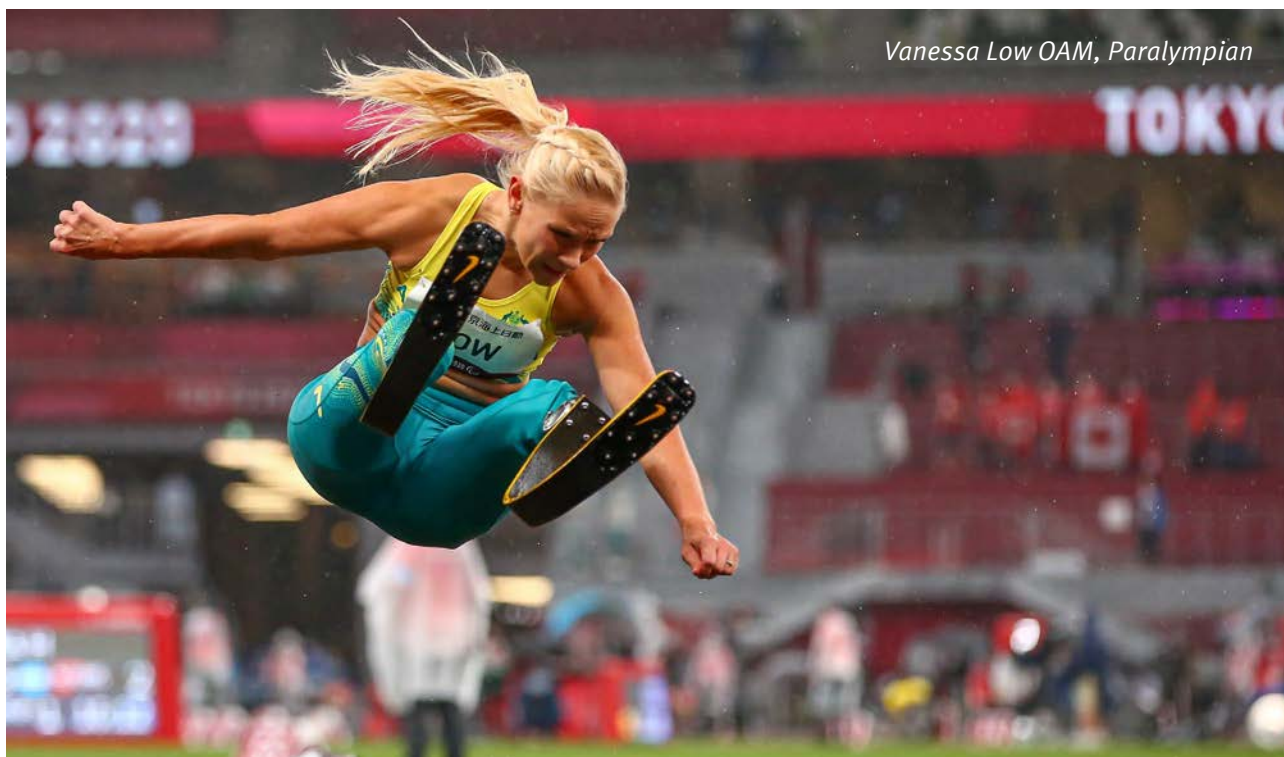
## 06 Next steps

Monitoring progress and measuring performance is important to understand whether our legacy initiatives and investments are delivering the desired impact, as is setting out the optimal governance mechanism to guide decision making and delivery across the legacy lifecycle.

# 01 Understanding a new kind of legacy

**Brisbane 2032 is planning for a new kind of Games legacy, one that responds to the direction set in *Olympic Agenda 2020+5*. This means that we will focus on the enduring social, cultural, economic, connectivity and environmental changes that the Games enable.**

Drafted in response to the changing global context, *Olympic Agenda 2020+5* seeks to promote greater solidarity, further digitalisation, increased sustainability, strengthened credibility and to reinforce the role of sport in society. Central to this approach is the idea that the Games fit into the Host City and Region, not the other way around; and their legacy in the ten years before and decade after aligns with its future direction.



*Vanessa Low OAM, Paralympian*

***“We know that wherever they take place, the Paralympic Games are transformational.*”**

***The Paralympics are a once-in-a-generation catalyst that will transform communities and leave important legacies across Brisbane, Queensland, Australia and Oceania.”***

*Andrew Parsons, President, International Paralympic Committee*



## Defining legacy

Elevate 2042 reflects the aspirations of the Games Delivery Partners and our community, prioritising what they think is important for the future. **The early impacts and long lasting legacies it creates could be programs, policies, targets, projects and other initiatives including cultural or behavioural changes.**




Whilst we can do anything, we can't do everything – so we will focus our energy on initiatives that can transform lives, livelihoods, environments or attitudes.

To guide our thinking we have developed guidelines to define what legacy can be and also what it is not.

### Legacy can be any of the following:

-  Based on a vision for the future you want to see
-  Things that happen before, during or in the ten years after the Games
-  Things that address genuine opportunities or significant challenges
-  For the benefit of as many communities as possible
-  Projects, policies, programs and initiatives that:
  -  Can only happen because we are hosting the Games
  -  Can be made bigger and better because of the Games
  -  Can happen sooner because of the Games

### Legacy is not:

-  Things that would happen even without the Games
-  Short term, or with benefits for only a small number of people
-  Ideas that don't have any relationship to the Games
-  Projects, policies, programs or other initiatives that can't realistically be delivered

### The International Olympic Committee (IOC) defines legacy as:

The *IOC Legacy Strategic Approach: Moving Forward (2017)* established that:

***“Olympic legacy is the result of a vision. It encompasses all the tangible and intangible long-term benefits initiated or accelerated by the hosting of the Olympic Games/sports events for people, cities/territories and the Olympic Movement.”***

This statement reinforces the importance of embedding legacy thinking and outcomes throughout the lifecycle of the Games. Reflecting the vision and objectives as an integral element of the Games management, coordination and decision making processes.

# 02 Journey of our Legacy Strategy

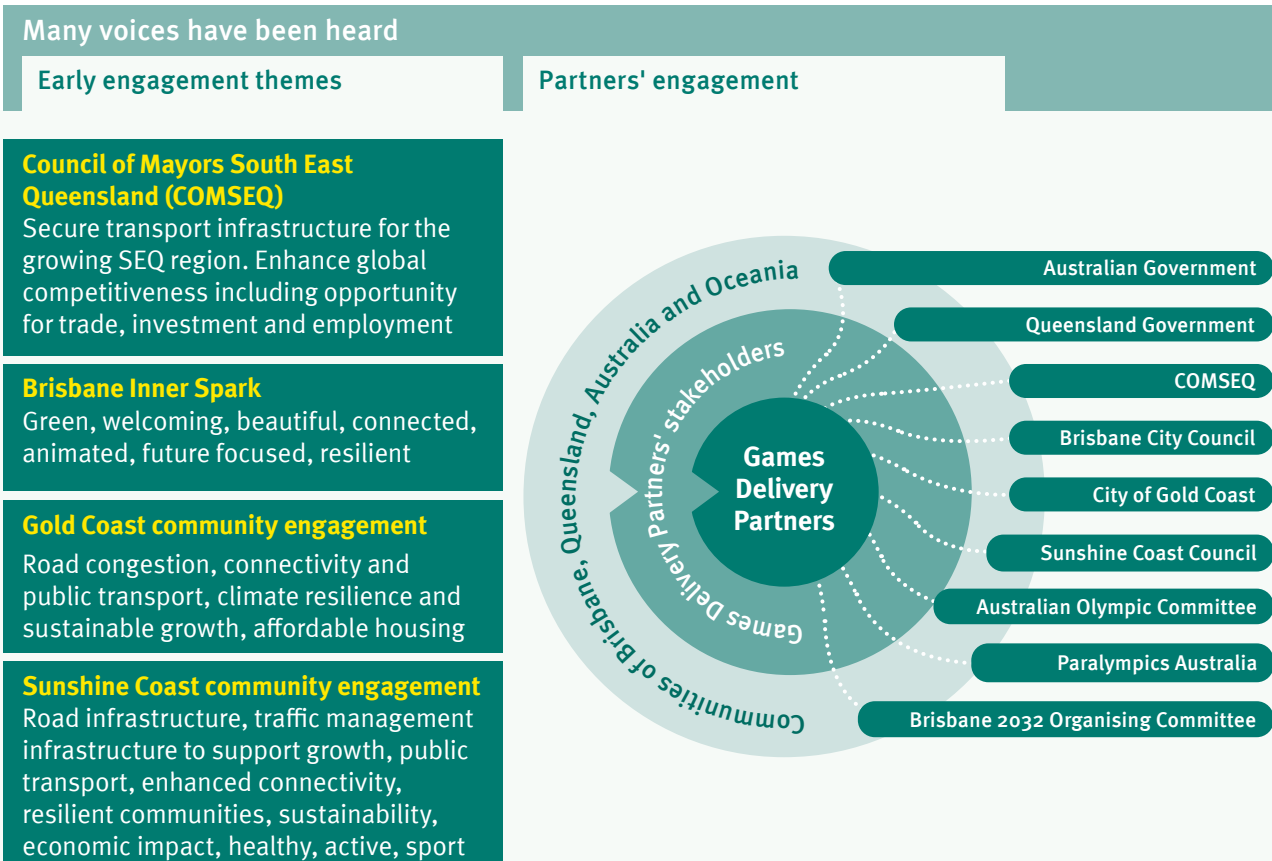
**We started planning for legacy when we first expressed an interest in hosting the Games, and we considered the ways in which our region could be transformed. Our strategy has been built on a vision of the future the community wants to see and reflects their aspirations and priorities.**

For all host cities and regions, the journey of legacy planning starts with the ideals of the Olympic and Paralympic Movements and is strongly influenced by their 5 sustainability priorities and the United Nations Sustainable Development Goals. It has firm foundations established by the commitments made in the Future Host Questionnaire and Olympic Host Contract; and in the emerging context of *Olympic Agenda 2020+5*, is strongly informed by the direction set in relevant regional and local plans.

The Games Delivery Partners started a comprehensive program of community engagement prior to and following the Games being awarded (outlined in the diagram below). These activities explored existing challenges, opportunities and priorities with respect to the future of their respective region. Common themes that emerged related to:

- > Fast regional transport connectivity infrastructure delivery to support growth
- > City transformation
- > Sustainability and climate resilience
- > Health and wellbeing
- > Social inclusion.

To evolve our legacy thinking further we have explored the ambition of the Games Delivery Partners individually and collectively, and engaged with communities across the region to understand their needs and aspirations.



**Hopes and Dreams** was our first engagement campaign. Over 12,000 ideas were submitted helping us to understand what people across Brisbane, Queensland and Australia considered important about the future. Many responses confirmed the cross cutting elements of 'respecting, advancing and celebrating Aboriginal and Torres Strait Islander Peoples' and 'advancing accessibility and empowering people with disability'. Collectively these responses helped to inform four themes central to creating a more inclusive, sustainable and liveable future for the region, specifically: sport, health and inclusion, connecting people and places, a better future for the environment and growing the economy of the future.

These themes were well aligned with the engagement outcomes that emerged from a range of activities undertaken by the Games Delivery Partners and other local governments across Queensland.

The **Legacy Forum**, attended by more than 500 community and industry representatives, explored what success in 2042 could look like for the region. It explored the themes in more detail to identify the focus areas that would be integral to transforming the region in social, economic and environmental terms. Finally, proposing a series of big ideas for legacy projects, policies, targets, programs and other initiatives that could create the major changes that we want to realise.

Following the Forum, a consultation paper was released summarising what we had heard to date, including an online survey inviting communities to explore further their priorities and ideas. Additional engagement was undertaken with Aboriginal and Torres Strait Islander representatives and people with lived experience of disability to establish a deeper understanding of their aspirations. Follow up consultation sessions with agencies and peak bodies supported the ongoing development of the strategic framework.

Acknowledging the pace of global change and digital transformation, the strategy will be periodically reviewed in consultation with the community and key stakeholders to ensure relevance and responsiveness to current and emerging priorities.



# 03 Our mission and vision

A compelling mission and vision for transforming the future of our region and its communities is both the starting point and driving force of Elevate 2042.

## Mission statement

**To make our region better, sooner, together through sport.**

Our Mission is simple, forward leaning and action oriented. It reflects the power of sport to act as a driver for change.



## Vision statement

**By 2042, we will live in an inclusive, sustainable and connected society, with more opportunities in life for everyone.**

Our Vision is optimistic, co-created with our community and reflective of their priorities; it is responsive to the future needs of our people, places and landscapes.

# 04 Our legacy foundations

These foundational elements are cross-cutting. They have been co-created in partnership with Aboriginal and Torres Strait Islander peoples and people with disability.

The Games provide a global opportunity to celebrate what is special about our region and signal the culture and values of our community to the world. In response, respecting, advancing and celebrating Aboriginal and Torres Strait Islander peoples, and advancing accessibility and empowering people with disability are foundations that were central to the candidature and are fundamental to the beliefs of our communities.

The results of the Hopes and Dreams survey, the Legacy Forum and the wider community consultation informed these foundations. They are therefore interwoven throughout the strategy providing a critical lens through which to consider the ongoing legacy planning and implementation.

## Respecting, advancing and celebrating Aboriginal and Torres Strait Islander peoples

Australia is home to the oldest continuing living culture in the world. Aboriginal and Torres Strait Islander peoples are the traditional custodians of the lands and waters that are known today as Queensland and Australia. Their languages and cultures are specific to this part of the world and have been continuously practiced for at least 65,000 years.

We recognise in sharing their creativity and knowledge of Country, Aboriginal and Torres Strait Islander peoples have shaped our contemporary nation and continue to do so.



The Games, their early impacts, and lasting legacies, have the potential to play a defining role in advancing self-determination for Aboriginal and Torres Strait Islander peoples, but only when the initiatives proposed are co-created with and implemented by the communities they are intended to benefit. This Legacy Strategy is therefore committed to contributing to and accelerating current initiatives. Working with Aboriginal and Torres Strait Islander peoples in progressing a shared responsibility to care for Country and advancing opportunities for all Aboriginal and Torres Strait Islander peoples in sport, economic participation, arts, culture, tourism and life.

Elevate 2042 is well positioned to support a number of important gains for our communities by ensuring the Strategy is underpinned by:

- › Respecting Aboriginal and Torres Strait Islander languages, cultures and stories and embedding them in the fabric of our communities.
- › Integrating Aboriginal and Torres Strait Islander voices in the governance, planning, design and delivery of the Games.

- › Promoting greater understanding, pride, inclusion, belonging and reconciliation through sport including opportunities for community participation in sport.
- › Creating more pathways for high performance athletes, coaches, officials and volunteers that ensures all Aboriginal and Torres Strait Islander peoples can pursue their dreams.
- › Increasing the significant economic, employment and career development opportunities available to Aboriginal and Torres Strait Islander peoples and businesses in all aspects of the Games delivery.
- › Respecting connection to and preservation of Country, facilitating ways to restore and regenerate land and waterways.

**In 2042, success would mean that we are united, celebrating our shared history, and live in a country where Aboriginal and Torres Strait Islander cultures are recognised, their contribution valued and communities have the same social and economic opportunities as all Australians.**



## Advancing accessibility and empowering people with disability

**The Paralympic Games is a global celebration of sport and the achievement of people with disability. Our hope is that we can leverage the Games to drive generational change, building community confidence around disability and creating a legacy of inclusion for people with accessibility needs.**

Today there are 4.4 million Australians with disability. In Queensland almost 1 in 5 people identify as having disability including those who were born with disability and those who developed or acquired disability throughout their life. It is critical that we build a society that ensures people with disability can realise their ambitions and participate fully in the community alongside their family and friends, with access to things others may take for granted such as education, housing, employment and sport and recreation activities.

Australia is a signatory to the United Nations Convention on the Rights of Persons with Disability. Its central tenets are embodied in *Australia's Disability Strategy 2021-2031* which sets out the vision for an inclusive Australian society in which people with disability can fulfil their potential as equal members of the community. *Queensland's Disability Plan 2022-2027: Together, a Better Queensland*, is the primary mechanism to drive implementation of *Australia's Disability Strategy 2021-2031* in Queensland. These documents set the strategic framework to improve outcomes for people with disability, including in the areas of housing, education, financial security, and community participation. We must use the profile and opportunity of hosting the Paralympic Games to create the awareness and attitude change required to advance accessibility and empower people with disability.

The Games must be the point of change. It presents the opportunity to remove unconscious bias in the community and replace it with a positive culture that accepts difference, embraces disability and celebrates achievement rather than focusing on constraints.





Elevate 2042 and its implementation plans will work alongside people with diverse disabilities to support the co-design, development and implementation of projects, programs and other initiatives that ensure:

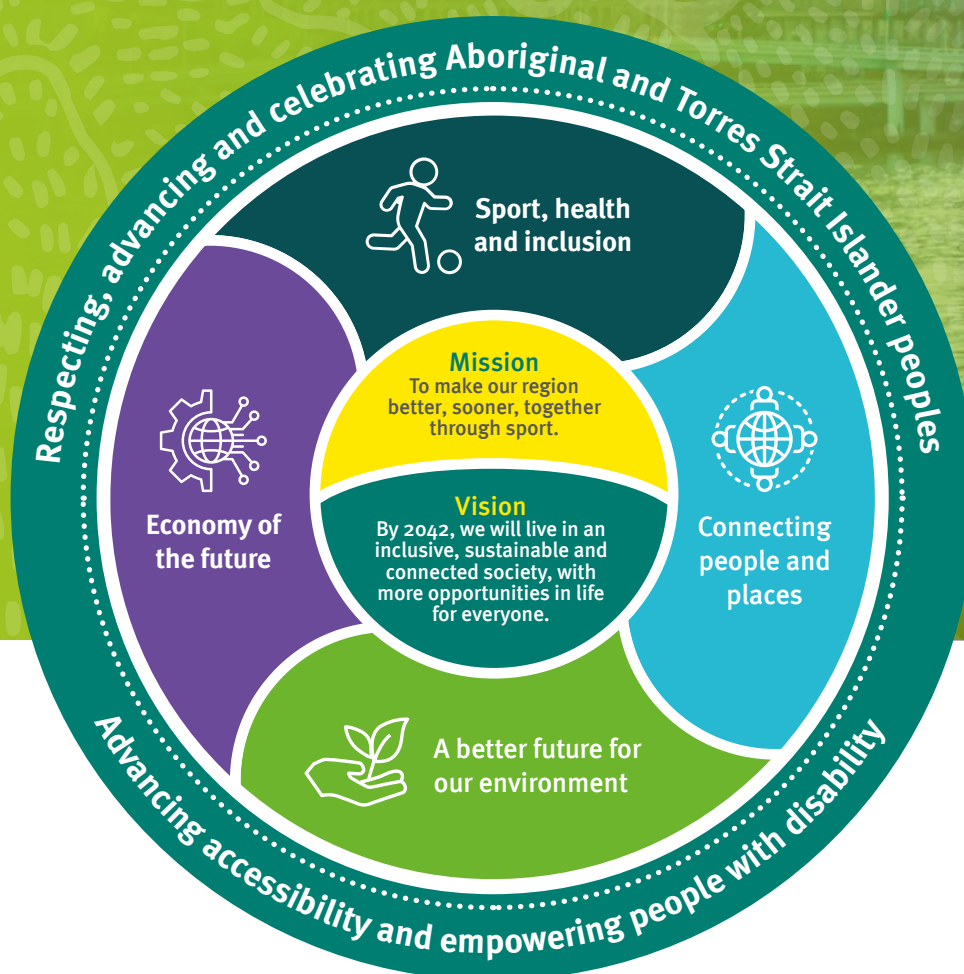
- › People with disability are visible in society, their voice is heard and their diverse needs are met.
- › The community can engage confidently with disability and barriers have been broken down.
- › Progress towards an inclusive environment where accessibility for all is accelerating.
- › Inclusion ‘just is’ and a great life feels possible because the foundations of housing, transport, education, employment, friendship and physical activity are widely available and supported.
- › More people with disability are in the workforce, owners of businesses or entrepreneurs.

**By 2042, we want to lead the world in inclusive and accessible sport. To do this, we will focus on:**

- › Children with disability having equitable opportunities to participate in sport and physical education at school.
- › Diverse local options for people with disability to participate in the sport of their choice.
- › Opportunities for people with disability in sport as coaches, officials, volunteers, administrators, competitors and spectators.
- › World class accessible sports infrastructure and events, universally designed to be used confidently as the person you are, and without segregation from friends or family.

**In 2042, success would mean that people with disability are where they want to be, doing what they want to do and being exactly who they are - treated like anyone else in their community.**

# 05 Transformation themes and focus areas



**Our strategy has taken a people and place approach. One which intentionally promotes inclusivity and the advancement of people and society, together with the protection of our natural assets and way of life.**

Through the engagement and co-creation process, four interconnected themes have been identified as driving our transformation to an inclusive, sustainable and connected future. These themes together with our legacy foundations are summarised in the diagram above. The desired outcomes and focus areas supporting them are explored in the next section.

Our Legacy Vision builds on the aspirations of our community. Its transformation themes and focus areas align with the objectives of the Olympic and Paralympic Movements and can be directly mapped to the United Nations Sustainable Development Goals. Accompanied by bold actions, they provide the building blocks for a more equitable, inclusive, sustainable, connected, innovative, liveable and prosperous future.

**Through the Hopes and Dreams campaign and subsequent engagement activities, the community shared their ideas about what was important to the future of their city, state and nation. These ideas informed the themes and focus areas that shape this Legacy Strategy.**



***“Elevate 2042 is the catalyst to create a truly inclusive society for all. From universal design underpinning everything we build to providing sport for every Queensland child with a disability, I cannot wait to see what we have achieved by 2042.”***

*Dr Bridie Kean, Paralympian, Chair of Sunshine Coast 2032 Legacy Plan Community Reference Group*

## Our four transformation themes are:



### Sport, health and inclusion

Our community is more inclusive, active and healthy with improved equity and accessibility for everyone. Sport and physical activity are part of life for everyone; and diverse participation has been supported. There are stronger pathways to high performance with increased opportunities for Aboriginal and Torres Strait Islander peoples, people from rural and regional communities and para-athletes.



### Connecting people and places

Improved public and active transport have enabled communities to connect locally and regionally; while urban renewal has created more great and accessible places and precincts to support our liveability, lifestyle and wellbeing. We are actively engaged in the wider Oceania region – partnering and connecting socially, culturally and economically.



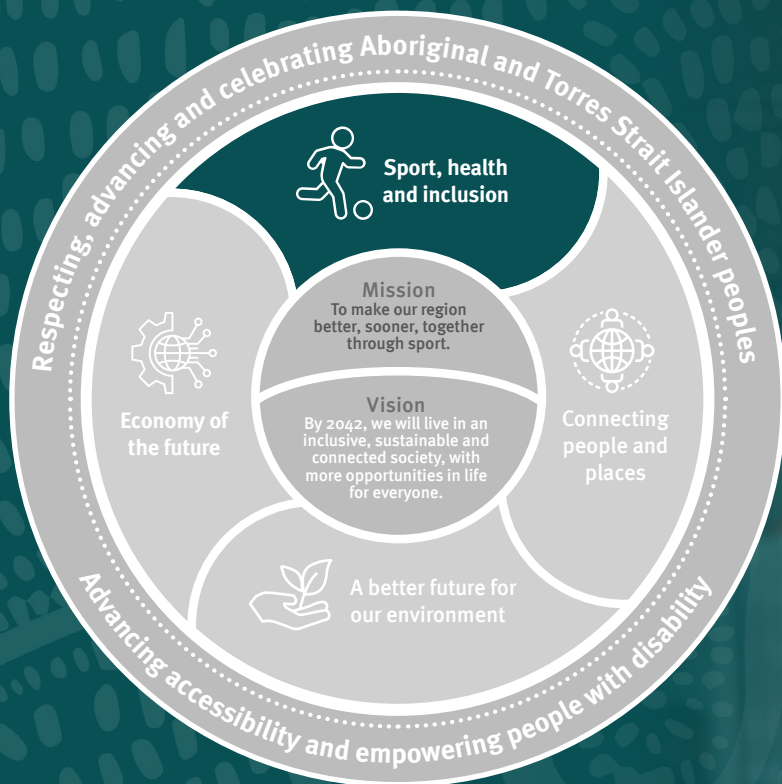
### A better future for our environment

Our approach to a low carbon Games has accelerated our zero carbon journey and accelerated our transition toward renewable energy and a circular economy. We are combining ancient wisdom with emerging science and technology to care for Country. Every person, their decisions and behaviours can make a difference.



### Economy of the Future

We have deepened and diversified our economy and supply chain, increasing equity of participation. Building our innovation systems and creating next generation opportunities which play to our strengths in sport, biomedical, agriculture, tourism and the creative industries. We have developed our talent pipeline and fostered the resilience of our business community.



# Sport, health and inclusion

*“I grew up thinking I wanted to be like Cathy Freeman, I want to represent our culture like Cathy did, wave the flag as proud as she did. I am very honoured to be one of the 60 Indigenous athletes to represent Australia at the Olympic Games, and I’m committed to creating opportunities and pathways to make those numbers rise in the future.”*

*Patrick ‘Patty’ Mills AM, Olympian*





Transformation themes  
and focus areas



# Sport, health and inclusion

## Intention

Australia aspires to be an active and healthy nation, known for its sporting integrity, passion and success. Encouraging and enabling inclusive participation in sport and an active lifestyle for all is essential to achieving enhanced levels of health, wellbeing and community spirit. In 2023, too many adults and children are insufficiently active and participation in sport can be determined by the post code in which you live. Our children and young people have low levels of physical literacy, while our adults are experiencing increasing levels of obesity and chronic conditions. Addressing these challenges, encouraging an active lifestyle and making sport accessible for everyone is critical to creating a healthier, happier and more inclusive future.

We want to create more opportunities for all people to play sport and more ways to progress to high performance and elite competition standard, regardless of who you are or where you live. This starts with ensuring that all children are able to play sport and are encouraged to be physically active.

Through the Games we are looking beyond podium finishes seeking continued investment in a world-leading, sustainable sports system with a culture of integrity and positivity, supportive of ongoing competitiveness. This system will have at its heart the wellbeing of athletes throughout their career and the desire to foster a lifelong love of sport and connection to health and fitness within the broader community.

We recognise the significance of the Paralympic Games as a change agent for societal perceptions and attitudes towards people with disability. Ensuring our community and high performance sports systems fully embrace and enable athletes with disability to develop their full potential in sport, showcase their success and encourage opportunities for all people with disability would be significant.

## Community priorities

Leveraging the Games to enhance physical activity, sports participation, health, wellbeing and social inclusion was a fundamental legacy theme captured through the candidature and reinforced through community engagement. Enabling lifelong participation in sport, encouraging active lifestyles (including promoting active transport) and strengthening volunteer networks also emerged as priorities for the community.

Building strategies for more inclusive participation was seen by the community as a critical step in achieving an equitable sporting life. The community emphasised the importance of addressing the cost of sport for children and young people, overcoming lack of transport, increasing access to facilities in regional and remote areas, and creating more pathways for people with disability, Aboriginal and Torres Strait Islander peoples, and culturally and linguistically diverse communities. Taking these actions will promote healthier lifestyles, improve wellbeing, increase community connections and therefore enhance social outcomes by 2042.



## Desired outcomes

Hosting the Games will contribute to:

	Potential indicators
<p><b>Higher levels of physical activity leading to a healthier general population</b></p>	<ul style="list-style-type: none"> <li>› Enhanced health and wellbeing in the general population.</li> <li>› Increased levels of adult and child populations achieving desired levels of physical activity including people with disability.</li> <li>› Decreased levels of adult and child populations experiencing obesity.</li> <li>› Increased levels of Aboriginal and Torres Strait Islander peoples achieving desired levels of physical activity.</li> </ul>
<p><b>Increased participation in sport with equity targets for identified cohorts</b></p>	<ul style="list-style-type: none"> <li>› Increased participation in sport Australia-wide.</li> <li>› Increased levels of participation in sport and sports administration for target cohorts:               <ul style="list-style-type: none"> <li>– Aboriginal and Torres Strait Islander peoples</li> <li>– people with disability</li> <li>– culturally and linguistically diverse people</li> <li>– women and girls</li> <li>– older Australians.</li> </ul> </li> <li>› Numbers of rural and regional Queenslanders who can participate in local sport activities in their own region.</li> <li>› Assistance provided to support a sustainable sports system across Oceania.</li> </ul>
<p><b>Enhanced sporting achievement at elite competition level</b></p>	<ul style="list-style-type: none"> <li>› Increased support for training and development of elite athletes, coaches, officials and volunteers including those with disability.</li> <li>› Community perception of athletes, including those with disability, to inspire the next generation of talent.</li> </ul>

Transformation themes and focus areas

## Focus Area 1 - An active and healthy lifestyle

As we embark on the Games legacy journey, nearly three quarters of Australian adults do not meet the guidelines for physical activity and activity levels vary according to age, gender, health and levels of disadvantage. At the same time, chronic illnesses and lifestyle diseases are the leading source of morbidity and mortality in the Australian population; with nearly a third of all Australian adults managing at least one long-term health condition. At 25 percent, Australia also has one of the highest rates of childhood obesity in the world – which will lead to ongoing health problems into adulthood.

More than 60 percent of Queensland adults are overweight or obese, with variations between communities. For the first time in recent history, our children are projected to experience a reversal in life expectancy, if obesity rates are not turned around. This could potentially widen further the health gaps between Aboriginal and Torres Strait Islander peoples and non-Indigenous people. While 75 percent of people with disability would like to participate in sport, only 25 percent of people with disability play sport. We also recognise the importance of access to healthy food environments to support a healthy and active lifestyle.

### To deliver generational change, we will focus on:

#### Participation in sport: lifelong connection to sport and physical activity that supports health and wellbeing

Our decade-long runway into the Games and the halo effect during and after the event creates opportunities for changing attitudes, beliefs and behaviours. We want all Australians to increase their participation in sport and to build a lifelong connection to sport; fostering a community culture that values physical activity, recognising its contribution to both fitness and wellbeing throughout life. This mindset must start from our earliest years and be embedded in our education system, creating opportunities for safe and affordable sport available to all young people. To achieve this ambition and ensure that everyone in the community can enjoy an active lifestyle will require universal accessibility, removing common barriers to participate and encouraging a community culture of participation irrespective of age, background or ability.

#### Building a vibrant and diverse volunteer network

The sustainability of sport, like many forms of community participation, is reliant on a vibrant culture of volunteering. Our existing volunteer network is vulnerable to ageing and burn out, so renewal and expansion is critical. The Games provide an exceptional opportunity to reignite our volunteer culture and celebrate their contribution, building skills and diversifying the range of people who get involved by providing a safe and inclusive environment. Creating more pathways for Aboriginal and Torres Strait Islander peoples, people with disability, older adults and multicultural communities to join in with the cultural and sporting life of their community.

***“Let's use the Olympic and Paralympic Games as the date by which things have to change. Wouldn't it be awesome if by Brisbane 2032, we could see a diversity of people competing, volunteering and spectating.”***

*Attendee at Australia's Disability Strategy Queensland Forum*



## Focus Area 2 - A high performance sports system

We recognise the importance of national and international sporting performance to our national identity and as a unifying feature across our many diverse communities. Our high performance athletes are role models who inspire the next generation of talent, generate enthusiasm in the community and encourage their communities to be more active and involved with sporting activities.

### Early and sustained effort will contribute to:

#### A sustainable world class sports system

We want to use the momentum of the Games to create a sustainable, world class sports system.

Providing support and developing pathways to grow and sustain talented athletes will be an important element for achieving this goal. This will include reinforcing an athlete centred culture from talent identification to retirement, empowering those individuals and teams that seek to represent their nation and encouraging their success at the highest level.

We are seeking sustained success and not just a single moment in time. To achieve this ambition will require an ongoing commitment to hard and soft infrastructure, access to training and competition venues, investment in the development of coaches and officials and extending the capabilities of the volunteer support network. Continuing to support Australia's world class sports system will help to position South East Queensland (SEQ) as a high performance sports training destination for the Southern Hemisphere, creating more opportunities across Queensland's regions and throughout Australia.

#### Ensuring equitable high performance pathways

We are committed to high performance environments which are safe, inclusive, enable growth and support difference, allowing athletes to thrive in sport and in life. We acknowledge the journey is harder for some athletes because of their background, location, gender, age or disability and we are committed to ensuring greater inclusivity in the high performance system. Reducing barriers to entry for athletes from under-represented populations is an important focus, ensuring they can be retained in their sport and actively supported to progress and perform at their best. We will work with Aboriginal and Torres Strait Islander leaders and rural and remote communities to support athletes to continue living in their own communities while they pursue their dreams.

#### One Oceania in sport

We recognise the importance of this being a Games for the Pacific region. It creates a powerful opportunity to support the development of a sustainable sports system across Oceania. Hosting the Games delivers opportunities for partnerships in the training and competition of high performance athletes, including those with disability.

## Focus Area 3 - Equity in sports participation

Creating healthier communities with brighter sporting futures requires removing the barriers to participation including cost, availability, accessibility and inclusion. This will ensure that everyone in our community, wherever they live and whatever their personal circumstances, can find a pathway to sustained participation in physical activity or the sport of their choice.

We recognise being physically active and becoming or remaining involved in sport is less accessible to some groups in our community. To achieve a culture and a reality of sport for all means we must think hard about how to build the sustained participation of Aboriginal and Torres Strait Islander peoples, people with disability, seniors, women, LGBTIQ+ communities, culturally and linguistically diverse communities and those who are living in rural and remote areas.

### More opportunities for people with disability to play sport

Specifically, we want to increase the opportunities available for people with disability to be active and play sport, understanding this is also a pathway to full participation in community life. Advancing the accessibility of adaptive sports programs, infrastructure for people of all ages and promoting inclusive sports through our school system and into young adult life is vital and will require access to specialised equipment and resources. We have a unique opportunity to share this journey with our neighbours in Oceania, who have less access to coaching, training and competition opportunities and for whom equitable access to sporting pathways for people with disability is extremely hard to achieve.

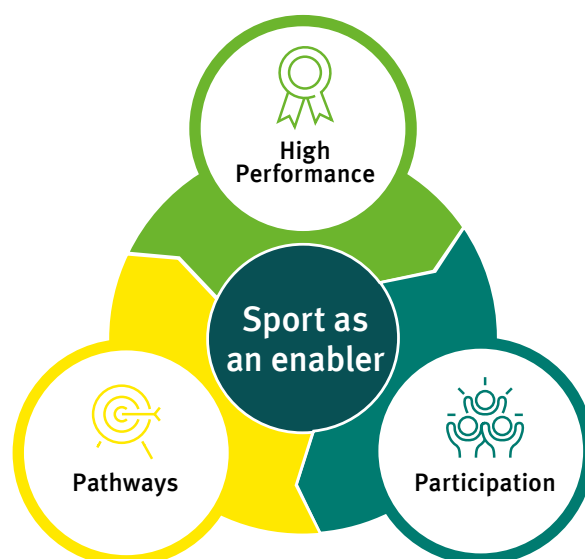
### More pathways for young Aboriginal and Torres Strait Islander athletes

There are many examples of high profile Aboriginal and Torres Strait Islander athletes representing Australia across multiple sports, but equally there are so many more talented young people who are excluded from following their dreams because they live in remote or regional communities or face other barriers to access. The Games must create the impetus to build systems that dismantle barriers, further showcase the talent of Aboriginal and Torres Strait Islander athletes and increase sustainable, culturally safe and supportive options enhancing their opportunities for success.

### Addressing wider inclusion in sport


There is also a need to set more ambitious targets and support the attraction or retention of female athletes and officials at all levels. Supporting the pipeline of female coaches, officials and volunteers will also be important to addressing the current disparities in participation rates. Similar strategies may also be needed to encourage greater inclusion for LGBTIQ+, older Australians and multicultural communities for whom language, cultural considerations or simply the feeling of being safe and made welcome can be difficult to overcome.


Ensuring that we have understood the sporting ecosystems across our regions, states and territories will help to establish a more equitable sporting landscape for both community participation and high performance.




### Virtuous cycle of sport

*Grix and Carmichael (2011),  
International Journal of Sport Policy and Politics*

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 Can be made bigger and better because of the Games

 Can happen sooner because of the Games

## Early announcements already activating our legacy journey



### YouFor2032

#### Queensland Government

YouFor2032 is Australia's largest ever talent search program. Launched in 2022, the program will test young athletes across Queensland, providing a pathway into high performance sport for potential future Olympic and Paralympic athletes. By the end of the program, there will be 400 young athletes training in QAS supported high performance environments from 2024 because of hosting the Games.



### Paralympic Centre of Excellence

#### A national centre for rehabilitation, health enhancement and sport for people with disabilities Queensland Government + University of Queensland

Australia's leading sports and rehabilitation university (UQ) will establish a global-first centre to use sport to help people with disabilities accelerate through physical activity. This will provide pathways from grassroots to recreation and elite Paralympic participation. The centre harnesses the opportunity of Brisbane 2032 to elevate Paralympic sport and deliver improvements through sport to people with disability.



### SEQ Preventative Health Initiative

#### Council of Mayors (SEQ)

This initiative leverages the Games to combat community obesity using a WHO-endorsed strategy. The program aims to counter the rising obesity-driven health crisis by leveraging the Games. It will train citizens in systems thinking, a method also applicable in mental health, disaster recovery and environmental sustainability. This initiative aligns to IOC *Olympic Agenda 2020+5* and has been accelerated because of the Games.

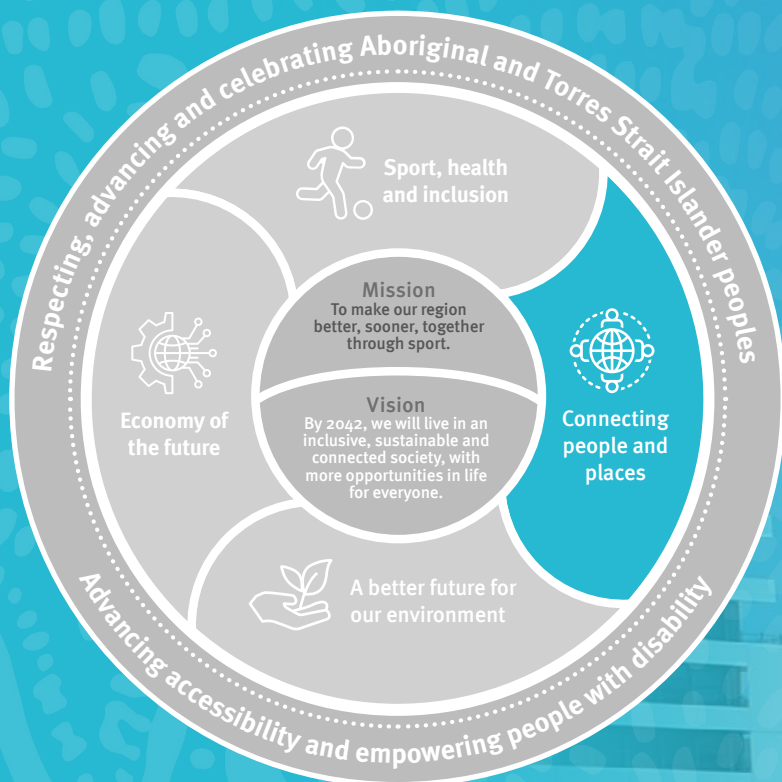


### Australian High Performance 2032+ Sport Strategy

#### Australian Sports Commission

'We win well to inspire Australians' is the vision for Australia's High Performance 2032+ Sport Strategy which focuses on optimising outcomes and sustainable success for all Summer and Winter Olympic and Paralympic sports. The strategy was co-designed by the Australian High Performance Sport System to foster collaboration, alignment, clarity and accountability, and harness the system's collective strengths, talent and resources in the lead up to the Games.

Transformation themes and focus areas



# Connecting people and places

*“Legacy from the Games is something we make together and it lasts long after the event. Connectivity is the legacy superpower of these Games. Bringing people and places closer together across our cities, regions, states and nations is essential to our sustainable growth and development.”*

*Dr Tim Williams, Global City Expert*



Transformation themes  
and focus areas



# Connecting people and places



## Intention

When the Games were announced in July 2021, we were given a platform to accelerate the sustainable growth of our cities and regions and enhance their liveability for future generations. Connecting local and regional places more effectively, enabling the faster movement of people, goods and ideas to increase our competitiveness. The Olympic and Paralympic Games will bring the eyes of the world to Australia through the congregation of international athletes, spectators and broadcast audiences – creating an opportunity to showcase what is special about our place in the world and our way of life.

Transforming our region through enhanced transport connectivity was central to our ambition to become an Olympic and Paralympic Host. By improving the connections between people, places and ideas we can better harness our shared resources and accelerate positive social, environmental and economic change. Investment in an integrated transport system for Brisbane and SEQ including enhanced transport networks, facilities and services, will not only boost the region's economy but also offer the community more convenient, faster and accessible travel choices. This will protect the liveability of our region by responding to the needs of our growing population while also ensuring efficient Games-time operations.

Strengthening cyber secure digital connectivity and capability to increase equity within and between areas of Queensland, Australia and Oceania will enable more accessible and inclusive economic and social participation for communities in regional, rural and remote areas, as well as for people with disability. The Games themselves are widely regarded as a significant change agent for achieving universal accessibility for all people.

Great places are where communities come together to celebrate and share experiences. As our regions grow it is essential we retain their special character and increase both liveability and social vitality. Creating new places, or revitalising existing ones with a focus on inclusion, accessibility, healthy environments and sustainability will support community cohesion and identity.

If we want our communities to be strong, spirited and able to progress in life, enhancing the conditions and factors affecting the health and wellbeing of individuals and groups will be an important step. Addressing housing accessibility and choice is critical to strengthening the resilience of communities and enabling full social, sporting and cultural participation. The delivery of venues, precincts, places and supporting infrastructure utilised by the Games provides an opportunity to think creatively about immediate and long-term housing solutions to be advanced because of the Games.

Sharing the cultural knowledge and creative contribution of Aboriginal and Torres Strait Islander peoples with the world is at the heart of our commitment to an inclusive Games. It reflects one of the most significant differentiators of the Games experience in 2032.

## Community priorities

We heard from our community connecting locally, regionally and even globally is an important aspiration; and expanding our transport networks will be critical to achieving a low carbon, liveable and inclusive future society. Elevating regional transport connectivity was understood to be a driver for becoming an Olympic and Paralympic Host and was considered fundamental to delivering a successful Games.



Urban renewal to create places or precincts where communities can connect and enjoy time together also emerged as a priority. Emphasis was also placed on the importance of achieving universal accessibility; ensuring the precincts' environment and experience reflect Aboriginal and Torres Strait Islander cultures and stories and the vibrancy of multicultural communities.

Celebrating the unique contribution of Aboriginal and Torres Strait Islander cultures and people was confirmed as being of profound significance to our identity and sense of place. Respondents felt more opportunities to understand history, language, cultural practices and ceremony would build understanding and deepen the bonds of community. It was suggested more meaningful engagement with First Nations communities across Oceania could progress knowledge exchange about environmental issues, promoting new trading and cultural relationships.

## Desired outcomes

Hosting the Games will contribute to:

### Potential indicators

<p><b>Increased local and regional connectivity</b></p>	<ul style="list-style-type: none"> <li>› Increased use of public and active transport in SEQ before, during and after the Games.</li> <li>› Proportion of population with good accessibility to a range of services by walking and cycling.</li> <li>› Accelerated upgrades to transport infrastructure in SEQ which supports the region's growing population and a good Games experience for all.</li> <li>› Improved digital connectivity in regional, rural and remote communities.</li> <li>› Improved proportion of residents with access to employment by public and active transport.</li> </ul>
<p><b>Advancing liveability and accessibility for all</b></p>	<ul style="list-style-type: none"> <li>› Incorporation of universal design principles in the development of Games-related places and precincts.</li> <li>› Perception of SEQ as a liveable region by residents and visitors.</li> </ul>
<p><b>Greater housing accessibility and affordability in target locations</b></p>	<ul style="list-style-type: none"> <li>› Number of affordable and social housing units in Games-related precincts.</li> <li>› Number of accessible housing units in Games-related precincts.</li> <li>› Number of repurposed Games-related infrastructure for housing in Queensland.</li> </ul>

## Focus Area 4 - A more connected and accessible South East Queensland

We are planning for the future of the region; enabling greater and faster mobility for people and goods will increase the global competitiveness of South East Queensland.

A more connected and accessible SEQ for all ages and abilities is critical to the inclusive, sustainable and productive future of our region and a successful Games. An efficient and sustainable transport system will be an important element in achieving a low carbon Games and reducing greenhouse gas emissions before, during and after the Games. It will also underpin the movement of people and goods to support regional growth. Providing the community across the region with viable travel options and a more inclusive travel experience through universal design will also contribute to greater equity, liveability and productivity. This is aligned to the SEQ City Deal and the refreshed South East Queensland Regional Plan (Shaping SEQ).

### How can legacy projects support these outcomes?

#### Enhanced transport networks

We are planning to enhance transport connections between communities throughout Queensland. Accelerating the delivery of new and upgraded road and rail infrastructure will improve the safety, capacity and reliability of our transport networks. Upgrades to major inter-city connections such as motorways and rail lines, local improvements to key intersections and new links to emerging communities and activity centres benefit the whole community – supporting convenient and reliable access to employment, shops, education, recreation and health facilities and assisting business and freight movement.

#### Brisbane 2032 transport

SEQ is growing quickly and enhanced transport connections will keep our region moving before, during and after the Games. A collaborative transport and mobility strategy will ensure improvements to the region's transport system and operations are prioritised, integrated and delivered by Games Delivery Partners in time for the Games.

#### Universal design

At the heart of an inclusive society is a high level of accessibility to the urban fabric, transport system and natural environments – irrespective of age or ability. Universal accessibility is foundational to ensuring all people are able to benefit from the investment made in creating better connections.

#### Public transport

More trains, buses and accessible stations will help extend the reach of public transport into more communities and provide for a greater frequency of service. Providing user friendly travel information, supported by mobile technology, will also make it easier and more convenient to use public transport. Expanding our public transport services will provide the community with more travel options wherever and whenever they need to travel. This will help reduce our carbon footprint through higher capacity and zero emissions transport and provide more inclusive travel options for all members of our community.

#### Active transport

The aspiration is to deliver the most walkable Games ever, resulting in the legacy of a more pedestrian and cycle friendly city and region. Coordinated investments in active transport, supported by an enhanced public transport network, will make walking, wheeling and riding easier, safer and more enjoyable for commuting and recreation. Sports and community precincts and transport hubs will be connected by safe, accessible and legible paths to encourage more people to walk and ride, interact with local businesses and leisure opportunities.



## Focus Area 5 - Creating more great places and precincts

Liveability is one of our greatest assets and we are seeking to protect and enhance it as we continue to grow. Brisbane and Queensland have an extraordinary quality of life and diverse lifestyle opportunities ranging from the vibrancy of its cities, to the spirit of its regional areas and friendliness of rural communities. Wherever there are Games events, training camps, venues or precincts, there will be opportunities for renewal and placemaking; creating more places and precincts local people love and where they can connect and spend time together. Innovation precincts and places act as engines of growth and job creation, where business and research work together to discover and develop innovative solutions to economic, environmental and social challenges. They contribute to the transition of existing industries, creation of new industries, growing and attracting new skills and talent, future regional jobs and economic growth and enabling the state to be globally competitive. Creating these places within cities and communities across the State will enhance liveability and increase our competitive appeal as a destination of choice for tourists, talent, domestic and international migrants. Activating and highlighting arts and cultural experiences in places and precincts, will further enhance regional development and community vibrancy.

### Three organising ideas emerged as important within this focus area:

#### Inclusive placemaking

New places will be authentically shaped by their cultural narrative and designed to reflect our contemporary identity and sense of place as an inclusive, multicultural community; strengthening community cohesion and spirit.

By embedding authentic cultural placemaking and universal design principles into the new precincts and places wherever they are located, we can ensure everyone is able to enjoy them, advancing our progress toward being an inclusive society.

#### Inclusive, accessible and affordable housing

Housing is a global challenge and not one that can be solved by becoming an Olympic and Paralympic Games Host. However, we recognise the importance of appropriate and affordable housing as the foundation for human health and wellbeing, dignity, quality of life and economic participation.

It is well known that major and mega events attract significant visitor numbers and temporarily expand the workforce, impacting accommodation in and around Games Venues. We are committed to ensuring Brisbane 2032 plans for this. Hosting the Olympic and Paralympic Games is already accelerating development, fast-tracking 20 years of housing supply into ten years at places like Northshore Hamilton and unlocking other opportunities for housing as the Games precincts are delivered.

Beyond the Games, we will continue to seek innovative ways to repurpose the Villages and leverage Games-related precincts to increase the long-term supply of inclusive and accessible homes for local people.

#### Recognising the city as the venue

Brisbane is at the heart of the Games and unlike many other Olympic and Paralympic Games editions – the city centre itself is the venue. New precincts and places at Albion, Northshore Hamilton, Kurilpa, Roma Street and Woolloongabba will be complemented by the planned revitalisation of well-loved assets at South Bank and the delivery of the re-imagined Victoria Park, Barambin – in turn transforming the community experience of Queensland's capital.

Projects of similar significance will emerge across Redlands, Moreton Bay, Gold Coast and the Sunshine Coast, collectively making SEQ a world-class lifestyle region. Opportunities will also emerge in other regional cities and communities based around the development of training camps, qualifying competitions and live sites – each of these becoming an important addition to the liveability and social or creative vitality of that community. The diffusion of innovation and advanced digital technologies deployed throughout games infrastructure will further activate event cities and communities while delivering improved accessibility as well as the potential to strengthen regional innovation and attract new global industry partnerships.

## Focus Area 6 - Celebrating First Nations cultures, languages and stories

Embedding Aboriginal and Torres Strait Islander cultures, languages and stories at the heart of the Games experience is central to what will differentiate the Games in 2032; and there are so many ways in which this can be achieved. Ideas about naming conventions, cultural programming, Indigenous Cultural Centres, incorporating Aboriginal and Torres Strait Islander peoples history and language into the school curriculum and developing a roadmap for cultural tourism were all raised through community engagement. The international dimension of the Olympic and Paralympic Games create a special opportunity to connect First Nations peoples across the world, celebrating their cultures and wisdom.

### **Two significant organising ideas emerged around which early impacts and lasting legacies could be developed:**


#### **Indigenous languages**


Australia is home to some of the oldest living cultures in the world. Prior to colonisation, there were more than 250 Aboriginal and Torres Strait Islander languages spoken (with more than 800 dialects); whilst today fewer than 150 of these languages remain in daily practice and are considered to be highly endangered. In response, many Aboriginal and Torres Strait Islander language groups are actively working to stop the loss, revive and maintain language. The Games has an opportunity to support and embed the continuation of this practice by partnering with Aboriginal and Torres Strait Islander peoples to ensure that their languages are spoken, heard and featured respectfully and appropriately across the Games, creating a lasting and living legacy of global and local significance.


To advance the cultural competency of future generations and align with the principles of self-determination, relevant projects within the legacy framework must be codesigned, developed and delivered with Aboriginal and Torres Strait Islander peoples, ensuring rightful attribution and protection of their Traditional Knowledges and cultural expressions.

#### **One Oceania**

Brisbane 2032 is a Games for all of Oceania and brings forward the opportunity to connect with First Nations peoples across the region and the world, to engage with their cultures, languages and stories. Deeper engagement will lead to the greater exchange of knowledge about common environmental challenges – with the potential for innovation based on traditional wisdom drawn from Indigenous peoples across the region. Building stronger cultural and knowledge sharing relationships may create new economic development pathways and opportunities for trade.

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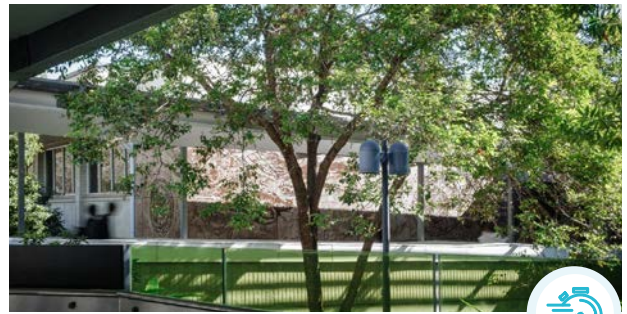
## Early announcements already activating our legacy journey



### Brisbane 2032 Transport and Mobility Strategy

#### Games Delivery Partners

SEQ is growing quickly and enhanced transport connections will keep our region moving before, during and after the Games. A collaborative transport and mobility strategy will ensure key improvements to the region's transport system and operations are prioritised, integrated and delivered by Games Delivery Partners in time for the Games.



### Designing with Country Queensland Government

The Games is an opportunity to showcase the contributions of Aboriginal and Torres Strait Islander peoples to the rest of the world. The Queensland Government is working on a strategy that will ensure Games-related facilities and infrastructure are designed and delivered with a genuine level of involvement from Aboriginal and Torres Strait Islander peoples, and it is being accelerated because of the Games.



### Northshore Hamilton

#### Queensland Government

Construction of infrastructure to support the delivery of the Brisbane Athlete Village will commence in 2024 within Northshore, Queensland's largest waterfront urban renewal project. The village will include approximately 2,000 dwellings for over 10,000 Olympic athletes and 5,000 Paralympic athletes and is being accelerated because of the Games. Its legacy will be much needed housing, recreation and leisure facilities showcasing sustainability excellence.

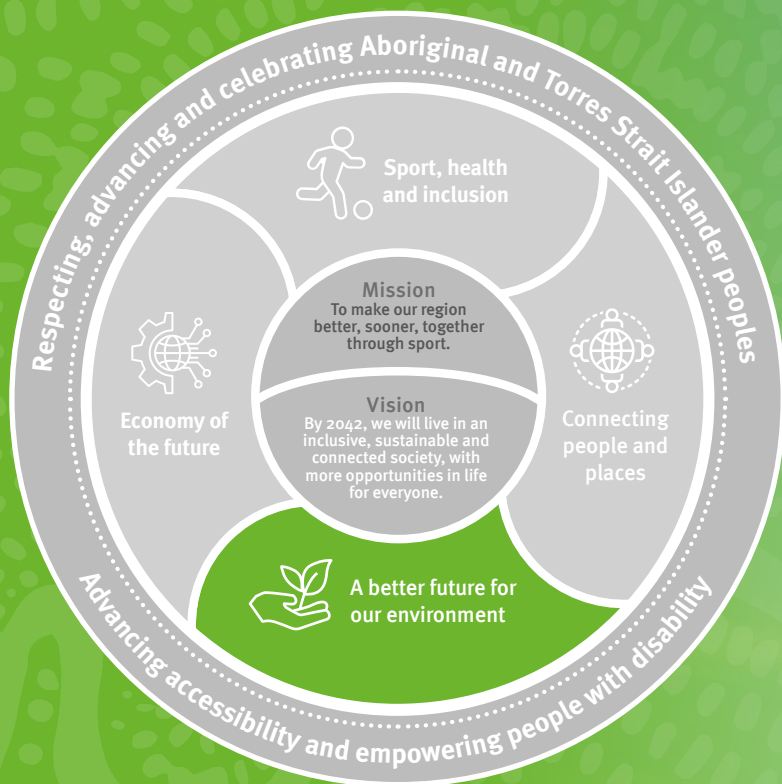


### Sunshine Coast Mobility Mapping

#### Sunshine Coast Council

Sunshine Coast Council expanded its award winning mobility maps trial to track its Games precincts. Using modern mapping technology, wheelchairs were turned into mapping tools with specially trained 'pilots' and devices to track routes around and to Games venues. Mobility maps make life easier for people of all abilities, especially for those living with disability using wheelchairs or mobility aids and parents with prams to help plan their routes.

Transformation themes and focus areas



# A better future for our environment

*“We could position ourselves as innovators in the field of renewable lifestyles for the world to see, by prioritising innovation and sustainability, we can set an example for major events and inspire future generations to prioritise these values as well.”*

*Dante Pellegrino, City of Gold Coast Junior Council Representative*



Transformation themes  
and focus areas



# A better future for our environment

## Intention

**We are committed to leveraging the momentum of the Games to advance sustainable growth for communities in our region, prospering alongside nature and securing a low carbon future for our nation. An increased emphasis on advancing our circular economy will create new opportunities for value creation as well as reducing waste. We recognise the intrinsic importance of healthy lands and waterways; and acknowledge that we have much to learn from Traditional Owners who have cared for these lands for at least 65,000 years.**

The Games legacy is about putting sustainability first in everything we do. The decisions that we make over the next two decades will be critical to advancing environmental resilience, protecting and regenerating unique ecosystems, growing our communities alongside nature and sharing knowledge to strengthen our sustainability practices. Whilst a standalone Sustainability Strategy will be developed for the Games, Elevate 2042 provides an opportunity to build on this work increasing awareness, challenging beliefs and encouraging new behaviours to secure a better future for our environment.

Critical to addressing our response to climate change will be transitioning our energy supply away from fossil fuels and towards clean, renewable sources – decarbonising our lifestyles and livelihoods and managing climate risk. We will need to make different decisions about what we consume, moving towards a more circular system with improved resource recovery and reduced waste.

Across Brisbane, Queensland, Australia and Oceania we are endowed with critical minerals, remarkable natural assets, diverse ecosystems unique to our part of the world, as well as productive landscapes managed for food and fibre production. Queensland is home to the most World Heritage Areas within Australia including Gondwana Rainforests of Australia, K'gari (Fraser Island), Australian Fossil Mammal Sites – Riversleigh, Wet Tropics of Queensland, the Great Barrier Reef, as well as five internationally listed (Ramsar) wetlands,

and multiple globally important migratory bird flyways. Queensland is also home to a corridor of three internationally recognised UNESCO Biosphere Reserves which stretch from the Sunshine Coast Biosphere in the south, incorporating the Noosa Biosphere, to the Great Sandy Biosphere in the north. This corridor reinforces these communities' commitment to sustainable development.

We have a responsibility to protect and enhance our environment, actively conserving and building the resilience of habitats and biodiversity. The Games creates important opportunities to bring forward investment in green infrastructure, regenerate natural landscapes, restore waterways and manage productive landscapes. Our success will be founded on a shared commitment and amplified by the unification of knowledge systems – bringing established wisdom and traditional practices together with advancing science and technology.

Delivering lasting climate change benefits and legacy outcomes requires a rapid sustainability transformation across industries and communities, showcasing our region as an exemplary sustainability leader.

## Community priorities

The Olympic Movement is mindful of creating a more sustainable and resilient future but recognises that change is not easy. Accelerating the transition to renewable energy and advancing net zero emissions



represent two environmental legacies to be realised sooner because of the Games. This theme emerged strongly throughout our community and stakeholder engagement although it was expressed in many ways.

Our community called for more sustainable policies and practices resulting in a reduction in carbon emissions and improved environmental outcomes across Brisbane, SEQ, Queensland and Australia. They were passionate about protecting and restoring habitat, improving native biodiversity and progressing towards improved waste management systems promoting circular systems resulting in less or no waste to landfill.

## Desired outcomes

Hosting the Games will contribute to:

More trees and green open spaces to support urban cooling and enhance quality of life were also considered important. The wider community is conscious of the need to raise awareness, shift beliefs and challenge behaviours – so they were supportive of improving community education and introducing programs to drive cultural change.

The importance of Caring for Country by using environmental management practices that draw upon traditional and emerging methods and sharing of knowledge between communities was considered important by the community.

	Potential indicators
<p><b>Maximising sustainability benefits and embedding best practice circular economy principles</b></p>	<ul style="list-style-type: none"> <li>› All new or significantly upgraded competition venues and athlete villages used for Brisbane 2032 will target a world-leading 6-star Green Star rating from the Green Building Council of Australia, where relevant.</li> <li>› The community is actively Caring for Country through the choices they make.</li> <li>› Embed best practice circular economy principles to reduce the environmental impacts and embodied emissions from products materials and buildings.</li> </ul>
<p><b>Ecosystem protection and regeneration</b></p>	<ul style="list-style-type: none"> <li>› Increase in protected areas and world heritage areas across Queensland.</li> <li>› Habitat protection and restoration has been accelerated.</li> <li>› Riverine, estuarine and marine water quality demonstrates continual improvement.</li> <li>› Maintain or improve the ecological character of Queensland’s Ramsar sites.</li> </ul>
<p><b>Accelerated transition to clean and renewable energy</b></p>	<ul style="list-style-type: none"> <li>› Increased percentage of energy from renewable sources by 2032 and 2042, in line with Australian Government targets and best practice.</li> <li>› Above trend progress made towards net zero emissions in line with Science Based Targets.</li> </ul>

## Focus Area 7 - Caring for Country together

Aboriginal and Torres Strait Islander peoples have collectively ensured the continuing health of the land, water and skies forming contemporary Australia for at least 65,000 years and in so doing have drawn on knowledge, customs and cultural practices passed on from their ancestors. Central to their respect for the land is the understanding there is a reciprocal relationship between people and land, as well as people and water – meaning by Caring for Country, we are enabling it to care for us. If we want our community to live more sustainably, form a deeper attachment to and therefore care more about protecting the unique part of the world in which we live, then we need to foster a collective sense of responsibility for it.

### Unifying knowledge systems

By combining traditional wisdom and understanding with leading edge science and technology, we can co-create new knowledge systems leading to increasingly regenerative land and water management practices specific to our region.

### Community education

A positive community culture will be central to challenging conventional thinking and changing behaviours from a young age.

Embedding understanding of Country into early years learning for all children and building on these foundations with increased environmental education is an important foundation for nurturing this collective responsibility – encouraging communities to embrace the sustainability aspirations of the Games.

The potential to co-develop place-based projects and programs to foster a wider understanding of Country, including building land or water management skills, is extensive. This presents opportunities for bringing people as well as knowledge systems together.

## Focus Area 8 - Maximising sustainability benefits

Rethinking urban design, adopting innovative sustainable planning solutions and advancing the transition to a circular economy is essential to meeting the needs and aspirations of future generations. We need to harness all initiatives, large and small, to minimise human impacts on the natural environment and the Games' commitment to being sustainable will support the achievement of lasting societal change.

### Community sentiment indicated support for:

#### New infrastructure used for the Games will showcase sustainability

The venues, villages, precincts, places, infrastructure, transport solutions and experiences to be used by the Games can be designed and delivered as exemplar projects showcasing exceptional standards of environmental responsibility, integration of green space and universal design that can be achieved in a range of settings or scales.

#### Advancing a circular economy

Hosting a sustainable Games in 2032 also offers the opportunity to advance progression towards circular cities and regions. We can leverage our commitments to reduce environmental impacts and embodied emissions across

the lifecycle of infrastructure and supply chains relating to the Games. Implementing initiatives such as recovering construction materials or household items, accelerating the avoidance of single-use plastics and minimising the amount of organic and food waste going to landfill, can support the reduction of greenhouse gas emissions and improve carbon footprints at an individual and industrial scale.

#### Leveraging science, technology and innovation

New technologies and data analytics will enable evidence-based decision making and shape the way environmental assets and natural resources are managed; creating new employment or business opportunities and accelerating sustainable procurement.



## Focus Area 9 - Protecting and regenerating habitat and biodiversity

Australia's biodiversity and unique natural environments are central to its quality of life and visitor appeal. Queensland is steward to some of the most biodiverse ecosystems and unique cultural landscapes on earth, supporting iconic wildlife and species of high ecological value, half of which cannot be found anywhere else in the world. Supporting healthy ecosystems, protecting habitats and safeguarding the services ecosystems provide to our economy (like clean air and water, shade, flood control or removing carbon from the atmosphere) will increase the climate resilience of our communities as they grow.

### How can legacy projects support these outcomes?

#### Encouraging a regenerative culture

The Games creates the impetus for encouraging a regenerative culture, creating more habitat, ensuring nature informed solutions guide the development of urban areas and improving environmental stewardship by converging traditional wisdom with leading edge technologies.

Recognising the significance of agriculture land practices across Australia, the Games creates the impetus to further our sustainable practices, including carbon sequestration and regenerative agriculture processes in food and fibre production.

#### More nature based solutions

Our settlements and communities will flourish alongside our natural assets by maximising use of nature based solutions in planning and design.

Green and blue infrastructure projects in urban areas will be as important as the rehabilitation of natural environments in rebuilding natural capital. Introducing more grass, trees or water, green roofs or walls, or community gardens creates new habitats and restores biodiversity. Collectively more green and blue elements will support urban cooling, increase recreational amenity and enhance urban appeal – all of which are good for people and the environment.

We are planning for greater accessibility between centres across SEQ and increasing connectivity between communities throughout Queensland. To achieve this, we will need a fully integrated and optimised network utilising green and blue infrastructure principles.

## Focus Area 10 - Accelerating the transition to renewable energy

Queensland has already set ambitious targets for energy transition with a commitment to achieving 70 percent of Queensland's energy budget from clean renewable sources of energy by 2032, progressing to 80 percent by 2035. Our intention to host a low carbon summer Olympic and Paralympic Games signals our commitment to advancing this transition, bringing forward lasting benefits to the climate and the community.

### Creating a leadership position

The Games presents the city, state and nation with a real opportunity to become a leader in the burgeoning clean renewable energy technologies sector, deepening existing capabilities in green hydrogen production, large scale solar and wind installations, battery storage and biofuels.

The sustainability transition has already started in Queensland through investments in renewable hydrogen production and prioritisation of a decarbonised and circular future in procurement. This will position the state as an investment destination of choice for large-scale renewable energy projects and driving innovation across the sector.

The events, precincts, places and infrastructure utilised by the Games can create a global showcase for clean renewable energy; demonstrating what is possible and helping to promote lasting cultural and behavioural change. This affordable clean energy supply will be sourced from locations across the state, creating employment opportunities in the regions and supporting the growth in the critical minerals industry and new manufacturing opportunities.

The Games facilitates innovative partnerships to accelerate Queensland's transition to a renewable economy by promoting future renewable economy research through partnerships with universities, communities and businesses.

## Early announcements already activating our legacy journey



### Queensland Energy and Jobs Plan

#### Queensland Government

Released in 2022, the Queensland Energy and Jobs Plan outlines how Queensland's energy system is transforming to deliver clean, reliable and affordable energy, providing power for generations. By 2032, Queensland will be powered by 70% renewable energy, contributing to a low carbon Olympic and Paralympic Games.



Can only happen because we are hosting the Games



Can be made bigger and better because of the Games



Can happen sooner because of the Games



### Resilient Rivers Initiative

**Council of Mayors (SEQ), Australian Government + Queensland**

This initiative delivers a coordinated whole of catchment approach to investment, accelerated by the Games, which aims to improve the health and resilience of SEQ waterways, catchments and communities including Moreton Bay to support a more liveable region. In doing so, it will enhance SEQ's environmental resilience to natural disasters such as floods and in response to rapid population growth.



### Gold Coast Greenheart

**City of Gold Coast**

Greenheart will be the largest open space destination on the Gold Coast and one of the largest parkland projects ever undertaken in Australia. The project will be an immersive, integrated and multi-layered parkland offering abundant active and healthy lifestyle opportunities, with an array of sporting, recreational and cultural experiences for visitors of all ages and abilities. It will deliver habitat for birds and wildlife, woodland and naturalisation of waterways and will occur sooner because of the Games.



### SEQ Waste Management Plan

**Council of Mayors (SEQ) + Queensland Government**

A partnership between the Council of Mayors (SEQ) and the Queensland Government, the *SEQ Waste Management Plan* aims to achieve environmental benefits by building a circular economy, reducing waste to landfill by one million tonnes and creating new economic opportunities through improved resource management and recycling ahead of the Games.

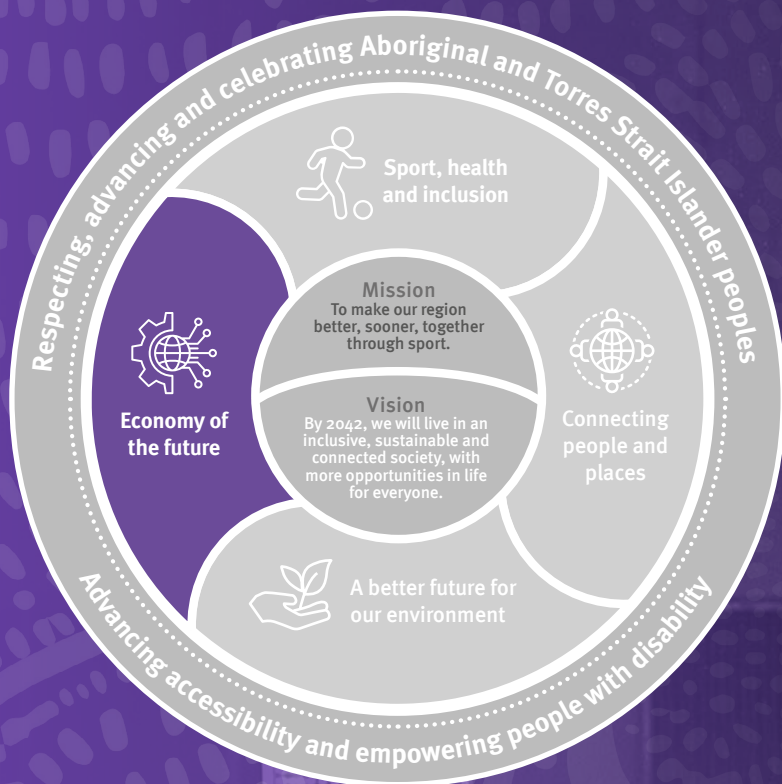


### Blue Heart Sunshine Coast

**Sunshine Coast Council, Australian Government Queensland Government + Unitywater**

The Blue Heart is an innovative partnership between Sunshine Coast Council, the Queensland Government and Unitywater. The project involves establishing a regionally significant wetland and floodplain ecosystems, and new uses for existing rural and agricultural lands to create new habitats and restore biodiversity. The investigation of a recreation trail, co-designed with the Traditional Owners, is underway and includes a potential connection through to Parklands Conservation Park area, the location for Brisbane 2032 Olympic XCO mountain bike events. This trail would provide a nature based solution to flood mitigation and a high value ecotourism and cultural tourism opportunity.

Transformation themes and focus areas



# Economy of the future

*“Brisbane 2032 will enable local innovators and entrepreneurs, startups and scaleups to be hoisted onto the global stage – in turn unlocking new revenue streams and driving long-term economic growth for Australia. Australia has a unique opportunity to claim its place on the podium as one of the most advanced and integrated sportstech ecosystems in the world.”*

*Dr Martin Schlegel, Chair, The Australian Sports Technologies Network*



Transformation themes  
and focus areas



# Economy of the future

## Intention

When Brisbane 2032 was announced in July 2021, we were given a platform from which to become a city and region of global significance and part of a wider movement for change. Central to our ambition is hosting a spectacular Games experience cementing the brand of Queensland and Australia, positioning them as global sporting destinations. Leveraging the investment required to deliver upon the desire to advance the economic growth of our cities and regional areas in the decade before and after the Games, represents an important opportunity to create lasting legacy.

The successful delivery of the Games will provide opportunities to develop the depth, capability and resilience of key supply chains, positioning local businesses across Brisbane, Queensland and Australia to grow sustainably and to enter new markets with confidence. It can foster increased participation for Aboriginal and Torres Strait Islander peoples, people with disability and culturally and linguistically diverse communities.

Beyond this we need to explore the real opportunities to leverage the momentum created by being a Host City and Region to advance the outlook for our high value future economic sectors, specifically those that are Games-related. We are actively seeking to increase innovation and create new opportunities playing to our existing research and industry based strengths in sport, biomedical, agriculture, resources, tourism and the creative industries – each of which has a clear connection to the successful delivery of the Games.

To succeed, we will need to develop our human capital and foster the resilience of our business community; and this will call for new and innovative partnerships between the education, industry and government sectors, ensuring the skills needed are available when and where they are required.

The development of our arts, cultural and creative industries provides just one powerful example of the need for sustained capacity building. Without commitment to our existing, emerging and future artists or creatives we cannot guarantee a vibrant cultural scene to accompany the sporting experience in 2032.

## Community priorities

Through consultation we heard from the community about the importance of leveraging the Games to grow the capacity of local businesses and to develop the skills of our workforce. Diversifying the existing economic base and increasing regional productivity were regarded as positive outcomes that could be delivered by 2042. Encouraging innovation and entrepreneurialism, supporting the creation of new jobs in future focused industries and encouraging the commercialisation of research were also regarded as a priority.

The preference for supporting locally owned, grown or made and ensuring equitable economic participation were thematically strong. Some participants focused on the need to meet targets for the inclusion of Aboriginal and Torres Strait Islander peoples and people with disability through workplace and supply chain initiatives. Others supported the opportunity for procurement activities to develop and engage with



small businesses to build their capacity and sustained prosperity.

Opportunities to build the capacity, capability and resilience of sectors directly connected to the successful delivery of the Olympic and Paralympic events and with strong potential for long term growth included:

## Desired outcomes

Hosting the Games will contribute to:

	Potential indicators
<b>Greater unity and a stronger global identity for the region</b>	<ul style="list-style-type: none"> <li>› Brand recognition of Brisbane, SEQ, Queensland and Australia.</li> <li>› Collaboration with Oceania nations.</li> </ul>
<b>A more inclusive and resilient future economy</b>	<ul style="list-style-type: none"> <li>› Increased economic participation for Aboriginal and Torres Strait Islander peoples, people with disability, women and culturally and linguistically diverse communities.</li> <li>› Increased sustainable sourcing/procurement.</li> <li>› Improved performance of Queensland as a place of choice for innovation and investment.</li> </ul>
<b>A thriving and equitable local business community</b>	<ul style="list-style-type: none"> <li>› Share of economic opportunities flowing to small businesses.</li> <li>› Share of economic opportunities flowing to regional businesses.</li> <li>› Procurement targets for employment of, or businesses owned by, Aboriginal and Torres Strait Islander peoples and people with disability.</li> </ul>
<b>Increased jobs and growth in target industries and sectors</b>	<ul style="list-style-type: none"> <li>› Growth in jobs, investment and economic contribution of Queensland's critical industries.</li> <li>› Growth of the business of sport.</li> <li>› Increased share in the global visitor economy.</li> </ul>

accessible and inclusive tourism, the business of sport, arts, culture, and creative industries.

## Focus Area 11 - Advancing our global image and identity

Brisbane 2032 will showcase the environments, achievements, lifestyles and healthy environments of contemporary Brisbane, SEQ, Queensland and Australia, enhancing their global and cultural identity, communicating their unique value propositions and confidently position their competitive advantages.

A successful multi year brand strategy that positively enhances global image and identity will mean the world will more confidently understand where we come from and what we stand for – creating opportunities to recognise and celebrate the unique cultural, environmental and creative qualities or experiences of cities and regions across Australia, including our reputation for safe and quality food production. The Green and Gold Runway provides early and sustained opportunities to build brand and leverage return on investment in brand-building activity.

Amplifying brand value will also make these destinations more memorable to the rest of the world and have a positive flow on effect in terms of tourism benefits, inward investment, talent attraction and migration.

The opportunity for legacy is to consider how the emerging narrative can be leveraged to drive specific sub market campaigns including those relating to international students or tourism or those relating to specific geographies.

## Focus Area 12 - Made in Queensland, growing local and small businesses

Queensland is home to more than 450,000 small businesses employing less than twenty people each, collectively they comprise about 97 percent of all businesses statewide and account for over 40 percent of the private sector workforce. They are the backbone of our economy and supply chains and consequently their strength and resilience will be a significant factor in the successful delivery of a low carbon Games.

Supporting local businesses to scale up sustainably is one of the most important opportunities associated with the Games; there is almost limitless potential to showcase their ingenuity and achievements to the world. The procurement processes and pathways can be leveraged to build capacity and capability, positioning local businesses, from start-up to well established, to expand into new markets and enhance their export earnings so they thrive in the decades after the Games.

### Early legacy impacts should focus on:

#### Building business readiness

Supporting business development, developing advanced business skills and entrepreneurial capability, promoting cooperation and collaboration within supply chains and regions will ensure that all businesses are ready to participate in opportunities afforded by the Games. Ensuring businesses across the state are aware of the possibilities and know how to get involved, is a critical first step.

#### Building sustainability credentials

During the lead in to 2032, there is a clear opportunity to work with small and local businesses, startups and scaleups, to build their sustainability credentials and progress towards decarbonisation; supporting the cultural and practical changes enabling a more diverse workforce that supports industry demand and solves our biggest challenges.



## Focus Area 13 - Advancing equitable economic participation

The Games will be carbon neutral and environmentally sustainable. This implies greater commitment to inclusive local procurement than ever before, creating extraordinary opportunities for economic growth and development. It is important these opportunities are realised equitably so all local people and businesses who want to participate are fully enabled to do so.

**This can be achieved through both employment and procurement pathways which emphasise the following:**

### Equitable pathways for specific audiences of impact

To achieve this outcome will require concerted effort to advance employment and procurement opportunities for key cohorts within the community across Brisbane, Queensland and Australia with a specific focus on outcomes for:

- › Aboriginal and Torres Strait Islander peoples
- › People with disability
- › Culturally and linguistically diverse communities
- › Businesses in rural and regional areas.

A series of initiatives are required to accelerate our progress. Ensuring workplace and workforce readiness is a critical enabler meaning barriers to full participation have been removed (lack of awareness, readiness, skills and cultural safety training) and the changes needed to enable success have been made (physical adaptations or job re-design, cross cultural awareness, transition support and mentoring). A key element to this work will be working with businesses and industries to promote the benefits associated with a more diverse workforce or supply chain; and making them aware of the support available to achieve this.

### Expanding regional participation

Businesses in regional areas will play an important role in delivering the Games, including through provision of quality food and agribusiness and regional tourism. Enabling their participation will be critical not only to staging the Games, but also to supporting their sustainable growth and development, building new capabilities and extending their reach into new markets. Enhancing the resilience of digital networks and addressing mobile blackspots has to be a priority for enabling full economic participation across the regions of Queensland and Australia.

***“Designing medals and sculptural artworks for mega events like the Commonwealth Games, stays with you for life. My work and my art practice has deepened from the relationships I formed, and the belief and trust in myself to deliver meaningful and high quality designs. I know the legacy of Brisbane 2032 offers small business owners the opportunity to grow and be part of something powerful and long lasting.”***

*Delvene Cockatoo-Collins, Quandamooka artist and small business owner*

## Focus Area 14 - Encouraging innovation, future jobs and sectors

Advancing innovation and creating jobs of the future to accelerate Queensland's performance, support the transition to a low carbon economy and strengthen Australia's economic position globally, are critical outcomes that can be enabled by the Games.

The next two decades will stimulate opportunities to realise the full potential of existing and emerging innovation ecosystems, precincts or places with clear alignment to the Olympic and Paralympic Games for example in sport, biomedical, agriculture, tourism and the creative industries. Emerging opportunities in clean tech, sports tech, med tech, enviro tech, energy tech and future focussed industries such as renewable energy and critical minerals can all be accelerated by the Games.

**Two powerful opportunities emerged clearly through stakeholder and community feedback, both of which have real potential to deliver early impact and lasting legacy:**

### Building the business of sport and sport innovation

The sports technology ecosystem across Brisbane, SEQ, Queensland and Australia will thrive because of the Games, increasing benefit to the State's economy and contributing to a great lifestyle for all Queenslanders. Growing the capacity of Queensland's sports tech industry by building expertise, enabling knowledge sharing, increasing engagement and creating connection will enable solutions that translate across industries - supercharging growth. From sport entertainment and fan engagement, athlete performance, active living, sporting infrastructure and design – the business of sport will be established as a powerful economic sector by 2032. The advancement of the Queensland sport and sports tech industry will create economic and academic opportunities and foster sporting partnerships across Australia, Oceania and permeate world markets.

### Extended and accessible tourism

The Games creates an unparalleled opportunity to refresh and reimagine destination and tourism brands across SEQ, the rest of the State and Australia. There are also opportunities to build on the diverse tapestry of natural landscapes and urban settings, unique species and big skies to deliver new immersive cultural, ecological, adventure or discovery-based tourism opportunities that expand audiences and increase visitor nights. There are also opportunities to create agritourism and trails with authentic experiences that encourage visitors to explore rural and regional areas, meet people and share experiences not found anywhere else.

Central to the next generation tourism brand will be a value proposition built on inclusive accessibility, creating places, venues, infrastructure and experiences that can be enjoyed by people with disability alongside their family and friends.

## Focus Area 15 - Fostering arts, culture and creativity

Arts and creativity are central to forming and communicating culture and identity, telling stories to help communities to understand their place in the world over time. Their performative and creative practices are inspiring, they enrich daily life and nurture feelings of belonging – making our cities and communities more vibrant, interesting and distinctive.

The contemporary Olympic and Paralympic program has always sought to create a dialogue between those who watch and participate in art, culture and sport, enabling host cities and regions to develop new creative experiences before, during and after the Games. The Games therefore presents a significant opportunity to showcase our unique arts and cultural experiences and redefine and celebrate our cultural identity. This will include amplifying and extending our cultural confidence, capability, capacity and leadership; developing audiences and raising our profile and brand locally and globally.

It will present platforms to showcase our arts and culture and highlight our growing film, television, fashion and food industries; embracing established formats and introducing extended and immersive experiences. To strengthen our vibrant arts sector by 2032, we need to invest in the depth and resilience of the sector now.

### A focus around two key initiatives provides a starting point:

#### Talent development

Using the lead time into the Games to nurture and expand the artist and practitioner community and develop depth in their support ecosystem will be essential to creating or staging works of excellence at scale in all mediums. In parallel, encouraging organic creativity and enabling experimental activities that grow grassroots and emerging artists and support exciting cultural and creative placemaking will be equally important. Boosting infrastructure and creating dynamic places which enable artists to connect, create and showcase is a good starting point.

#### Delivering a dynamic and inspiring cultural program

A cultural program for the Games will embody the values of Brisbane, Queensland and Australia, reflecting them with assurance and charisma to the rest of the world. It will be a launch pad to elevate the arts and cultural sector and reinforce global recognition, leaving a legacy of strength and resilience for the sector to sustain their livelihood beyond 2042. The cultural program represents an extraordinary opportunity to share the nation's diverse and unique stories, storytellers and cultures with global audience and markets.



Can only happen because we are hosting the Games



Can be made bigger and better because of the Games



Can happen sooner because of the Games

## Early announcements already activating our legacy journey



### Q2032 Procurement Strategy: Ready.Set.Go.

#### Queensland Government

This strategy is bigger and better because of the Games, and will help to grow local business and increase collaboration between government and suppliers resulting in long term benefits for local businesses, employees and communities. It will gear up suppliers to be able to compete for Queensland Government's \$20 billion annual procurement program and meet the Government's procurement objectives including emissions reduction, ethical suppliers and local benefit.



### Cultural Program and Festival Preparation

#### Games Delivery Partners

In the lead up to and during the Brisbane 2032 Olympic and Paralympic Games, a cultural program and festival will involve communities in a celebration of local, national and international culture that draws on the Olympic and Paralympic values.

The Queensland Government is investing \$50 million to develop the workforce, supply chains, and cultural tourism events and experiences necessary to support cultural programming and a statewide festival that showcases our cultural identity and talent to global audiences.



### Birkdale Community Precinct

#### Redland City Council

Birkdale Community Precinct is enabled by the Games. It is a place on the Redlands Coast with space for people of all ages and abilities, serving an environmental, social and economic purpose for the Redlands Coast. It will integrate the Redland Whitewater Centre venue for the Games, and a proposed Resilience and Emergency Services Hub facility, delivering tourism, economic development and resilience benefits for the community.



Transformation themes  
and focus areas

# 06 Next Steps



**Elevate 2042 provides the strategic framework for a twenty-year legacy journey. Its success will require a collective effort and sustained collaboration between the Games Delivery Partners and many other government, industry, community and non-profit organisations. As we move towards 2032 and beyond, their contribution will expand our potential to deliver the powerful and sustainable changes that we want to achieve.**

Delivering the social, economic, connectivity and environmental transformations set out in Elevate 2042, and capturing the benefits they deliver across our communities, will be guided by a series of iterative Implementation Plans. Each of these Plans will be underpinned by a high-level logic model that provides the basis for planning. This model will support the mapping of critical interdependencies or interfaces with other areas of Games delivery or regional growth planning activities and entities.

## Implementation

The next step in realising Elevate 2042 is the development of the first-generation Implementation Plan (the Plan) that will drive delivery of early legacy activities up to 2029. This Plan, co-developed with the Games Delivery Partners, will identify priority programs, projects, targets and other initiatives which form the basis of the early impacts together with the policy levers, partnerships and funding sources that are available to advance them. It will also explore funding models and establish the arrangements for monitoring impact and aligning outcomes to the wider reporting of benefit realisation.

An important feature of the Plan will be the pathway it defines for projects or program ideas brought forward from the community, businesses and other organisations whose participation is critical to amplifying or accelerating change. To support the future application of resources, a set of principles will be developed to ensure projects which have the biggest impact, or can only happen or be elevated because of the Games, are appropriately prioritised.



## Evolution of the Plan

Twenty years is a long time and it is not reasonable to predict all of the changes to the global context or local settings which will eventuate across this timeframe. Elevate 2042 and the three generations of Implementation Plans which will support it must be seen as 'living documents' designed to evolve as our region itself grows and changes. What is important in 2023, may become more or less of a priority and new challenges or opportunities may emerge.

It is therefore proposed three iterations of Implementation Plans are embedded in the life of the Legacy Strategy:

1. The first generation Plan, which will be developed during 2024, will focus on the early impacts through to 2029, with a line of sight to the medium term impacts in the years immediately preceding and following the Games.
2. The second generation plan will build out the medium term (approximately 2030-2035) impacts in more detail, with a line of sight to long term outcomes in 2042.

3. The final and third generation will define the final projects, policies and programs from 2036 to 2042.

At each planning phase, the overarching Strategy (this document) can be revalidated or refreshed and an Implementation Plan developed to reflect the timescale and emerging priorities, noting some projects may endure across generations.

**Community engagement will continue through the life of the Legacy Strategy to ensure the vision for an inclusive, sustainable and liveable future remains relevant.**

## Measuring and reviewing progress and impact

Elevate 2042 establishes desirable outcomes relative to each theme and proposes a series of potential indicators able to be applied to understand both progress and, ultimately, the extent of benefit delivered. Collectively these provide the basis for periodic monitoring, measurement and reporting. By including input and output measures linking to the individual focus areas we can track change and adjust priorities accordingly.

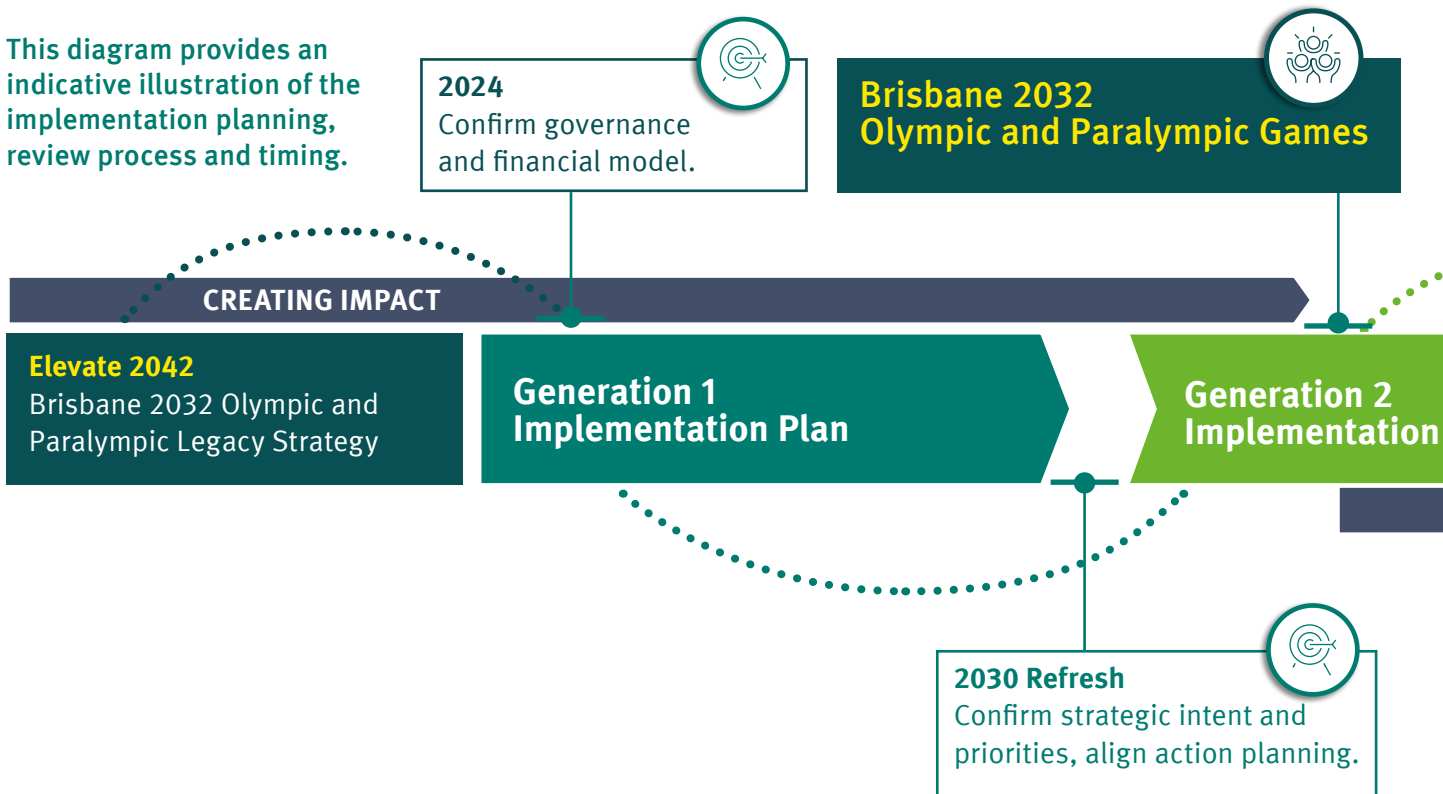
The targets set, or measurement undertaken, must account for the geographic spread of legacy benefits, and should use data sets consistent over time so long term benefits can be tracked.

Introducing formal review mechanisms will ensure the Games Delivery Partners can:

- > Understand what has changed across the transformation themes individually and collectively.
- > Establish which focus areas are progressing and which may require additional emphasis.
- > Identify the need to introduce new focus areas, reflecting new community challenges and priorities emerging over the life of Elevate 2042.
- > Explore focus areas where change could be made bigger or occur sooner.

The measurement of impact derived from Elevate 2042 must be aligned with the wider Brisbane 2032 benefits realisation framework to ensure the full positive impact from the Games is captured and communicated. This integrated measurement framework will be developed in accordance with the OECD Global Events Guidance and the UN Sustainable Development Goals.

This diagram provides an indicative illustration of the implementation planning, review process and timing.





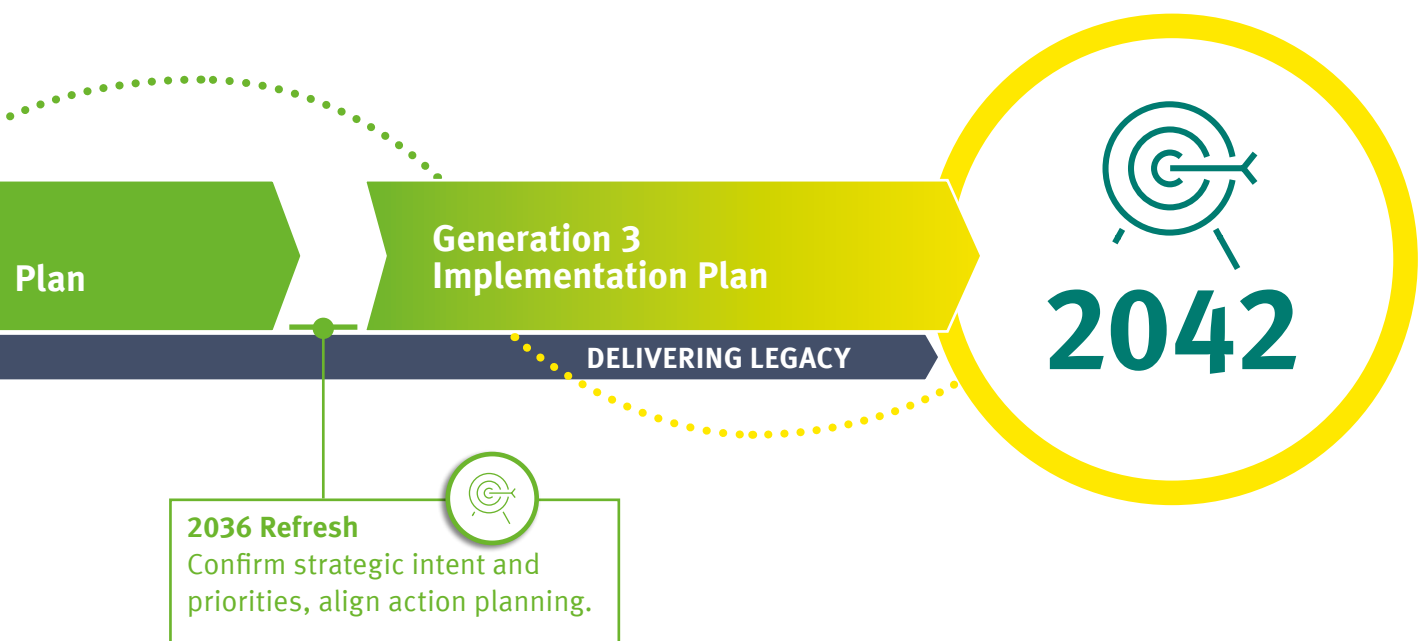
## Governance

Elevate 2042 is one of many strategies required to plan for, deliver and achieve lasting benefit from the Olympic and Paralympic Games. Because of this, it will continue to sit within the governance framework that has been established and agreed for the Games.

Whilst this provides a formal structure for its management, it will only be a powerful agent for transformation if it is supported, emboldened and driven by all Games Delivery Partners, their communities, industry sectors and business. For this reason, the governance and working arrangements that have been successfully used to create this strategy, will be carried forward as a framework for the creation of the implementation plan.

When more detail is known around projects, policies, programs and funding commitments, the governance relating to the delivery of the implementation plans will be reviewed to ensure it remains appropriate and capable of delivering the desired outcomes

*The legacy vision is bold, but realisable with deep commitment and sustained collaboration.*



Next steps

# 07 Glossary and Acronyms

*“The Paralympics – because of its profile, because of its platform – has the ability to change perceptions and create a space where we can make a more accessible world.”*

*Madison de Rozario OAM, Paralympian*



## Council of Mayors South East Queensland (COMSEQ)

The Council of Mayors (SEQ) is an independent advocacy organisation to represent the interests of SEQ. It is now Australia's largest regional local government advocacy organisation, representing the one in seven Australians who call SEQ home.

COMSEQ's mission is to consistently deliver better regional funding, policy and collaborative outcomes for the communities of SEQ. The members and shareholders of the company are the SEQ councils who each hold one share including, Brisbane City Council, City of Moreton Bay, Ipswich City Council, Lockyer Valley Regional Council, Logan City Council, Noosa Shire Council, Redland City Council, Scenic Rim Regional Council, Somerset Regional Council, Sunshine Coast Council and Toowoomba Regional Council.

## Circularity

Circularity describes the economic, technical and environmental systems that aim to eliminate waste and pollution, maximise the reuse of resources, product lifecycles and increase usage intensity. Circular systems make use of design, recycling, reuse, remanufacturing and refurbishment to create a closed loop system, based on the ideal of preserving unused raw materials, reducing waste creation and maximising waste reuse.

In broad terms, the principles of 'circularity' can be referred as the '6R principles': refuse, reduce, reuse, repair and refurbish, recycle and recover (residual waste). Specific to the transition to a circular economy, there are three primary principles according to the Ellen MacArthur Foundation. These include:

- › Design out waste and pollution
- › Keep products and materials in use
- › Regenerate natural systems.

*(Source: Global Infrastructure Hub, Ellen MacArthur Foundation, Circularity)*

## Games Delivery Partners

- › Queensland Government
- › Australian Government
- › Brisbane City Council
- › City of Gold Coast
- › Sunshine Coast Council
- › Council of Mayors SEQ
- › Australian Olympic Committee
- › Paralympics Australia
- › Brisbane 2032 Organising Committee

## Green and Blue Infrastructure

Green infrastructure is a strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem services such as water purification, air quality, space for recreation and climate mitigation and adaptation. This network of green (land) and blue (water) spaces can improve environmental conditions and therefore the health and quality of life of communities. It also supports job opportunities and enhances biodiversity. Green infrastructure is a tool for providing ecological, economic and social benefits through natural solutions, incorporating green spaces, aquatic ecosystems and other physical features in terrestrial and marine areas.

*(Source: European Commission)*

## Inclusivity

### **Inclusivity:**

- › The fact of including all types of people, things or ideas and treating them all fairly and equally (Cambridge University Press & Assessment 2023).

### **Inclusive society:**

- › A society for all, in which every individual has an active role to play. Such a society is based on fundamental values of equity, equality, social justice and human rights and freedoms, as well as on the principles of tolerance and embracing diversity (UNESCO).

The Queensland public sector's (the sector) vision for inclusion and diversity is a public sector for all, where everyone feels safe, respected and included. This is a vision for all, especially groups in our community who may be under-represented in the workforce and seek more equitable opportunity. This includes, but is not limited to:

- › women
- › people with disability
- › Aboriginal and Torres Strait Islander peoples
- › culturally and linguistically diverse people
- › LGBTIQ+ community
- › young people
- › older people.

*(State of Queensland (Public Service Commission) 2021)*

## IOC Future Host Commission Questionnaire Response and Olympic Host Contract

In February 2021, Queensland entered into targeted dialogue with the IOC and was granted 'preferred host' status, before making a final submission to the IOC in May 2021.

The IOC Future Host Commission Questionnaire Response provided key information to the IOC as part of its consideration of Brisbane being awarded hosting rights for the 2032 Olympic and Paralympic Games.

The IOC Future Host Commission Questionnaire Response set out Brisbane's proposed vision, Games concept (including master plan), legacy priorities, Games experience proposition, sustainability commitments and proposed governance arrangements.

The content of the Future Host Commission Questionnaire Response forms part of the Olympic Host Contract, in addition to other documents. The Olympic Host Contract includes the obligations of the parties relating to the planning, organising, financing and staging of the Games. The signatories to the contract are the IOC, Brisbane City Council, The State of Queensland and the Australian Olympic Committee.

The IOC Future Host Commission Questionnaire Response and the Olympic Host Contract can be found here: <https://olympics.com/ioc/documents/olympic-games/brisbane-2032>

## Olympic Agenda 2020+5 approach

Consisting of 15 recommendations, the 'Olympic Agenda 2020+5' approach builds on the results of Olympic Agenda 2020 and acts as the roadmap for the IOC and the Olympic Movement until 2025.

The 15 recommendations are based on key trends that have been identified as likely to be decisive in the post-coronavirus world, and areas where sport and the values of Olympism can play a key role in turning challenges into opportunities.

These recommendations call upon the IOC and the Olympic Movement to:

- › Strengthen the uniqueness and the universality of the Olympic Games
- › Foster sustainable Olympic Games
- › Reinforce athletes' rights and responsibilities
- › Continue to attract best athletes
- › Further strengthen safe sport and the protection of clean athletes
- › Enhance and promote the Road to the Olympic Games
- › Coordinate the harmonisation of the sports calendar
- › Grow digital engagement with people
- › Encourage the development of virtual sports and further engage with video gaming communities
- › Strengthen the role of sport as an important enabler for the United Nations Sustainable Development Goals
- › Strengthen the support to refugees and populations affected by displacement
- › Reach out beyond the Olympic community
- › Continue to lead by example in corporate citizenship
- › Strengthen the Olympic Movement through good governance
- › Innovate revenue generation models.

*(Source: International Olympic Committee 2021)*

## Physical Literacy

Physical literacy is about building the skills, knowledge and behaviours to lead active lives. It is the holistic learning that gives children and young people:

- › Physical skills and fitness
- › The attitudes and emotions that motivate you to be active
- › The social skills to be active with others
- › The knowledge and understanding of how, why and when you move.

*(Source: Australian Sport Commission)*

## Region

For the purpose of this document, 'region' represents your local community, Queensland, Australia and Oceania.

## South East Queensland City Deal

The South East Queensland (SEQ) City Deal is a partnership between the Australian Government, Queensland Government and Council of Mayors (SEQ). The three tiers of government are working collaboratively and contributing resources to deliver 29 commitments to generate long lasting benefits for the communities of SEQ.

Delivery of the 29 commitments will build on existing investments by all levels of government and the private sector to generate thousands of local jobs, boost digital and transport connectivity, enhance liveability and support one of the fastest growing regions in the country. Projects will support the region to develop and deliver high quality connectivity and community infrastructure. These projects will support the region's booming population and complement broader work to deliver a successful Brisbane 2032 Olympic and Paralympic Games.

*(Source: Australian Government, Queensland Government and Council of Mayors (SEQ), South East Queensland City Deal Implementation Plan, July 2023.)*

## United Nations Sustainable Development Goals

Set forward by the United Nations in 2015, the Sustainable Development Goals are a collection of 17 global goals and 169 targets that were set to help stimulate action worldwide in areas of critical importance for the planet and humanity by 2030. The five critical areas of importance are: people, planet, prosperity, peace and partnership. "The goals and targets are integrated and balance the three dimensions of sustainable development: the economic, social and environmental" (United Nations 2015).

### The 17 SDGs are:

- › Goal 1: No Poverty: End poverty in all its forms everywhere.
- › Goal 2: Zero Hunger: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- › Goal 3: Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages.
- › Goal 4: Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- › Goal 5: Gender Equality: Achieve gender equality and empower all women and girls.
- › Goal 6: Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all.
- › Goal 7: Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable and modern energy for all.
- › Goal 8: Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- › Goal 9: Industry, Innovation, and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
- › Goal 10: Reduced Inequality: Reduce inequality within and among countries.
- › Goal 11: Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient and sustainable.
- › Goal 12: Responsible Consumption and Production: Ensure sustainable consumption and production patterns.
- › Goal 13: Climate Action: Take urgent action to combat climate change and its impacts.
- › Goal 14: Life Below Water: Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- › Goal 15: Life on Land: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss.
- › Goal 16: Peace, Justice and Strong Institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- › Goal 17: Partnerships to Achieve the Goal: Strengthen the means of implementation and revitalise the global partnership for sustainable development.



## Universal Accessibility

Universal accessibility is about ensuring that all people, whatever their condition, have free and equal access to all spaces, services and infrastructure.

### Universal Design

Universal design places human diversity at the heart of the design process so that buildings and environments can be designed to meet the needs of all users. It therefore covers all persons regardless of their age or size and those who have any particular physical, sensory, mental health or intellectual ability or disability. It is about achieving good design so that all people can access, use and understand the environment to the greatest extent and in the most independent and natural manner possible, without the need for adaptations or specialised solutions.

There are seven universal design principles:

- › Equitable use: Design that is useful and marketable to persons with diverse abilities.
- › Flexibility in use: Design that accommodates a wide range of individual preferences and abilities.
- › Simple and intuitive use: Design that is easy to understand, regardless of the user's experience, knowledge, language skills or concentration level.
- › Perceptible information: Design that communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- › Tolerance for error: Design that minimises hazards and the adverse consequences of accidental or unintended actions.
- › Low physical effort: Design that can be used efficiently and comfortably and with a minimum of fatigue.
- › Size and space for approach and use: Design that provides appropriate size and space—for approach, reach, manipulation and use, regardless of the user's body size, posture or mobility.

*(Source: National Disability Authority Centre for Excellence in Universal Design; The Committee on the Rights of Persons with Disabilities (CRPD))*

## Wellbeing

Wellbeing is a positive state experienced by individuals and societies. Similar to health, it is a resource for daily life and is determined by social, economic and environmental conditions. Wellbeing encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose. Focusing on wellbeing supports the tracking of the equitable distribution of resources, overall thriving and sustainability. A society's wellbeing can be determined by the extent to which it is resilient, builds capacity for action and is prepared to transcend challenges.

*(Source: World Health Organisation)*

## List of acronyms

Council of Mayors South East Queensland (COMSEQ)

International Olympic Committee (IOC)

International Paralympic Committee (IPC)

Local Government Areas (LGA)

South East Queensland (SEQ)

Sustainable Development Goals (SDGs)

United Nations Educational, Scientific and Cultural Organisation (UNESCO)

A digital copy of Elevate 2042 can be found at:  
[Q2032.au](https://q2032.au)

Urbis, Buro Happold and Articulous were contracted by the Queensland Government to work in collaboration with all Games Delivery Partners to prepare the Legacy Strategy.



Australian Government



Queensland Government



*Dedicated to a better Brisbane*



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 Image on pages 44-45 courtesy of VALD  
 Image on page 35 courtesy of UAP and Rachel See

A BMX rider, Logan Martin, is captured in a dynamic wheelie pose on a track. He is wearing a yellow and green Australian national team jersey with 'AUSTRALIA' and the national emblem visible. He also wears a black helmet with 'LOGAN MARTIN' written on it, yellow gloves, and black pants. The rider's arms and legs are heavily tattooed. The bicycle has 'MAXXIS' tires and 'HIRE' branding on the frame. The background is a blurred track with red and white markings. The entire image is overlaid with a semi-transparent green filter that features a pattern of small white dots and larger white circular shapes.

*“The Olympic Games motivates us to push beyond our limits. Brisbane 2032 offers the chance to inspire and influence the next generation of Australians, to go for gold and find a strength, endurance and dedication we didn’t know we possessed.”*

*Logan Martin OAM, Olympian*

