



Submission to	Chairperson 100-Day Review Panel Games Independent Infrastructure and Coordination Authority Email: 100DayReview@gvlda.au
On	100-Day Review of Brisbane 2032 Olympic and Paralympic Games infrastructure
By	Business Chamber Queensland
Contact	Heidi Cooper CEO Level 14, 300 Queen St Brisbane QLD 4000 www.businesschamberqld.com.au
Date	January 10 2024

About

Business Chamber Queensland is the state's peak business body. We represent businesses in every industry, of every size, and in every region of the state. For over 155 years, we have supported Queensland businesses in creating a resilient, diversified, and competitive economy.

We're an independent, not-for-profit organisation dedicated to supporting Queensland businesses to thrive and ensuring Queensland is the best place to do business.

Our extensive business knowledge, built on decades of direct engagement with businesses, data, and research, provides invaluable insight into business sentiment, expectations, and conditions.

Our consistent and timely reporting of issues affecting Queensland businesses ensures regular and comprehensive research and consultation are undertaken to drive policy decisions. This data and these insights have informed our submission.

Our 2032 Vision

To leverage the Brisbane 2032 Olympic and Paralympic Games as a transformative opportunity to bring prosperity to Queensland by growing investment, embracing sustainability and implementing digital innovation so we can ensure a business,

economic and community legacy that transcends the state and benefits all Queenslanders.

Introduction

This submission addresses the key opportunities and challenges the Brisbane 2032 Olympic and Paralympic Games (the Games) presents, aligning recommendations with the Terms of Reference (ToR) for the 100-day infrastructure review (the Review). While the Review focuses primarily on infrastructure, it is essential to recognise the Games provide enormous opportunity for our state and therefore, infrastructure is not developed in isolation but rather must be intrinsically connected to broader economic, social, and business contexts to ensure its relevance and impact beyond the Games. Well-planned, integrated and connected infrastructure can have significant and long-term benefits and generates multiplier effects, stimulating local economies.

As the leading business body for Queensland, we see the Games as a catalyst for growth. Through world leading infrastructure development, as part of an overall economic development strategy, there can be long term prosperity for our state.

It is also essential, that as part of these development considerations, the broader business community is provided with opportunities to participate and benefit. By leveraging the event to uplift business capacity and capability across the state, Queensland can foster long-term economic growth and strengthen its position as a leader in innovation and sustainability.

Queensland must adopt bold initiatives that extend beyond the immediate event needs to ensure the Games deliver measurable economic, social, and environmental benefits. The recommendations focus on appropriate governance, early engagement with the business community, clear procurement schedules and expectations, fostering regional development, ensuring workforce readiness, and embedding sustainability into all aspects of Games delivery. While there is significant opportunity to be realised from the Games, barriers must be addressed for positive legacy outcomes to be realised. These include maximising workforce availability and capability, reducing regulatory burden, increasing certainty in supply chain expectations to secure efficient and resilient supply through procurement and increasing productivity.

Brisbane 2032 represents more than a sporting event—it is an opportunity to shape Queensland's economic future. Committing to these initiatives can create a legacy that benefits businesses, communities, and future generations.

Business Lessons from Paris 2024

The Brisbane 2032 Games is a valuable opportunity for Queensland communities, economies and business to participate on the world stage. Looking to international examples and lessons, particularly the recent Paris 2024 Games, is important to

ensure long-term legacy outcomes for communities across the state. The Brisbane 2032 Games present an unparalleled opportunity to build on and extend the successful strategies demonstrated by the Paris 2024 Games. The *Paris 2024 Economic Impact Study* highlighted critical factors contributing to economic, social, and environmental success¹. Considering these lessons, Brisbane can refine its approach to ensure an enduring legacy that integrates local and global benefits, in a uniquely Queensland environment.

The Paris 2024 experience provides essential insights into how infrastructure planning can drive broader economic and social outcomes. Paris 2024's emphasis on local procurement, workforce development, innovation ecosystems, and sustainability connected infrastructure with broader goals. These lessons directly align with the objectives of the infrastructure review, as they demonstrate how strategic infrastructure investment can catalyse statewide growth and community benefits.

It is important that in the development of infrastructure strategies we take the successful outcomes from Paris 2024 and also learn from the lessons to ensure a lasting legacy for the 2032 Games.

Local Procurement and Economic Resilience

One of Paris 2024's key achievements was its emphasis on local procurement. Approximately 75% of infrastructure spending was directed within the Île-de-France region, ensuring investments created jobs, bolstered local businesses, and minimised economic leakage². Recognising the differing roles and responsibilities associated with procurement for Brisbane 2032, a focus on local procurement as well as business contribution can provide a significant economic return that extends to the economic horizon. This approach fosters statewide economic resilience, supports small and medium enterprises (SMEs), and enhances community prosperity. Business Chamber Queensland strongly supports this approach to build local industry capacity and competitiveness and recommends the Committee works with industry to implement strategies which ensure local and business participation in infrastructure development for the Games.

Workforce Development and Inclusion

Paris 2024 successfully addressed workforce gaps by implementing targeted upskilling programs and promoting inclusive workforce participation. These programs filled immediate labour needs and created a long-term skills legacy. Queensland's severe labour shortage and enduring weak productivity require holistic approaches to skills and labour shortages to meet infrastructure outcomes, particularly with competing infrastructure demands of housing, energy and health. For Brisbane 2032, adopting similar strategies can strengthen Queensland's

¹ Ex-ante economic impact study of the Paris 2024 Olympic and Paralympic Games

² Ex-ante economic impact study of the Paris 2024 Olympic and Paralympic Games

workforce and complement existing skills and workforce attraction policies, while addressing employment challenges being experienced by business across the state. Importantly, to be competitive to prepare and deliver the Games, new skills will be essential.

Private Sector Engagement and Delivery Models

The *Paris 2024 Economic Impact Study*³ highlights how Paris 2024 leveraged innovation ecosystems to attract significant private sector investment, which was key to financing and delivering large-scale infrastructure projects.

Government partnerships with industry had a central role in reducing the financial burden on taxpayers while driving efficiency and high-quality outcomes in construction and operations.

Similarly, the Los Angeles 2028 Games have focused on private sector engagement through incentivised collaboration frameworks, where private capital is directly linked to developing sustainable and technology-driven infrastructure. These models align delivery mechanisms with economic and environmental goals, ensuring long-term value creation and legacy outcomes.

For Brisbane 2032, the infrastructure review presents an opportunity to adopt similar principles by establishing frameworks that encourage private investment in innovative and sustainable projects.

Sustainability as a Core Principle

Sustainability must be at the heart of Brisbane 2032's approach, requiring bold and ambitious measures to achieve climate-positive outcomes. To achieve this, Brisbane will need to go beyond replicating the efforts of past Games, such as Paris 2024, and adopt a systems-based lens that integrates sustainability into every stage of planning, development, delivery, and operations. This includes a clear articulation of sustainability aspirations for infrastructure and venues. These aspirations must address development and operational phases, specifying robust requirements, certifications, and standards to ensure alignment with climate goals.

However, there needs to be recognition that there are varying levels of sustainability maturity, with Business Chamber Queensland Advancing Sustainability data indicating almost two thirds of businesses are operating at compliance or below levels of sustainability maturity⁴. This demonstrates that many suppliers and stakeholders require a roadmap and support to build sustainability capacity in order to meet sustainability requirements.

A focus on industry capacity and capability is critical, ensuring that procurement processes prioritise products and services that meet stringent sustainability (including human rights) standards. Clear definition of sustainability outcomes

³ Ex-ante economic impact study of the Paris 2024 Olympic and Paralympic Games

⁴ Advancing Business Sustainability – Business Chamber Queensland

coupled with programs that build capacity and uplift industry maturity is required to achieve Brisbane's sustainability credentials and manage associated risks.

Brisbane 2032 must also establish partnerships with industry and stakeholders to ensure the capacity to meet these high standards. By setting a new benchmark for climate-positive and sustainable outcomes, Brisbane 2032 can secure a legacy that is environmentally and socially responsible and transformative for Queensland's broader sustainability trajectory.

Sustainability was central to Paris 2024's strategy, as evidenced by its commitment to using existing venues, integrating renewable energy solutions. Brisbane will need to amplify this principle by adopting even more ambitious climate-positive initiatives. For example, embedding circularity principles and considering the whole-of-life costs in all Games-related infrastructure aligns with the *Olympic Host City Contract Principles*⁵ and supports Queensland's broader climate goals. Careful consideration and communication with the private sector on how Brisbane 2032 will achieve sustainable infrastructure and venues, from development to delivery, is critical. For businesses to play their role in the Games delivery through procurement of products and services, there must be clear information on how this will be achieved and what businesses need to demonstrate.

Response to ToR

Each section below is structured to correspond to key objectives three to seven of the ToR, with actionable recommendations summarised under relevant headings and expanded explanations provided below.

Objective: Evaluate Affordability

Affordability is a cornerstone of the Brisbane 2032 Games' success and long-term legacy. All infrastructure investments viability and value for money will be enhanced through the reduction of regulatory burdens, enhanced productivity and investment certainty.

Reduce Regulatory Burden

One of the major contributors to business cost in the current business environment in Queensland is regulatory burden and this operating cost will flow through to higher costs for infrastructure build. Currently, 55.8% of businesses cite regulatory compliance as a critical concern⁶. Simplified and streamlined compliance processes will reduce this burden, allowing businesses to focus more effectively on innovation, cost efficiency, and sustainability initiatives.

Moreover, addressing regulatory inefficiencies will enable Queensland to attract and retain businesses that can deliver high-quality infrastructure for the Games, fostering

⁵ Olympic Host Contract Principles. Games of the XXXV Olympiad 2032

⁶ 2024 Queensland State Election Blueprint- Business Chamber Queensland,

a competitive and dynamic economic environment. Aligning regulatory reforms with procurement policies ensures that local businesses, particularly SMEs, can actively participate in Games-related projects, reinforcing economic growth and leaving a lasting legacy of improved regulatory practices for future developments.

Simplified and streamlined compliance systems will enable business to deliver critical infrastructure for the games without unnecessary administrative complexity and subsequent cost.

Enhance Productivity

Improving productivity is critical to ensuring the Brisbane 2032 Games deliver long-term economic value. Infrastructure investments for the Games should focus on initiatives that reduce bottlenecks, streamline logistics, and enhance the efficiency of goods and services movement. Productivity impact assessments throughout all phases of infrastructure development would encourage greater consideration of productivity-enhancing strategies to ensure Brisbane 2032 can mitigate demand-side pressures and ensure infrastructure affordability.

The Productivity Commission could play a pivotal role in ensuring the Brisbane 2032 Games deliver productivity-enhancing outcomes. By providing independent analysis and recommendations, the Commission can guide infrastructure investments to focus on reducing inefficiencies, optimising resource allocation, and fostering innovation. It can also oversee productivity impact assessments at key development milestones, ensuring strategies align with long-term economic goals.

Additionally, a focus on supply-side capacity building is critical. Incentivising local production of construction materials and enhancing businesses participation in workforce training programs (such as the apprenticeship scheme) will address bottlenecks while ensuring high-quality outputs. Collaboration between government and industry can further support innovation.

Embedding these productivity measures within the infrastructure review ensures investment contributes to sustainable, high-quality outcomes. By fostering a culture of innovation and efficiency, Brisbane can set new benchmarks for cost-effective infrastructure delivery, creating a legacy of best practices for future projects.

Provide Investment Certainty

Providing investment certainty is essential to attracting private sector participation and ensuring the successful delivery of Brisbane 2032 infrastructure projects. Clear and consistent policy frameworks, coupled with streamlined approval processes, create a stable environment that encourages long-term commitments from investors. This approach is vital for securing the capital needed to deliver large-scale projects on time and within budget.

The *Paris 2024 Economic Impact Study*⁷ highlights how investment certainty, achieved through well-defined partnerships with government and industry, enabled timely delivery of major projects. Brisbane 2032 can adopt similar models by developing transparent funding structures and risk-sharing mechanisms that provide confidence to both government and private stakeholders.

Moreover, aligning Game-related infrastructure projects with Queensland's broader economic development plans ensures sustained investor interest by prioritising projects that demonstrate clear legacy benefits and attract long-term funding and returns.

Summary of Recommendations:

- Commit to funding for legacy projects and provide investment certainty and maximise community benefits.
- Ensure infrastructure investments deliver value for money, operational efficiency, and long-term affordability while supporting sustainability and legacy goals.
- Improve regulatory compliance processes and reduce regulatory burden, focusing on reducing operating costs.

Objective: Evaluate Deliverability

The feasibility of completing simultaneous infrastructure projects will depend on well-defined and early procurement pathways, effective workforce development and planning as well as industry collaboration.

Procurement

Well defined procurement pathways provide a significant catalyst for businesses to grow their offering, branch into new supply areas, innovate and become more sustainable. This is particularly relevant to growing our SME market and creating greater competitiveness and productivity from Queensland business. Winning a Government contract, not least an Olympics contract, can have a profound impact on a business's growth trajectory and with that belief comes confidence. However, just over half of Queensland businesses believe procurement requirements are unattainable for SMEs and 86.8% of businesses agreed or strongly agreed the State Government's Big Build Infrastructure Plan should commit to ensuring a proportion of work supplied should come from local Queensland businesses⁸. Paris 2024 demonstrated that 90% of procurement could be sourced from French businesses and 75% from SMEs⁹.

⁷ Ex-ante economic impact study of the Paris 2024 Olympic and Paralympic Games

⁸ 2024 State Election Blueprint – Business Chamber Queensland

⁹ Ex-ante economic impact study of the Paris 2024 Olympic and Paralympic Games

Early market engagement, defined procurement schedules and clarity around procurement expectations provides a platform for business confidence and encourages investment and innovation.

Clear procurement expectations should be established through engagement with industry to understand capacity and capability. For example, working directly with key industry sectors to understand current capacity levels and using procurement opportunities to gradually uplift expectations as industry maturity increases. This is relevant for any expectations around business and product requirements i.e. certifications, particularly as it relates to sustainability.

In addition to clear expectations, it is critical that businesses are given pathways (industry engagement, capacity building programs, training and appropriate timeframes) to build capability and implement changes to business processes. This enhances overall industry capacity and local competitiveness.

Workforce Planning and Skills Development

Effective deliverability of Games infrastructure is underpinned by effective workforce planning as well as the identification of emerging skills. Queensland's severe labour shortage and enduring weak productivity require holistic approaches to skills and labour shortages to meet infrastructure outcomes, particularly with competing infrastructure demands of housing, energy and health. A Workforce Transition Plan, aligned with the *Olympic Host City Contract Principles*¹⁰, will ensure critical roles can be resourced while also growing the overall Queensland workforce and fostering long term economic resilience.

Workforce constraints is a key issue raised by businesses across Queensland. Nearly 67.3% of businesses cite difficulty in recruiting appropriately skilled employees and 60.9% identified reduced capacity to employ new apprentices and trainees highlighting the need for policies that support skills development, grow workforce participation and increase support for apprenticeships¹¹.

However, importantly, an overall uplift in skills will be needed to deliver world leading infrastructure. In recent work undertaken by Business Chamber Queensland, 57% of businesses identified the need for new skills and training to adapt to technological advancements, emphasising the urgency of targeted upskilling initiatives¹².

It is also essential that there is a focus on growing local talent so that Queenslanders have career opportunities as part of the Games infrastructure development as well as in Post-Games operational legacy mode.

Industry Collaboration

¹⁰ *Olympic Host Contract Principles. Games of the XXXV Olympiad 2032*

¹¹ *2024 State Election Business Blueprint. – Business Chamber Queensland*

¹² *Digital Future of Work Report 2024 - Business Chamber Queensland*

Business knows business best. Our extensive history working with the state's business community demonstrates genuine consultation between government, industry and business the most effective economic and social outcomes. Consultation and collaboration between government and industry during infrastructure through to program codesign means business and supplier needs alongside government expectations are met to deliver the best possible outcome.

This collaboration must be genuine and early. The business community must be engaged in the planning and preparation process to ensure clarity and relevancy in building sustainable infrastructure for the Games.

Summary of Recommendations:

- Easy-to-access procurement opportunities for businesses of all sizes: The procurement landscape needs to be accessible, transparent, and fair for businesses of all sizes.
- Set and meet ambitious targets for local procurement for Games contracts.
- Develop a Workforce Transition Plan to address labour shortages and upskills key workforces
- Conduct proactive scenario planning to mitigate risks such as workforce constraints and infrastructure bottlenecks.
- Scale up apprenticeship programs and facilitate relocation opportunities to address geographic skill mismatches.
- Enhance collaboration with industry to ensure timely delivery of infrastructure projects.

Objective: Identify Priority Projects

Legacy-focused infrastructure is critical to ensuring the Games' long-term success and ongoing benefit to Queensland communities. We know businesses across the state see local, national, and global economic opportunities like the Games as a chance to participate and benefit, particularly in infrastructure development. At the same time, our consultations with businesses in metro and regional areas demonstrate shared challenges in telecommunications, transport, and connectivity as barriers to business and participation.

Metro and Regional Infrastructure

The Games provide a rare opportunity to approach infrastructure delivery through a lens of integration, where planning, cost optimisation, and delivery efficiency work in harmony with supply chain certainty and resilience. By aligning these investments with *Olympic Host City Contract Principles*¹³ legacy planning goals, Queensland can ensure that infrastructure supports long-term mobility and connectivity needs. Enhanced metro and regional transport networks not only improve access to goods,

¹³ Olympic Host Contract Principles. Games of the XXXV Olympiad 2032

services, and employment opportunities but also bolster the efficiency and resilience of supply chains, delivering economic benefits far beyond the Games.

Infrastructure development is essential for extending Games benefits to all areas of the state. 77.1% of businesses we surveyed agree regions must share in Olympic benefits, but only 18.3% feel confident they will¹⁴. Metro and regional infrastructure investments drive equitable growth by enhancing connectivity and mobility. Transport projects generate multiplier effects, stimulating local economies through improved access to goods, services, and employment opportunities. Our data shows more than 43% of businesses we surveyed had major or critical concerns about transport infrastructure, and another 62.7% were concerned about transport costs¹⁵.

By aligning infrastructure delivery with Olympic Host City Contract legacy planning goals and establishing governance systems that promote accountability and collaboration, Queensland can ensure investments contribute to both Games requirements and long-term benefits. This includes fostering efficient project execution, managing costs, and integrating supply chain certainty into the delivery process, ensuring that local businesses play a significant role in meeting the demands of large-scale infrastructure projects.

Supply Chains

Project prioritisation should consider the critical supply chain needs for a productive Queensland in both Games and non-games mode, particularly those that offer benefits related to state-wide prosperity. Seamless logistics are fundamental to enabling the growth of a diversity of industries, some of which are critical to the success of games such as tourism.

Prioritising projects with supply chain efficiency and resiliency outcomes provides co-benefits of reducing travel times, emissions, costs, and improving access to both domestic and international markets. This is also bolstered by increased supply chain certainty during disruptions, such as from extreme climatic events. Moreover, an integrated approach to infrastructure delivery fosters collaboration among stakeholders, streamlines project delivery and boosts productivity, which ultimately supports Queensland's economic growth and global competitiveness.

Summary of Recommendations:

- Ensure metro and regional infrastructure investments deliver economic and social benefits across Queensland.
- Prioritise transport infrastructure that supports whole of state connectivity and long-term mobility solutions

¹⁴ *2024 State Election Business Blueprint*. – Business Chamber Queensland

¹⁵ *2024 State Election Business Blueprint*. – Business Chamber Queensland

- Develop a business enabling infrastructure plan that addresses state-wide business and workforce needs and identify priority projects using input from industry and communities.
- Prioritising projects with supply chain efficiency and resiliency outcomes

Objective: Maximise Long-Term Benefits

Queensland can ensure the Games leave a transformative legacy by prioritising infrastructure investments that support metro and regional economic development, enhance tourism, and improve public amenities. Brisbane can amplify Paris 2024's success by engaging local and regional suppliers and fostering statewide economic growth. Aligned with broader state and regional strategies, these investments can unlock lasting community benefits, such as increased connectivity, improved liveability, and sustainable tourism. With robust governance frameworks, a focus on sustainability, and targeted procurement practices, Brisbane 2032 can deliver an enduring legacy of economic, environmental, and social prosperity for all Queenslanders.

Sustainability and Resilience

Brisbane 2032 provides a significant opportunity to drive and foster business practices that prioritise long-term resilience, environmental and social stewardship in addition to economic prosperity. This provides a cumulative outcome for resource efficiency, lower carbon footprint, greater environmental and social outcomes of infrastructure development operation. Procurement provides a catalyst for behaviour change – setting standards and expectations that drive sustainable business action and enabling long-term business and economic resilience.

Capability Building for SMEs

Small and Medium Enterprises (SMEs) are the backbone of Queensland's economy, and their success is crucial for achieving the state's Beyond 2032 vision. This will be achieved by providing SMEs with targeted capability building programs (such as procurement, sustainability and workforce development) to overcome capability gaps and enhance their ability to adapt to market demands.

Programs should focus on practical skills, fostering resilience, and promoting collaboration across industries, ensuring SMEs are well-positioned to contribute to economic growth and innovation. This approach drives productivity and strengthens regional economies, delivering long-term benefits for Queensland communities.

Summary of Recommendations:

- Ensure businesses compete on an even playing field through which they can build capability and enhance competitiveness and productivity

- Leverage Brisbane 2032 procurement to drive long-term business resilience, environmental stewardship, and social outcomes, enabling sustainable infrastructure with reduced resource use and carbon footprint.
- Enact efficient procurement policy to ensure local businesses can benefit and to enable long-term business growth and legacy outcomes.

Objective: Assess Games Governance

Robust governance structures are essential for successful delivery of the Games and their legacy. A Legacy Advisory Council, as outlined in the Host City Contract 2032 Principles¹⁶, ensures that investments are transparent, aligned with state priorities, and supported by clear accountability mechanisms.

The *2024 State Election Business Blueprint*¹⁷ advocates for enhanced frameworks around data collection and risk management to provide actionable insights that drive decision-making. Collaboration and co-design across stakeholders ensures diverse expertise and perspectives are leveraged to address complex challenges effectively.

It is also critical to evaluate the composition of governance boards to ensure the right balance of expertise. It is important to adequately prioritise business and economic thinking, which is essential for coordinating infrastructure, workforce development, and sustainability. Greater representation of business-oriented perspectives will enable more effective resource utilisation and ensure that governance structures meet their objectives and achieve long term outcomes.

Summary of Recommendations:

- Ensure appropriate business and industry representation on key decision-making bodies to achieve lasting economic impact.
- Strengthen governance frameworks around data collection, reporting, and risk management.
- Conduct regular assessments of governance arrangements to identify and mitigate risks effectively.

Conclusion

The Brisbane 2032 Olympic and Paralympic Games present a unique opportunity to create a transformative legacy beyond the event itself. By aligning infrastructure investments with broader economic, social, and environmental outcomes, the Games can catalyse innovation, community development, and sustainable growth across Queensland.

¹⁶ Olympic Host Contract Principles. Games of the XXXV Olympiad 2032

¹⁷ *2024 State Election Business Blueprint*. – Business Chamber Queensland

Drawing on the lessons from Paris 2024, Brisbane can prioritise local procurement, workforce development, sustainability, innovation and organisational capability to deliver an enduring legacy for all Queenslanders. By integrating these strategies into the planning and execution of the Games and the development of key infrastructure, Queensland can establish itself as a global city and a leading economic leader.

This submission outlines actionable recommendations aligned with the *Host City Contract 2032 Principles* and the *Terms of Reference for the 100-day Infrastructure Review*. By adopting these recommendations, the government can ensure that the Games meet their objectives, creating measurable economic, social, and environmental value for the state which will benefit many generations to come

Contact

Heidi Cooper CEO, Business Chamber Queensland
Level 14, 300 Queen Street, Brisbane, QLD 4000
1300 731 988 | www.businesschamberqld.com.au