

**BRISBANE 2032 OLYMPIC GAMES**  
**TOOWOOMBA CAPABILITY REVIEW**  
**MAY 2022**



**LINKING  
BUSINESS**

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**INVESTMENT  
ATTRACTION**

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**ADVOCACY FOR  
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## Executive Summary

The Brisbane 2032 Olympic and Paralympic Games (The Games) represents a significant economic opportunity for all communities within Queensland, especially those located within South East Queensland. Known as the largest and most prestigious sporting event in the world, The Games will be a key driver for social, environmental and economic change throughout the state.

The aim of this report is to outline opportunities for the Toowoomba region from The Games from both a sport and a non-sport perspective. The report also provides recommendations and actions that could be undertaken over the coming years to ensure Toowoomba maximises this once-in-a-lifetime opportunity.

The information in this report is based on published articles by The International Olympic Committee (IOC), the Queensland Government and the various international sporting federations as well as an analysis of the current and planned sports infrastructure in the Toowoomba region. All recommendations from this report are guided by the goals and principles established by the IOC.

Hosting an Olympic sport in Toowoomba is an opportunity to bring an international spotlight to the region delivering significant and long-term economic benefits. Toowoomba has been granted provisional rights to host football at the Toowoomba Sports Ground in East Toowoomba. Retaining this football opportunity should be the number one priority for the region and will require an upgrade of the Toowoomba Sports ground to meet contemporary standards.

Toowoomba could potentially host Olympic equestrian, shooting or archery events but only if the current facilities are upgraded to an international standard, Toowoomba hosts successful and regular national and international sporting events leading up to The Games and gains the final approval of the IOC.

Toowoomba also has the opportunity to host lead-up training for The Games in sports such as hockey, BMX, mountain biking, road racing and boxing which would provide ongoing economic benefits over a longer time frame. Other sports such as weightlifting, volleyball, table tennis, basketball, fencing, handball, wrestling, taekwondo, judo and gymnastics could be opportunities for either an official Olympic event or lead-up training if Toowoomba were to develop a multi-purpose convention centre.

### Priority Recommendations:

1. Development of a sports tourism strategy for the region inclusive of an event attraction strategy
2. Establishment of a regional Olympic taskforce to provide direction, cohesion and a united voice specific to Olympic opportunities
3. Escalation and prioritisation of existing known sports infrastructure projects
4. Targeted relationship development with specific state and national sports governing bodies, Brisbane Organising Committee of the Olympic Games (BOCOG) and the Olympic Coordination Authority (OCA)
5. Ongoing advocacy for a passenger rail connection to Brisbane
6. Food and beverage supply chain opportunities for Games time and accessing of new market opportunities as a result of The Games
7. Continued development of renewable energy supply to the Games and Games supply chains.

## 1.0 Background

In July 2021 the City of Brisbane, in partnership with the State of Queensland, was awarded the hosting rights for the Games of the XXXV Olympiad known as Brisbane 2032 Olympic and Paralympic Games (The Games). Throughout this report all references to The Games, unless stated otherwise, are inclusive of both the Olympic and Paralympic Games.

The Games will be staged across multiple venues throughout Queensland with a specific focus on Brisbane, the Gold Coast and the Sunshine Coast. Other regions within Queensland including Ipswich, Toowoomba, The Scenic Rim, Cairns and Townsville have been allocated provisional status as host regions for specific sports or events.

The Olympic Games are scheduled to be delivered from **July 23 – August 8 2032** with the Paralympics scheduled for **August 24 – September 5 2032**. The delivery of The Games is a key driver for social, environmental and economic change within the host city and host region (Queensland). A report published in June 2021 by KPMG estimated there would be \$8.10B of economic and social value for Queensland as a result of hosting The Games. An estimated \$4.6B of these benefits are anticipated to be from trade and tourism opportunities and an estimated 2.6 million people visiting South East Queensland. Further to this is an anticipated 91,600 FTE job years for the next 20 years.

Once host city rights are conferred to a city, in this case Brisbane, the formation of an Organising Committee of Olympic Games (OCOG) and an Olympic Coordination Authority (OCA) is required to be formed as part of the Host City Contract. The OCOG is the central delivery mechanism for all operational elements of The Games and is the key liaison point between the host city and the IOC. The OCA is traditionally a statutory authority (in this instance likely to be the Queensland Government) which oversees the delivery of infrastructure in preparation for the delivery of The Games. Relationship development with the Brisbane Organising Committee of Olympic Games (BOCOG) and the OCA will be a key element in the success of the region capitalising on the opportunities from The Games.

A significant amount of planning is dedicated to the non-sport components of The Games often referred to as Games Legacy. This report aims to identify sport and non-sport projects for the Toowoomba region that will capitalise on the development and delivery of The Games for the betterment of all stakeholders. This report has been commissioned by the Toowoomba Regional Council for delivery by the Toowoomba and Surat Basin Enterprise (TSBE). The report findings and recommendations are based on information current as of December 2021 and may require review and amendment over time.

## 1.1 Analytic Approach

The content and recommendations of this report have been guided by the principles of the documents listed in the References section. These include (but are not limited to) The IOC Charter, The IOC Legacy Strategy, The IOC Olympic Solidarity Plan, The Brisbane 2032 Future Host Commission Response and The Olympic and Paralympic Venue Requirements.

The contents of the report are primarily designed to:

- Provide information to residents, businesses and local government within the geographical footprint of the Toowoomba region.
- Focus on a specific time period commencing from 2022 to 2042. The report is guided by the Australian Olympic Committee 10+10 years strategy. The 10 years leading up to The Games should be viewed as a runway to prepare for the delivery of The Games. After the delivery of The Games the preparatory work undertaken during the runway phase will be leveraged to sustain social and economic growth for the 10 years post Games.
- Focus on The Games opportunities for Toowoomba
  - Sport services (including venue infrastructure)
  - Agriculture (production and supply chain)
  - Community development
  - Renewable energy production and supply
  - Tourism

The London 2012 Olympic Games provides the closest comparison point to the anticipated venue capacities, number of competing athletes and anticipated spectator loading for the Brisbane 2032 Games. Therefore, data derived from London 2012 has been used during this analysis.

## 1.2 The Olympic Framework

Whilst local context and capability is critical for the region to maximise opportunities around The Games, it must be acknowledged that all deliverables will be driven from the principles of the International Olympic Committee (IOC) and the Brisbane Organising Committee of Olympic Games (BOCOG). It is, therefore, important to understand the long-term strategic intent of the IOC and BOCOG for Toowoomba to be best positioned for success.

A broad review of the Olympic Charter, the Olympic Agenda (including Agenda 2020+5), the Olympic Sustainability Guidelines and the Olympic Legacy Strategic Approach has been undertaken to ensure that any local goals fit within the established parameters of the Olympics framework.

The core principles of these documents, which sit at the heart of the Olympic movement, are as follows:

- Sustainability (financial, environmental and social)
  - the Olympic Legacy Plan states that Olympics venue infrastructure must be either (a) existing infrastructure that requires modest investment or (b) any new build infrastructure is required to be able to be repurposed to long term and sustainable community use.
  - The Games are contractually obligated to operate as “climate positive”, meaning they will have to offset more carbon emissions than produced. 80% of The Games venues already exist, which has led to Brisbane as the host city having a head start reducing emissions and costs (Stevenson and Kleyn, 2021). Those structures still to be built will need a “6-star Green Star” building rating. The Games fleet cars are proposed to be predominantly electric, and the goal is for more than 90% of athletes and spectators to use public transport to attend events.
- Creation and delivery of legacy programmes including First Nations engagement and promotion of cultural values
- Credibility
- Collaboration

These principles as well as the commitments made by Queensland in the AOC Host Commission Response Questionnaire (2021) have formed the basis of the decision-making processes of this report.

The Brisbane 2032 Olympic Games provides an unprecedented timeframe for Games infrastructure and legacy to be delivered. The opportunity for early engagement and delivery of programming over a longer than normal Olympic cycle will allow for greater depth to projects and should deliver stronger and more sustainable outcomes.

## 2.0 Current Olympic Opportunities

### 2.1 Football

Hosting rights for preliminary rounds of football (Soccer) is the single allocation that has been granted for the region. It is as yet unknown whether this will be in the men's or women's football competition (or both) or whether it is a single game or all group matches from a singular group during the preliminary rounds. For the purposes of analysis, it is assumed that Toowoomba will host all matches from a singular sex and singular group (up to seven matches).

The location for football is slated for the Toowoomba Sports Ground in Arthur St East Toowoomba. The venue currently has capacity for 11,000 spectators comprising of a mix of individual under cover grandstand seating, field side uncovered seating and grassed standing areas. Based on the Venues Masterplan in the Host Commission Response Questionnaire (2021) venue capacity will be increased temporarily to 15,000 individual seats for the delivery of The Games with a reduction to 5,000 individual seats post Games. It is acknowledged that the current stadium requires a significant upgrade to be of a serviceable standard for the Olympic Games (and beyond to ensure the retention of legacy benefit for the community).

The retention of football as an Olympic host venue must be the regions single biggest priority with regards to The Games. There is likely to be competitive tension from other stakeholders in the lead up to The Games which may require a reassessment of the merit of Toowoomba as an Olympic event city. As such the city needs to be fully prepared and have a cohesive development plan in place to ensure all operational aspects (stadium suitability, transport requirements, accommodation options etc) are well advanced in the lead up to 2032.

#### 2.1.1 Impact upon Toowoomba's Infrastructure and Emergency Services

Based on the stated venue capacity of 15,000 people for football in Toowoomba it is anticipated that up to 15,000 persons per day for 5-10 consecutive days will visit the region either as 'day trippers' or utilising Toowoomba's overnight accommodation. The region's capacity to deliver events such as the Toowoomba Carnival of Flowers, which attracts over 100,000 people over a 10-day period gives confidence that the public water supply, waste collection and disposal and sewerage networks will have sufficient capacity to continuously service the community, as well as the influx of visitors, within a business-as-usual framework.

The emergency response requirements commensurate with the hosting of an Olympic Games will be inclusive of the BOCOG planning for any event hosted in the region. Further to this, relevant risk assessments and associated impacts stemming from Games event delivery are the responsibility of the BOCOG and liaison with relevant local and state authorities will occur to mitigate impacts.

### 2.1.2 Impact upon Toowoomba's Accommodation

According to Toowoomba Conferences (2021), Toowoomba currently has approximately 2,500 rooms available for short term accommodation across the region, with ratings up to 4.5 Stars. Depending on how many athletes and spectators decide to stay overnight in the region, the Olympic football events are likely to place a strain on short term accommodation.

Further, there is currently limited 4.5 Star and no 5 Star rated accommodation within the region which decreases the attractiveness of Toowoomba as an Olympic sport host for spectators as well as Games delivery staff and partners including sponsors and media. Attraction of further 4.5 Star and 5 Star accommodation should be a key priority to help Toowoomba realise all opportunities relating to The Games and beyond.

### 2.1.3 Transport

The development of fast and efficient people mass movement options, including passenger rail, will be critical for Toowoomba's maximum involvement in The Games. If Toowoomba becomes a 'day trip' destination for Olympic visitors, the means to move spectators to and from Brisbane quickly, efficiently and in an environmentally sound manner will be beneficial. The installation of a passenger rail system linking Toowoomba to Brisbane is a key piece of infrastructure which would ensure the legacy from the Brisbane 2032 Games is retained for future generations.

The evolution of Toowoomba Wellcamp Airport has the potential to service as a passenger and logistics hub for The Games. Utilisation of Wellcamp Airport will be required as a landing point for both domestic and international visitors to The Games given the increased pressures on the Brisbane Airport during The Games period. To complement the evolution of the Wellcamp Airport, and to meet anticipated demand arising from The Games, further development of the proposed rail link to Brisbane to have a connection point to the Wellcamp Airport must be given consideration and, if feasible, made a priority infrastructure project for the region.

The nature of specialised equipment for certain sports e.g., equestrian, which require quarantine and biosecurity requirements to be fulfilled, presents a significant opportunity to provide these services for inbound athletes at Wellcamp Airport. This could lead to further training and stabling opportunities across the region once the equine talent is released from quarantine and has the ability to underpin any future bid proposals that may occur for the region to secure host status for equestrian events.

## 3.0 Potential Sport Opportunities

### 3.1 Method of Analysis

A desktop study was undertaken to determine which of the 32 sports currently scheduled for the 2032 Olympic Games could be developed to an Olympic standard in the Toowoomba region. A multi-criteria analysis based on World Championships or Olympic events utilised the following data:

1. The cost of establishing sporting infrastructure specific to international competition standards inclusive of field of play assessment and supporting infrastructure such as change rooms, amenities, concession stands, seating capacity, warm up spaces, medical rooms and accessibility of site via public transport.
2. Athlete training and competition requirements including (but not limited to) athlete recovery services, accommodation options and access to medical services.
3. Geography and climatic conditions of the region, particularly in the 6-10 weeks prior to The Games in 2032 (which will be the height of winter).
4. Anticipated spectator numbers for each event and the capacity of the region to support this influx.
5. Potential impact on the local sporting community due to restricted access to venues in the lead up to and during The Games. Note: previous Olympic Games have required access to venues for a minimum period of three months, which therefore displaces all other activities from that venue e.g. local sport.
6. The ability for the venue to convert to low or no carbon emissions is a key assessable criteria.
7. Ability and cost of current venues to be converted to Olympic standard e.g. installation of scoring systems, replay screens, ticketing entry systems, volunteer workforce spaces, athlete transport accessibility, connectivity to public transport networks.

From the multi-criteria analysis eight sports were identified as having the most potential for Toowoomba to host either an Olympic event or pre-Olympic training. It is noted that Toowoomba has not been allocated any sport services for the Paralympic Games and as such all assessments have been made based on Olympic standards.

Development of any sport-related Olympic opportunities will require considerable research, consultation and investment to increase the region's capability. It should also be noted that this report does not preclude other sports from having Olympic potential, only that they have been considered either more difficult or costly at this stage to develop elite sport infrastructure, or the number of spectators would potentially overwhelm the local community, such as swimming or track and field events.

The assessment showed that the region is well serviced for both facilities and access to high quality programming and competition at a community sport level. However, a significant gap exists between the requirements for community sport and elite sport which would need to be overcome if Toowoomba is to be considered eligible to host an Olympic event beyond the current allocation of football.

It's important to understand that the final venue decision for each sport for the 2032 Olympics rests with the IOC who take recommendations from each sport's international governing body. Based on the Olympic Host Contract Principles for the 2032 Olympic Games, the determination of the Sport Programmes, and therefore most likely the final determination of venues, will be made no more than 7 years and no less than 3 years from the commencement of The Games. This means that Toowoomba still has the opportunity to play a more significant role in the Olympics other than the preliminary football matches that are currently allocated but it acknowledged that there are numerous challenges to be overcome to position the region in this regard.

## 3.2 Olympic Hosting Capability for Sport

### 3.2.1 Football

The hosting of a stage of the football tournament during The Games should be viewed as a once in a lifetime opportunity for the region. The retention of hosting rights for football should be the region's primary priority leading into The Games. To improve the region's capacity and ensure the hosting rights are retained three key elements must be given priority status:

1. The redevelopment of the Toowoomba Sports Ground
2. The continued lobbying for a passenger rail service between Brisbane and Toowoomba.
3. The provision of increased accommodation options in the region.

### 3.2.2 Equestrian

*Current Allocated Venue for 2032 Olympic and Paralympic Games: Brisbane Showgrounds and Victoria Park Parklands*

Upon development of an Equestrian Centre of Excellence at the Toowoomba Showgrounds, as proposed by the Royal Agriculture Society of Queensland (RASQ), the region would have the ability to host national and international equestrian events. The economic benefits of hosting these events over a long period of time will be significant and will also help attract investment into new accommodation facilities, further expanding the region's capacity to host Olympic events.

Hosting multiple international equestrian events in Toowoomba over a number of years will enable the establishment of a relationship with the Federation Equestrian International (FEI), the international sporting body that governs equestrian events. Once Toowoomba has proven capability in hosting elite international equestrian events a proposal could be presented to the FEI in the 7 years leading up to The Games for their recommendation to the IOC for Toowoomba to be the host site for the 2032 Olympic equestrian events.

Currently the Brisbane Exhibition Grounds and adjacent Victoria Park (subject to redevelopment) are the venues for equestrian. Therefore, any submission for the reallocation of equestrian to Toowoomba would require careful consideration by all stakeholders and ultimately will require the approval of the IOC.

If Olympic hosting rights were not to be conferred upon Toowoomba for equestrian events, the development of the Equestrian Centre of Excellence will still provide significant economic and social benefits in lead up events, pre-Games training and trialing opportunities as well as event opportunities both pre and post Games. Whilst it is acknowledged that the Equestrian Centre of Excellence may not be used for Olympic competition for The Games the social and economic benefits of this development will far outweigh any short term gains provided by the Olympic Games as a standalone event.

### 3.2.3 Shooting and Archery

#### *Current Allocated venues for the 2032 Olympic and Paralympic Games: Brisbane International Shooting Centre (Shooting) and Southbank Cultural Forecourt)*

The relocation of the current shooting and archery ranges at Charlton required as part of the development of the Toowoomba Region Sports Precinct provides an opportunity for the region to design and develop a shooting and archery range to an international standard.

In the absence of Olympic hosting rights for shooting or archery being conferred to Toowoomba there would still remain numerous state, national or international competition and training opportunities for the region in the lead up to the Games and many years after the conclusion of the Games if the facilities are developed to the correct standard. The pursuit of these opportunities will be required to be driven at a local level in the first instance with the support of the state and national governing bodies of these sports.

## 3.3 Sports identified as having pre-Games training or International (non-Olympic) event delivery capacity in Toowoomba

### 3.3.1 Hockey

*Current Allocated venues for the 2032 Olympic and Paralympic Games: Ballymore Stadium*

With high quality field of play infrastructure and sound governance of the sport in the region, hockey has the potential to capitalise on pre-Games event and training opportunities. Pre-Olympic training camps and the hosting of non-Olympic international matches are an immediate, and sustainable opportunity through to The Games. The challenges for the development of international-standard hockey in Toowoomba include the development of support infrastructure external to the playing fields e.g. change room provisions, amenities, spectator provisions.

Hosting an Olympic hockey event is not considered an option for Toowoomba at this time as the spectator numbers, combined with the spectator numbers anticipated for the Olympic football tournament, has the potential to overwhelm the accommodation supply in the region. It is also acknowledged that there are field of play implications such as the minimum number of fields required to deliver the Olympic tournament (e.g. three playing fields whilst Toowoomba currently has two), event overlay (temporary grandstands and limited amenities to cater for 10,000 spectators) as well as public transport and accessibility challenges that would need to be overcome for the current hockey facilities at Glenvale to be given consideration as an Olympic Host venue. It is further noted that the loss of playing fields for a minimum of three months in the lead up to the Games would have a significant impact on the operation of all levels of hockey during the 2032 season.

Significant opportunity for Hockey does lie in pre Games training camps and pre Games 'mini tournaments' in the years leading up to The Games. A series of International matches (including Olympic qualifying matches) could be targeted in the years preceding The Games.

### 3.3.2 Cycling (BMX Track, & Mountain Bike)

*Current Allocated venues for the 2032 Olympic and Paralympic Games: Anna Meares Velodrome (BMX racing) and Sunshine Coast Mountain Bike Centre (MTB)*

The sound infrastructure that currently exists and the proposed development of new infrastructure in the coming years in both BMX track and mountain biking will position Toowoomba to host pre-Games training camps and events in the region. With minimal investment required, given the high quality of the existing infrastructure, the Toowoomba BMX Club has the potential to be a world class BMX venue resulting in increased participation and elite event capacity.

The anticipated development of the Toowoomba Mountain Bike Park paves the way for potential lead in events in the years preceding The Games as well as hosting opportunities for team camps immediately prior to The Games.

### 3.3.3 Other Options

It is important to note that the above assessments have been made based on known future developments within the region. Other developments could be planned by community groups or organisations that are not currently in the public forum and are therefore not in this report. The formation of an Olympic Taskforce for the region will assist in identifying opportunities that have not been explored to date.

If a multi-use convention centre and stadium were developed at the site of the Toowoomba Base Hospital, after relocation of the existing hospital to the Baillie Henderson site, indoor sports such as weightlifting, volleyball, table tennis, basketball, fencing, handball, wrestling, taekwondo, judo and gymnastics could potentially be held in Toowoomba. Another opportunity for the region could come from the proposed investment in the Wellcamp Entertainment Precinct.

Opportunities also exist within sports that are currently not on the Sports Schedule for the Brisbane 2032 Olympic and Paralympic Games. It is anticipated that a number of sports, yet to be determined, may be added to the Sports Schedule for the Games and it is imperative that the region is engaging with these potential new sports to ensure that Toowoomba is partner to any proposals put to the OCOG and IOC by these sports. Further works is required to be undertaken to identify and target these emerging sports.

## 4.0 Improving Toowoomba's International Sport Capability

Improving Toowoomba's capability to host international sport and Olympic events and pre-Games training camps requires the following:

1. Development of a sports tourism strategy to attract state, national and international events on an ongoing basis. This could be done by establishing a sports tourism taskforce inclusive of key stakeholders with diverse skillsets. Expanding the number of sporting events in the region will increase the number of overnight visitors and enable investment into further accommodation facilities.
2. Development of existing local mass participation events e.g. Peak2Park, Ride the Range or the revival of events such as The Toowoomba Marathon or Tour of Toowoomba to state or national significance. This will provide the region with a higher profile in the sport event market as well as increase the sustainability for accommodation providers. The development of such events will provide the OCOG and IOC with surety that the region has the capability to deliver events of significance and with high-volume attendance whilst also providing surety and long-term benefits to potential accommodation developers.
3. Targeted approach for future sport infrastructure to be inclusive of international competition requirements during planning and design phases.
4. Escalation of existing projects as regional sports infrastructure priorities:
  - The Equestrian Centre of Excellence
  - Toowoomba Sports Ground redevelopment
  - Toowoomba Region Sports Precinct – including considerations for inclusion of an International Amateur Athletics Federation (IAAF) compliant athletics centre and International Sport Shooting Federation (ISSF) standard capable (as opposed to compliant) shooting range
  - Development of a Federation Internationale de Natation Amateur (FINA) compliant aquatic centre
  - Mountain bike park with complementary infrastructure
  - Skate Park and Skateboarding Centre of Excellence
5. Ongoing dialogue with state and national sport governing bodies to attract pre-Games training camps during the Olympic cycle prior to 2032.

## 5.0 Non-Sport Olympic Opportunities

### 5.1 Agriculture

The Games provides considerable opportunities for the regional agricultural industry. Based on data from the London 2012 Olympics it is anticipated The Games (venues and villages only) will produce in excess of 12 million meals over a three-week period. The athletes dining hall at the London 2012 Games served the following:

- 25,000 loaves of bread
- 232 tons of potatoes
- more than 82 tons of seafood
- 31 tons of poultry
- more than 100 tons of meat
- 75,000 litres of milk
- 19 tons of eggs
- 21 tons of cheese
- more than 330 tons of fruit and vegetables

Of the above opportunities the Darling Downs has strength in poultry, meat and egg production and the wider region has capability in production of fruit and vegetables. Adding to this will be the anticipated 2.6 million visitors to South East Queensland during The Games further driving agriculture supply chains through hotels, cafes and restaurants.

A key commitment to the IOC by the Host Commission is for The Games to be delivered as a carbon positive event inclusive of all production and supply chain networks. It will be imperative for the agriculture industry to take steps leading to The Games to ensure that production and supply chains are minimising or eliminating carbon outputs. This will require a coordinated 'whole of industry' approach with the adoption of new technologies with a focus on carbon reduction.

### 5.2 Tourism

Tourism opportunities will abound for the region pre, during and post the Olympic Games. There will be significant competitive tension from other regions and the local tourism industry will need to position their unique products and services to a global market well before The Games commence.

The development and delivery of the proposed Bunya Songlines Trails has the potential to become a nationally significant tourism opportunity whilst contributing positively to Indigenous education. The Bunya Songlines Trail is the development of a trail from Toowoomba to the Bunya Mountains (and possibly through to the Sunshine Coast) which traces the trading routes and dreaming paths taken by Indigenous people for centuries to the triennial bunya festival in the Bunya Mountains. The Bunya Songlines Trail, if developed, would likely become a popular visitor attraction site demonstrating the unique cultural, spiritual and natural values of Indigenous culture. This project has the capability of becoming an exemplar Olympic Legacy project for the 2032 Olympic Games given the IOC's goal of promotion of cultural values of First Nations populations and the strong demand for unique cultural experiences in both the domestic and international tourism market.

The development and implementation of a sports tourism strategy for the Toowoomba region will assist in underpinning the sustainability of any future accommodation developments. The development of the Wellcamp Entertainment Precinct and the potential development of the current Toowoomba Hospital Precinct as a multi-use business, sport and leisure precinct will further underpin this sustainability.

### 5.3 Volunteering

A non-sport Olympic opportunity for Toowoomba could centre around the volunteer aspect of The Games. Toowoomba has a long and proud history of volunteerism highlighted by the Australian Bureau of Statistics 2016 Census which showed that 21.2% of Toowoomba residents undertook voluntary work through an organisation (as opposed to the Qld average of 18.8%). Toowoomba's experience and willingness to volunteer could be used to our advantage for The Games.

According to the IOC documentation, volunteers are an integral part of the success of each Olympic Games. The 2012 London Olympics utilised 70,000 volunteers from an application pool of 240,000 people for a variety of roles including transporting athletes, welcoming visitors and assisting with information transmission. Whilst volunteer numbers for the 2032 Brisbane Games are yet to be quantified it is estimated that at minimum a volunteer workforce of 45,000 will be required to host a successful event. The establishment of workforce training and upskilling for volunteers is an opportunity for the Toowoomba region that will be investigated.

### 5.4 Renewable Energy Production and Supply

A core commitment of the Brisbane 2032 Olympic Games is for the delivery of The Games to be carbon positive across all operational areas. This commitment extends in the lead up and during The Games and is inclusive of supply chains, energy production, food production, modes of transport, construction of infrastructure and a range of other services.

Given the region's strength in the renewable energy sector and the location of the Darling Downs within the Southern Queensland Renewable Energy Zone, there is an opportunity for the supply of clean energy for The Games.

## 6.0 Next Steps

To enable the continuation of dialogue with the community, to identify opportunities and develop relationships with the BOCOG, the OCA and international sporting federations and other decision-making entities, it is recommended that continued resourcing of a project officer or project team be made available within TSBE. Funding for this role could in the future come from a mixture of private and public funds given the diverse range of outcomes and industries already identified to date. It is acknowledged that further opportunities will come to light over time and the region needs to have adequate resourcing and adaptability to be responsive.

The region will need to adopt a 'whole of community' approach to maximise the potential benefits that will emanate from The Games. A singular focus on a singular area of interest may lead to opportunities being overlooked to the detriment of the region. A taskforce supported by persons from a diverse talent pool should be established to maximise opportunities.

A strategic position for Toowoomba's goals for The Games should be adopted as soon as possible. The region will need to work hard to remain relevant in the Olympic conversations over time as competitive tensions from the rest of the state increase. A 'wait and see' approach will result in the region losing opportunities to other regions.

If Toowoomba's goal is to play a more significant role in the sport aspect of The Games it will need to develop infrastructure to an Olympic standard as soon as possible and then attract national and international sporting events. This will provide the international sporting federation and the IOC the confidence that Toowoomba has the capability to host a sport at The Games.

## 6.1 Priority Sports Development Projects

From the investigations undertaken to date a number of priorities for the region have been identified for further development which would provide opportunities for Toowoomba for The Games from a sport perspective:

- Capability development of sports specific infrastructure and event delivery capacity to an international level
- Development of a sports tourism and attraction strategy
- Investment attraction for 4.5 and 5 Star accommodation
- Passenger rail connection to Brisbane Central Station of less than 90 minutes travel time
- Stadium redevelopment – feasibility study required for preferred site with consideration for Toowoomba Base Hospital site to be assessed for colocation of stadium, convention centre and aquatic centre within the precinct; Feasibility study to include community consultation as the best long-term location of a stadium in Toowoomba that will provide high value outcomes for all the community.
- Development of the Toowoomba Region Sports Precinct
- Equestrian Centre of Excellence (Toowoomba Showgrounds)
- Wellcamp Entertainment Precinct

## 6.2 Non-sport Opportunities

The following projects are non-sport Olympic Games opportunities for Toowoomba:

- Development of the Bunya Songlines Trail
- Opportunities around food supply including the development of a decarbonisation strategy for the agriculture industry
- Pre-Games volunteer micro credentialling training
- Pacific Nations sport development
- Renewable energy supply for The Games

## 7.0 Recommendations

To maximise the Olympic and Paralympic Games opportunities for the Toowoomba region it is advised that the following recommendations are implemented:

1. Conduct targeted consultation to enable sporting clubs, community groups, organisations and media to have access to this report and provide feedback. Any facilities or opportunities that may not have been included in this report can be added;
2. Form an Olympic taskforce inclusive of key stakeholders from across the region with diverse skillsets to provide direction and a united voice;
3. Develop a sports tourism strategy with a focus on the following:
  - a. Attract state, national and international sporting events to prove regional capability to the IOC
  - b. Develop sports infrastructure to an international standard
  - c. Escalation of existing projects as regional sports infrastructure priorities including
    - i. Development of the Toowoomba Sports Ground (or a similar facility)
    - ii. Investigation into a multi-purpose convention centre
    - iii. Equestrian Centre of Excellence
    - iv. Toowoomba Region Sports Precinct
    - v. Development of a FINA compliant aquatic centre
    - vi. Mountain bike park with complementary infrastructure
    - vii. Skate Park and Skateboarding Centre of Excellence
4. On an ongoing basis develop relationships with state, national and international sport governing bodies to attract pre-Games training camps and/or competition events
5. On an ongoing basis develop relationships with BOCOG and the OCA
6. On an ongoing basis provide advocacy for passenger rail connection to Brisbane
7. Development of non-sport opportunities including:
  - a. The Bunya Songlines Trail
  - b. Food supply for The Games including a decarbonisation strategy
  - c. Investigate pre-Games micro credentialling
  - d. Investigate the Pacific Nations sport development program
  - e. Renewable energy production and supply for The Games inclusive of the construction phases of The Games

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