

G O L D C O A S T 2 0 1 8
C O M M O N W E A L T H G A M E S

POST
GAMES

R E P O R T



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The Queensland Government
acknowledges and respects
the Traditional Custodians of
the Gold Coast, Queensland
and Australia and their
Elders past and present.

FOREWORD FROM MINISTER KATE JONES



The Queensland Government, alongside the City of Gold Coast and Commonwealth Government, have delivered a world-class Commonwealth Games.

A games that attracted the best athletes, provided high quality and sustainable venues and a Games Village that kickstarted Australia's largest urban renewal project at the Gold Coast Health and Knowledge Precinct.

The Commonwealth Games provided a \$2.5 billion economic boost to the State, including a \$1.8 billion boost to the Gold Coast.

More than 6600 participants from 71 nations converged on the Gold Coast and Queensland for 11 days of sporting excellence. It was supported by almost 15 000 dedicated volunteers, had events across 22 sports and a broadcast audience of 1.5 billion people. It set a standard for future Commonwealth Games.

It set new benchmarks in women's participation with an equal number of medals available for men's and women's events. It also saw a 45 per cent increase in the number of para-participants - hosting nearly 300 athletes across 38 medal events.

GC2018 was about showcasing the Gold Coast and Queensland to the world. Alongside its sporting schedule it delivered:

- *Festival 2018*, the arts and culture program for the Games, which was the largest arts and culture event ever hosted in Queensland with 550 events and more than 1.1 million attendees.
- *Trade 2018*, the Gold Coast 2018 Commonwealth Games Trade and Investment Program, was one of the most extensive business, trade and investment engagement campaigns for an international sporting event.
- The first ever *Commonwealth Games Reconciliation Action Plan* providing a platform to recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures.

The games delivered new and upgraded infrastructure right across Queensland which will continue to provide benefits for many years to come. Already the games venues are fully booked for the next 18 months and they will host many national and international events in the coming years.

GC2018 was a transformational event for the Gold Coast, our event cities and communities throughout Queensland. It has created an impressive legacy for Queensland - boosting tourism, driving trade and investment, delivering new and improved infrastructure, and extending our global status as a place for world-class events.

The Honorable Kate Jones

Minister for Innovation and Tourism
Industry Development and Minister for
the Commonwealth Games

EXECUTIVE SUMMARY

The Gold Coast 2018 Commonwealth Games (GC2018) was the largest event in Queensland's history, creating a positive legacy for Queensland.

The XXI Commonwealth Games was held from 4 to 15 April 2018 on the Gold Coast. It was the fifth time Australia had hosted the Commonwealth Games, but the first time it has been hosted in a regional city. Some events were also held in Brisbane, Cairns and Townsville.

Over 11 days of competition, 6600 athletes and team officials from 71 nations and territories, representing one third of the world's population, participated in GC2018.

The GC2018 sports program was one of the largest international and multi-sports events in the world and included 18 sports, including seven para-sports. GC2018 attracted the Commonwealth's best athletes and spectators witnessed nine new world records and 91 Commonwealth records.

The GC2018 workforce played a significant role in ensuring the success of the Games. The GC2018 workforce grew from a small team bidding to host the 2018 Commonwealth Games and grew to tens of thousands during Games-time including staff at GOLDOC, government agencies responsible for planning and delivery of GC2018, and volunteers who were the largest component of the GC2018 workforce.

Approximately 15 000 GC2018 volunteers collectively contributed over 880 000 hours of their own time during the Games, performing over 200 roles across 24 venues. Unmistakable in their vibrant blue and citrus uniforms, the Games Shapers were a constant smiling, helpful, entertaining force that left an indelible mark on every visitor, spectator, athlete and official.

With good planning, prudent financial management, solid revenue and infrastructure delivered ahead of the Games, GC2018 was delivered well within the total forecast budget. A Special Purpose Financial Report provides a consolidated view of the total budget and financial resources used by all levels of government to plan and deliver GC2018.

GC2018 was successfully delivered on time and on budget and has provided a transformational legacy, delivering benefits for Queenslanders.

The Embracing 2018 Legacy Program was agreed by Games Partners and outlined how Games benefits would be realised for Queensland. Four aspirations shaped the delivery of the legacy benefits program in the lead-up to, during and after the Games:

1. Delivering GC2018: The Inspiring Games
2. Enduring Jobs and Powering Economic Growth
3. Accelerating the Gold Coast to a world-class boutique city
4. Building active, engaged and inclusive communities.

The GC2018 Post Games Report is the first comprehensive overview of GC2018 and legacy evaluation completed after the Games. The report's findings highlight the achievements, challenges and opportunities from GC2018.

Growing Queensland's economy

- \$2.5 billion boost forecast to Queensland's Gross State Product. This includes a \$1.8 billion economic boost to the Gold Coast.
- Supporting more than 21 000 jobs on a yearly full-time equivalent basis
- Approximately 82 per cent of Games-wide contracts awarded to Queensland businesses, worth nearly \$1.7 billion
- 18 world-class facilities including three new sporting venues, one new multi-purpose venue and seven upgraded venues supporting the local community and hosting national and international events.
- Additional Government and private sector investment is ensuring the Gold Coast and Queensland are great places to work, thrive and do business. This includes further development of the Gold Coast Health and Knowledge Precinct (GCHKP), key tourism and retail projects and critical transport infrastructure upgrades.



Tourism

- More than 1.3 million visitors are estimated in the lead-up to, during and after the Games – spending more than \$1.1 billion in Queensland.
- The Games was broadcast to an estimated world-wide audience of 1.5 billion people, showcasing the Gold Coast and Queensland as premiere tourism destinations.
- Feedback from GC2018 visitors during Games-time shows that 93 per cent had an excellent or good experience.
- GC2018 inspired greater levels of customer service on the Gold Coast and in Queensland. Initiatives included *Be My Guest*, the Gold Coast Greeter Program, Integrated Visitor App and industry awareness resources and training enabling businesses to 'Be Games Ready'.
- So far, more than 100 national and international events have been secured in Queensland as a result of hosting the Games.

Trade 2018

- GC2018's trade and investment program, *Trade 2018*, showcased the Gold Coast and Queensland as a destination to invest and to do business.
- Through the exposure generated by *Trade 2018*, additional exports and foreign direct investment of about \$840 million are estimated over the four years post-Games.
- International *Trade 2018* activations were undertaken in seven priority Commonwealth markets – alongside the Queen's Baton Relay.
- During the Games, more than 2500 attendances were recorded across 32 *Trade 2018* events and site visits held on the Gold Coast, Brisbane, Townsville and Cairns.
- Two Queensland businesses that participated in *Trade 2018* have secured their first export deals with a buyer who attended the showcase.

Inspiring Games

- Largest para-sport program in the history of the Commonwealth Games.
- First major international multi-sport event in history – including the Commonwealth Games and Olympics – with an equal number of medal events for men and women.
- A record-breaking number of sporting events for a Commonwealth Games.
- GC2018 tickets were priced to be inclusive, accessible and affordable. Tickets for people with accessibility requirements were available for all events.
- The Gold Coast 2018 Commonwealth Games Corporation's (GOLDOC's) Human Rights Policy built a human rights legacy for mega sporting events in the Commonwealth.
- International best practice standard, ISO 20121, a leading model for sustainable outcomes, was implemented for GC2018.
- The Queen's Baton Relay was a source of great community pride as it travelled from Buckingham Palace to the Gold Coast, across the 71 nations and territories of the Commonwealth.

Aboriginal and Torres Strait Islander Initiatives

- The GC2018 Reconciliation Action Plan (RAP) was a world first for a Commonwealth Games and provided a significant commitment to deliver legacy outcomes for Aboriginal and Torres Strait Islander people and communities.
- More than \$14 million worth of contracts and other revenue secured by Aboriginal and Torres Strait Islander businesses through the Games and as a result of the GC2018 RAP.
- More than 800 employment opportunities secured for Aboriginal and Torres Strait Islander people through GC2018 RAP business development activities and Parklands redevelopment.

- Respect, recognition and celebration of Aboriginal and Torres Strait Islander people, histories and cultures across the Games through involvement in key Aboriginal and Torres Strait Islander milestones and events, cultural capability training for staff and showcasing of Indigenous art and culture at GC2018 including the Opening and Closing ceremonies.
- Forty-eight schools received Reconciliation in Queensland Schools grants to promote reconciliation through cultural understanding and respect.
- The inaugural Meeanjin Markets delivered a platform for Aboriginal and Torres Strait Islander businesses to put the knowledge and skills acquired under the Creating Tracks program into practice.

Arts and Culture

- Festival 2018 - the arts and culture program for GC2018, was the largest arts and culture event ever hosted in Queensland attracting more than 1.1 million attendances.
- The 12-day program held in the Gold Coast, Brisbane, Townsville and Cairns featured more than 550 events and more than 1500 performers.
- The Women of the World (WOW) Festival: Celebrating the Women of the Commonwealth attracted more than 5400 attendees.
- More than two million stars were made to support peace and end violence with stars received from 15 countries across the Commonwealth and beyond.
- As part of GC2018, public art installations were commissioned in the Gold Coast, Brisbane, Townsville and Cairns.

Sport and Healthy Lifestyles

- More than \$2.3 million was invested into sport and lifestyle programs across the country.
- More than 200 000 participants were involved in over 100 healthy and active initiatives.
- About 20 000 sports assets were gifted to more than 100 sporting organisations and communities throughout Queensland, supporting future growth in participation and high-performance success.
- New public transport and travel behaviour change programs were implemented to encourage Gold Coast residents and visitors to use public and active transport not just for GC2018, but for the long term.

Engaged and Inclusive Communities

- Queenslanders came together to celebrate GC2018. The Embracing 2018 Legacy Program engaged communities throughout Queensland in the celebration of GC2018 including the Queen's Baton Relay celebrations.
- Free and affordable GC2018 tickets invited local communities and visitors to get involved and celebrate GC2018 sports events and Festival 2018.
- Eighty-three communities across Queensland hosted community events as the Queen's Baton Relay travelled the state carried by more than 1800 baton bearers.
- Approximately 15 000 Games volunteers (GC2018 Games Shapers) made a memorable experience for spectators, athletes and officials. They played a pivotal role and enjoyed the experience with 87 per cent rating their experiences as excellent or good.
- More than 105 000 Queensland students and 466 schools engaged in Commonwealth Games learning activities.





CELEBRATING THE GAMES

1 THE GOLD COAST 2018 COMMONWEALTH GAMES

The largest event Queensland has hosted, the Gold Coast 2018 Commonwealth Games (GC2018 or the Games) was held from 4-15 April 2018. The host city, the Gold Coast, and event cities, Cairns, Townsville and Brisbane were home to a spectacular sporting and cultural event.

Capturing the Commonwealth Games Federation (CGF) values of Humanity, Equality and Destiny, GC2018 was described as the 'Games of Firsts', setting a new standard for future Commonwealth Games events.

“

Gold Coast 2018 will forever be remembered as 'the Games of Firsts'... The inspiring and impactful performances of our Commonwealth athletes have delivered on the promise of a historic collection of 'firsts' that were achieved in the run up to the Games; whether that be the ground-breaking Reconciliation Action Plan, the equal number of medals for men and women for the first time, or the largest ever fully-integrated para-sport program seen in Commonwealth and world sport.

Dame Louise Martin CBE, President CGF

”

1.1 The Event

Over 11 days of competition, 6600 athletes and team officials from 71 nations and territories, representing one third of the world's population, participated in GC2018.

The event was viewed live by 1.2 million spectators and broadcast to an estimated cumulative global television audience of 1.5 billion people.

The investment in GC2018 was \$1.862 billion, funded by the Queensland Government, Australian Government and City of Gold Coast, and commercial income generated by the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC). The event is forecast to deliver a \$2.5 billion economic boost to the State, including a \$1.8 billion boost to the Gold Coast.

1.2 The Sport

The GC2018 sports program was one of the largest international and multi-sports events in the world and included 18 sports, including seven para-sports.

GC2018 core sports were Athletics, Aquatics (Swimming, Diving), Badminton, Boxing, Hockey, Lawn Bowls, Netball, Squash, Rugby Sevens and Weightlifting.

Optional sports chosen for GC2018 included Basketball, Shooting (Clay, Target, Full Bore, Pistol, Small Bore), Table Tennis, Cycling (Road, Track, Mountain Bike), Gymnastics, Wrestling, Beach Volleyball and Triathlon.

GC2018 Para-Sports program included Athletics, Aquatics (Swimming), Lawn Bowls, Powerlifting, Track Cycling, Table Tennis and Triathlon.



1.2 million
spectators



6600 athletes
and team officials



71
nations and territories



18
competition
venues



Approximately
15 000
volunteer Games Shapers



Nine world records
and **91 Commonwealth**
records broken

More than 5.3 million
trips on public transport



18 Sports

First to have an
equal medal tally
for men and women



First time Commonwealth
Games held in a regional city

7 Para-sports



First to include a trade
and investment program
that ran alongside the Commonwealth Games



First to include
a Reconciliation
Action Plan

The host and
event cities:
Gold Coast,
Brisbane,
Townsville,
Cairns



Largest sporting event
in Australia this decade



1552
DE ROZARIO
Gold Coast 2018

Coast 2018
COMMONWEALTH GAMES



2 GC2018 HIGHLIGHTS

2.1 Opening Ceremony

The Opening Ceremony featured a blend of ancient and modern Australia, connected by classic Australian images that told a story of promise, inclusiveness and diversity.

The Queen's Baton entered the stadium, finishing its record 388-day, 230 000 kilometre journey.

His Royal Highness the Prince of Wales officially declared the Games open by reading Her Majesty's message to the athletes:

“

It is fitting that the Commonwealth Games is known as 'the Friendly Games', as one of the world's friendliest countries has invited us into their homes for this momentous event.

Sport can be a great force for good which can help create harmony between communities. In even the most trying of times, it unites us in the spirit of friendship and competition.

Her Majesty The Queen

”

2.2 Sporting Achievements

History was made over the 11 unforgettable days of world class sporting action. GC2018 attracted the Commonwealth's best athletes and spectators witnessed nine new world records and 91 Commonwealth records.

For the first time in the history of a major multi-sport Games, there was an equal number of medal events for men and women across all sports. GC2018 also had the largest integrated sports program in Commonwealth Games history.

Women's Rugby Sevens and the Para-Triathlon were included for the first time in a Commonwealth Games. Beach Volleyball also made its Commonwealth Games debut at GC2018, allowing Queensland's iconic beaches to be showcased to the world.

There were 29 countries who claimed gold, with medals shared between 43 countries, beating the previous best of 39 countries which was set at Manchester 2002 and equalled at Melbourne 2006. Countries to win their first ever Commonwealth medals at GC2018 were:

- Vanuatu
- The Solomon Islands
- Cook Islands
- British Virgin Islands
- Dominica.

A complete GC2018 medal tally is included as Appendix 1.

“

I'm a Paralympian getting to represent alongside able-bodied athletes, and our medal count is exactly the same as theirs, so we get to go on the medal tally, exactly the same, that's a really amazing feeling.

**Evan O'Hanlon, Para-athlete,
Australian Commonwealth
Games Team**

”





2.3 Closing Ceremony

The Closing Ceremony was a celebration of GC2018, the 'Games of Firsts'. It was a celebration of sport, participation and community.

“

We did something special on the Gold Coast and it was one of the best weeks of my life. The team, crowds, staff and volunteers nailed it.

Kurt Fearnley, Australian flagbearer, GC2018 Closing Ceremony

”

2.4 Festival 2018

Delivered across four cities in parallel to GC2018, Festival 2018 was the largest cultural program in Queensland's history. The 12-day program entertained audiences in Cairns, Townsville, Brisbane and the Gold Coast with more than 1.1 million attendances recorded at free and ticketed music, theatre, dance, circus and visual arts events.

Festival 2018 was an inspiring world-class cultural program that captured the spirit of the Commonwealth through over 1500 performances featuring more than 4500 artists from 50 countries.

Further information on Festival 2018 is available in Chapter Six of the Legacy section in this report.

2.5 Trade 2018

Trade 2018, GC2018's trade and investment program, was a unique opportunity for both government and business leaders to meet, build new relationships, strengthen trade and investment ties and explore opportunities for intra-Commonwealth trade.

Trade 2018 enhanced international and domestic opportunities to promote trade and investment for Queensland and the Gold Coast. During the Games, more than 2500 attendances were recorded across 32 *Trade 2018* events. Chapter Three of the Legacy section in this report highlights *Trade 2018* activities and outcomes.

2.6 GC2018 Reconciliation Action Plan

A Reconciliation Action Plan (RAP) is a framework for organisations to realise their vision for reconciliation. GC2018 was the first event of its kind to have a RAP and sets a benchmark for future Games to emulate.

GC2018's vision for reconciliation was to deliver a major sporting event that recognised, respected and celebrated Aboriginal and Torres Strait Islander peoples and cultures. The GC2018 RAP was about leaving a lasting and meaningful legacy through employment and procurement opportunities; building and valuing stronger relationships with Aboriginal and Torres Strait Islander peoples and community; and respecting the traditions and cultures of Aboriginal and Torres Strait Islander peoples.

Chapter Five of the Legacy section in this report examines GC2018 RAP achievements.



2.7 GC2018 Volunteer Games Shapers

More than 15 000 GC2018 volunteers collectively contributed over 880 000 hours of their own time during the Games.

Unmistakable in their vibrant blue and citrus uniforms, the Games Shapers were a constant smiling, helpful, entertaining force that left an indelible mark on every visitor, spectator, athlete and official.

The tireless volunteers ensured GC2018 one of the friendliest in Commonwealth Games history.



3 GC2018 VENUES AND ATHLETES GAMES VILLAGE

GC2018 was hosted across 18 world-class facilities, including athlete accommodation and back-of-house events operations, located on the Gold Coast and in Brisbane, Townsville and Cairns. Sporting venues were available well ahead of GC2018 ensuring that they were used and tested before the Games. The Athletes Games Village was home to more than 6600 athletes and team officials including residential, retail, recreation, dining and medical facilities during the Games period.



Anna Meares Velodrome - Track Cycling



Commonwealth Games Athletes Village



Belmont Shooting Centre - Shooting



Broadbeach Bowls Club - Lawn Bowls



Cairns Convention Centre - Basketball



Carrara Indoor Sports Stadium - GC2018 back-of-house event operations



Gold Coast Sports and Leisure Centre - Badminton, Para Powerlifting, Weightlifting, Wrestling



Carrara Stadium - Athletics, Opening Ceremony, Closing Ceremony



Coolangatta Beachfront - Beach Volleyball



Coomera Indoor Sports Centre - Gymnastics - Artistic, Gymnastics - Rhythmic, Netball Finals



Gold Coast Convention and Exhibition Centre - Basketball, Netball



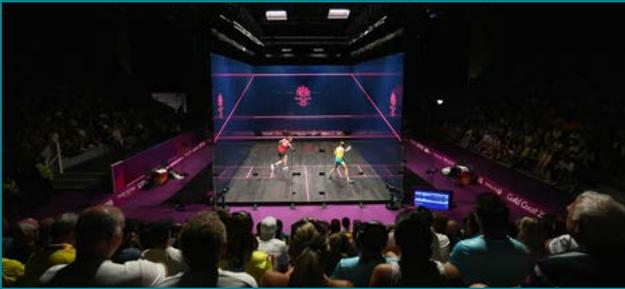
Gold Coast Hockey Centre - Hockey



Gold Coast Cycle Centre - Cycling - Mountain Bike



Gold Coast Aquatic Centre - Aquatics - Diving, Aquatics - Swimming



Oxford Studios - Boxing, Squash, Table Tennis



Robina Stadium - Rugby Sevens



Southport Broadwater Parklands - Triathlon



Townsville Entertainment and Convention Centre - Basketball

4 OPERATIONS

GC2018 involved a broad range of stakeholders to deliver Games services. Integration of these services during Games-time was successfully managed through GC2018 Joint Command, Coordination and Communication (C3) activities. Central to C3 activities was a robust and effective Games-time Operations Plan. The Games Operations Centre (GOC) was the central command hub during GC2018 that oversaw all Games operations and held ultimate delegation to resolve Games-time issues.

Other major activities that contributed to the success of GC2018 operations were the Major Events (Gold Coast Commonwealth Games) Regulation 2017 and GC2018 State Protocol Plan. The regulation triggered various provisions that were needed to stage the Games such as detailing major event areas where the Act was in force, including competition venues, the Games Village and the Festival Celebration Zones.



4.1 Transport

With thousands of athletes, officials, volunteers and workforce and around 1.2 million ticketed spectators attending GC2018 events, a successful transport operation was critical.

The Commonwealth Games Transport Plan outlined how people could efficiently travel to events, while keeping the Gold Coast and the event cities of Brisbane, Townsville and Cairns moving. A Travel Demand Program was also implemented to influence travel patterns to avoid transport congestion during the Games.

A GC2018 Journey Planner was launched for the Games providing Games-specific travel information for those travelling to events, Festival 2018 and other locations. The GC2018 Journey Planner was popular, with more than 730 000 journeys planned and 93 per cent of users rating it easy to use.

Public transport was encouraged and free with every GC2018 ticket. More than 5.3 million trips on public transport were taken across the course of the event, with all transport modes posting record passenger numbers.

The Pacific Motorway (M1) at Coomera River also saw an increase in the total volume of cars compared with the average for a school holiday period and the road network operated largely incident free.

Using previous Commonwealth Games' transport tactics to ensure reliable travel times, four temporary Games Lanes were introduced along the M1 and activated at different times to minimise traffic disruptions for road users. These were used by police and emergency vehicles, spectator shuttle buses and accredited Games family and athletes.

Figure A.1 GC2018 Transport facts



**More than
1.1M**
trips on light rail



1.5M
spectators travelled
on shuttle buses



**More than
5.3M**
trips on public
transport



733 823
journeys planned on
the GC2018 Journey
Planner



**More than
600 000**
train trips on the
Gold Coast line



About 2.3M
trips on Surfside
bus routes



\$160.7M
road network
improvements for
the event



\$420M
Gold Coast Light Rail
Stage 2 extension

4.2 Safety Operations

GC2018 was the largest event and security operation hosted in Australia in the past decade. The ability to deliver a safe and secure environment for athletes, spectators and supporters whilst simultaneously ensuring service delivery to the Queensland community required a dedicated, high-performing and professional team.

Police

The Queensland Police Service worked closely with Games Partners and Australian Government Security Agencies to ensure the safe and secure celebration of GC2018.

The Games were the biggest event ever to be held in Queensland and the biggest security contingent ever was deployed to keep Queenslanders, athletes, team officials and visitors safe. The Games security

operation had a workforce of more than 9500 personnel – all working together to ensure the safe celebration of the Games.

The *Police Powers and Responsibilities (Commonwealth Games) Amendment Regulation 2017* prescribed protective security zones in event cities to facilitate security arrangements for the period of the Games. This new legislation enabled police to quickly and efficiently search people, vehicles and places as needed in protective security zones.

A legacy of GC2018 is the Joint Emergency Services Coordination Centre in the Gold Coast. The Coordination Centre was activated from 5 March to 18 April 2018 in support of the Games. It will now remain a permanent facility and be the central coordination point for the Emergency Services' response to major events and incidents on the Gold Coast. Since the Games, it has already been used for the annual Gold Coast Supercars 600 event held in October 2018.



Getty Images

Fire and Emergency Services

The Queensland Fire and Emergency Services (QFES) response included 817 personnel working alongside key agencies to deliver a safe and friendly Games. A total of 3421 shifts were worked across 18 Games venues on the Gold Coast, Brisbane, Cairns and Townsville. Fire and Rescue Services attended to 34 incidents impacting Games venues and conducted 859 building fire safety checks at Games venues during the event.

More than 420 Rural Fire Service and State Emergency Services volunteers supported 13 different areas of operations including the Cycling time trial and Road Race, Mountain Bikes, Marathon and support roles at mobilisation and coordination centres.

The QFES planned response to GC2018 provided a legacy for future major events. Specialist equipment procured for the Games including all-terrain vehicles and command and decontamination trailers continue to support regions and special operations. Innovative systems and apps were developed for GC2018 to support QFES operations at the Games. These included the Beacon Dashboard which highlighted venue readiness and showed any issues in real-time to command centres. The QFES Deploy app was also developed to provide essential information such as individual rosters, accommodation and travel and transport plans on personal mobile devices. QFES is investigating the legacy of these applications for use in everyday operations.

Health

Queensland Health and Queensland Ambulance Services (QAS) managed a number of health issues including infectious diseases during the Games.

There were over 440 Games-related emergency admissions and 68 accredited athletes, officials and dignitaries were also admitted to hospitals during the Games. QAS deployed more than 500 staff and 111 vehicles, supporting 17 sporting venues and Festival 2018 venues.

QAS introduced the Bicycle Response Team for GC2018 to treat patients that did not require transportation to hospital. The team was able to quickly access areas that can often be difficult for vehicles to get to, like malls, parklands, pedestrian only precincts and high traffic zones. The Bicycle Response team has continued to operate during all major events, festivals and celebrations since the Games.

Gold Coast City's Environmental Health Officers (EHOs) in conjunction with Queensland Health staff, undertook selective sampling and microbiological testing of foods at all Games venues and the athletes village. Food safety monitoring at Games' venues and nearby premises resulted in over 1200 site inspections over the Games period and produced excellent results. Further to this the City's EHOs also undertook inspections of local permanent, temporary and mobile food businesses across the City during GC2018.

Keeping the beaches safe

Gold Coast Lifeguards partnered with Surf Life Saving Queensland (SLSQ) to extend the hours of beach patrolling services, keeping residents and visitors safe. During GC2018 lifeguards and or SLSQ patrolled all beaches from 6am to 6pm. Surfers Paradise Beach (a Festival 2018 location) and Coolangatta Beach were patrolled from 6am to 11pm every night during the Games.



GAMES LEGACY

MESSAGE FROM LEGACY ADVISORY COMMITTEE CHAIR ROBERT BORBRIDGE



The Legacy of the Gold Coast 2018 Commonwealth Games is still unfolding.

Aside from the obvious benefits of world class sporting facilities, the Gold Coast has experienced improved public transport and road infrastructure, solid growth in visitor numbers and resurgent civic pride.

Utilisation of Commonwealth Games venues has exceeded expectations and convention business has surged.

A greater awareness of the city and its potential now exists and the reputation of the Gold Coast as a place to visit, to study, to live and to invest is at record levels.

The Commonwealth Games can claim much of the credit.

The successful *Trade 2018* Program helped place the Gold Coast as an emerging lifestyle, education and investment centre for the Asia Pacific.

The Health and Knowledge Precinct on the site of the former Athletes Village will soon house benchmark research capability, building on the success of the city's world class university sector.

Planning is now well advanced on Stage 3 of the Light Rail Project, a direct consequence of the Stage 2 work put in place for the Commonwealth Games.

But much of the legacy cannot be defined in material terms.

The Games have also been about building the community, embracing diversity, encouraging volunteerism.

They have been about reputational change, from holiday town to a serious player in a range of vital community and national endeavours.

About highlighting what we always could do well, broadening our economic base and attracting the next wave of entrepreneurs complimenting our home grown and energetic business community.

About building a city that represents the modern Australia and our nation's still largely untapped potential.

About a more caring, healthier and engaged community.

About looking to the future with optimism and confidence.

This will be the lasting legacy of the 2018 Commonwealth Games.

The Honorable Robert Borbridge AO

Chair, 2018 Commonwealth Games Legacy Advisory Committee

THE GC2018 LEGACY

The Gold Coast 2018 Commonwealth Games was a spectacular sporting event and a once-in-a-lifetime opportunity for many Queenslanders. It presented an opportunity to deliver enduring benefits for Queensland communities.

Throughout the GC2018 journey, Games Partners¹ focused on maximising the benefits from hosting the Commonwealth Games for the Gold Coast and Queensland. The shared vision of the Games Partners was to:

Leverage GC2018 to maximise lasting benefits for our communities.

Embracing 2018 Legacy Program

The Embracing 2018 Legacy Program outlined how lasting benefits will be realised for communities across Queensland. This program delivered legacies across the various planning stages from the bid conceptualisation in 2011 to after the Closing Ceremony.

Aspirations and transformative agendas were developed to ensure GC2018 created enduring benefits for our communities in advance of and beyond the event (see Figure B.1).

Figure B.1 GC2018 legacy aspiration and transformations



¹ Games Partners are the Queensland Government, Gold Coast 2018 Commonwealth Games Corporation (GOLDOC), Commonwealth Government, the City of Gold Coast and Commonwealth Games Australia.

Evaluation and Monitoring Framework

The Evaluation and Monitoring Framework for the Embracing 2018 Legacy Program was developed to monitor delivery of legacy achievements and evaluate return on government and stakeholder investment in legacy initiatives for GC2018. The Framework also identified trends to guide program development and tracked the realisation of lasting benefits from hosting major events for state, national and international stakeholders.

The Framework detailed the success factors and anticipated outcomes for each legacy aspiration, including both tangible and intangible benefits of hosting GC2018. Figure B.2 outlines the benefits management approach in the Framework. Games Partners developed 18 success factors and 31 benefits for GC2018. GC2018 aspirations, benefits and legacy projects are included in Appendix 2.

The Framework evaluation design was underpinned by state-wide consultation, ensuring the delivery of the Embracing 2018 program was informed and led by stakeholder and community sentiment and expectations.

Figure B.2 GC2018 benefits management approach



The Framework reporting outputs are:

1. Pre-Games Report (Ahead of the Games) – completed in late 2017
2. Post-Games Report – early 2019 (this report)
3. Final Evaluation Report – 2023.

The Evaluation and Monitoring Framework for Embracing 2018 Legacy Program won Australasian Evaluation Society's 2018 award for excellence in evaluation.

Our Benefits

This report highlights GC2018 legacy achievements, 31 benefits and opportunities across eight themes. The eight themes represent the diverse benefits Games Partners strived to deliver for the Gold Coast and Queensland.

Growing Queensland's economy

- Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift
- GC2018 supports jobs growth over 10 years
- Queensland businesses experience significant economic uplift
- GC2018 creates opportunities to obtain new skills, training and experience
- GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2
- GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast

Trade 2018

- GC2018 highlights trade and investment opportunities for Australia
- The GC2018 Queen's Baton is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct (GCHKP) into a globally competitive tech hub

Tourism

- The Gold Coast is recognised internationally as a city for elite sport
- The GC2018 Queens Baton Relay builds engagement, trade and tourism opportunities domestically and internationally
- GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland
- The Gold Coast and Queensland are tourism destinations of choice

Inspiring Games

- GC2018 showcases legacy opportunities for future host cities
- GC2018 attracts the Commonwealth's best athletes
- GC2018 demonstrates a leading model for sustainable event delivery
- GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices
- GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region
- The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018

Aboriginal & Torres Strait Islander Initiatives

- GC2018 provides greater opportunities for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture

Arts & Culture

- Local creative industries drive growth in the Gold Coast economy
- Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated

Sport & Healthy Lifestyles

- GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity
- GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars
- GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity
- GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance

Engaged & Inclusive Communities

- GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally
- Through hosting GC2018 the perception of safety on the Gold Coast is improved
- Gold Coast's pristine natural environment is positioned as a point of difference during GC2018
- GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities
- GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community
- GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs



Getty Images

GROWING QUEENSLAND'S ECONOMY

1 AT A GLANCE

The Gold Coast 2018 Commonwealth Games provided a transformational economic legacy, delivering a multi-billion dollar benefit for Queensland and supporting thousands of jobs.

Griffith University's economic impacts study of the Gold Coast 2018 Commonwealth Games, estimates a \$2.5 billion boost to Queensland's Gross State Product (GSP) after taking into account Queensland Government's \$1.34 billion investment. This includes a \$1.8 billion economic boost to the Gold Coast.¹

Games Partners were committed to supporting local businesses. Initiatives to build awareness, capacity and capability of Queensland businesses for GC2018 contracts commenced years prior to the Games. The success of these initiatives is evidenced in Queensland businesses being awarded GC2018 contracts worth \$1.7 billion and representing 82 per cent of the overall number of contracts.

GC2018 is also creating enduring jobs and is forecast to support more than 21 000 jobs on a yearly full-time equivalent basis (FTEY) over the nine-year period before, during and after the Games.

Legacy benefits are already being realised from the new and upgraded venues and investment in transport infrastructure, including Stage 2 of the Gold Coast Light Rail. The additional multi-billion public and private sector investments will ensure that the Gold Coast and Queensland offer a globally competitive business destination beyond the Games.

¹ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study, Gold Coast; 2018

GC2018 economic impact



\$2.5 billion

boost to Queensland's Gross State Product, including a \$1.8 billion economic boost for the Gold Coast.

Jobs

Supporting more than
21 000 jobs
on a yearly full-time equivalent basis



Queensland businesses

82%
of GC2018 contracts awarded to Queensland businesses



Venues



18 world-class facilities

(3 new sporting venues, 1 new multi-purpose venue, 7 upgraded and 7 existing venues)

Transport Infrastructure

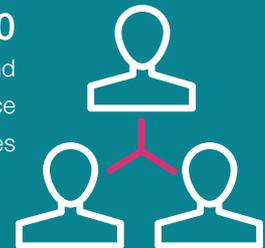
New 7.3 km

light rail extension to connect with the Brisbane to Gold Coast train network



Internships

450
internships and work experience opportunities



Venue utilisation



Secured more than
100 national and international events

Volunteers



15 000 volunteers

participating in 360 000 hours of training



2 GROWING QUEENSLAND'S ECONOMY

Queensland has a diverse economy, underpinned by strong sectors, including agriculture, resources, health, construction, tourism, education, manufacturing and services. Over the past two decades, Queensland's economic growth has generally exceeded the national average.²

Delivering economic benefits to Queensland was a key consideration in the planning and delivery of GC2018. One of GC2018's strategic objectives was to:

Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability.

² <https://www.treasury.qld.gov.au/economy-and-budget/queensland-economy/>

3 ACHIEVEMENTS

The Games is delivering significant economic opportunities to Queensland. A post-Games update report of the 2017 independent report by Griffith University on the economic benefits from hosting GC2018 shows an even greater result than first forecast for Queensland in the years to come after the Games.

Griffith University estimates a \$2.5 billion boost to the Queensland economy from the Queensland Government's \$1.34 billion investment in hosting the Games.³ The economic boost is an increase of about \$500 million compared to the 2017 report's forecast.⁴ Included in the estimate is a \$1.8 billion economic boost to the Gold Coast, an increase of \$100 million from the 2017 estimate.

The increased economic impact for the Games is largely due to significant achievements in securing international and national events, the successful *Trade 2018* program (Chapter 3) and attracting future visits to the Gold Coast and Queensland by Games spectators and their friends and family (Chapter 2).

“

The Commonwealth Games marked the beginning of a new chapter for the Gold Coast, as it evolves from a tourist town into a multi-dimensional city with a rapidly expanding economy.⁵

Property Council of Australia, June 2018

”

The Griffith University 2018 report found that the Games are estimated to support more than 21 000 jobs on a yearly full-time equivalent basis (FTEY) over the nine-year period before, during and after the Games. In addition to these Games supported jobs, legacy investments from the Games will continue to support thousands of Queensland jobs well into the future. For example, the Gold Coast Health and Knowledge Precinct (GCHKP) alone is forecast to support a total of 26 000 new high-value jobs across the precinct once fully developed, with the Parklands redevelopment for the Commonwealth Games Athletes Village being a key catalyst for the success of the precinct.

³ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study, Gold Coast; 2018

⁴ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games, Gold Coast; 2017

⁵ https://propertycouncil.com.au/Web/Content/News/National/2018/Property_possibilities_beyond_the_Glitter_Strip.aspx

3.1 GC2018 venues and Parklands redevelopment (Commonwealth Games Athletes Village) workforce

In hosting GC2018, the Australian and Queensland governments and City of Gold Coast invested \$320 million to deliver new and upgraded venues. This investment into sport and community infrastructure supported more than 1000 jobs during design and construction.

Construction of the Commonwealth Games Athletes Village also injected an estimated \$550 million into the local economy and supported 1500 jobs during design and construction.

More than 16 000 workers were engaged in the construction of the venues and village infrastructure. The venues and village workforce reached a peak in December 2016 with 1700 workers on site across all projects.

3.2 GC2018 sporting venues

GC2018 events were hosted across 18 new, upgraded and existing venues on the Gold Coast, Brisbane, Cairns and Townsville.

The Queensland Government delivered three new sporting venues, one new multi-purpose venue and major upgrades to seven venues. These GC2018 venues were enjoyed by the local community before the Games and continue to be consistently booked for major events as well as community and corporate events. Patronage has exceeded expectations at new venues, with venues in high demand in 2018 after the Games and 2019 bookings expected to exceed 2018 numbers.

3.2.1 New GC2018 venues

GOLD COAST SPORTS AND LEISURE CENTRE

Built in April 2017
\$105 million investment

Completed in time to host its first international sporting event in May 2018, the centre has a single hall community indoor sport facility and a second sports hall. GC2018 provided a permanent legacy including a second 6000m² sports hall, a 5000 retractable seat show court facility in Hall 1, air conditioning of the two sports halls, exhibition capacity rated floor and roof structures and undercover parking for about 500 cars. In addition to community and elite sports, the

two-hall venue is suitable for 5000 seat cultural events, exhibitions and trade shows.

Key events – Australian National Clubs Gymnastics (2019, 2020), Badminton World Federation Sudirman Cup, Asia Pacific Grand Internationals Dance Championships, Australian University Nationals, Australian Judo Nationals, Pan Pacific Masters, Lorna Jane Queensland Firebirds v Melbourne Vixens Netball League, Under 16 Basketball State Championships, Craig Foster International Cup.

ANNA MEARES VELODROME

Built in September 2016
\$60 million investment

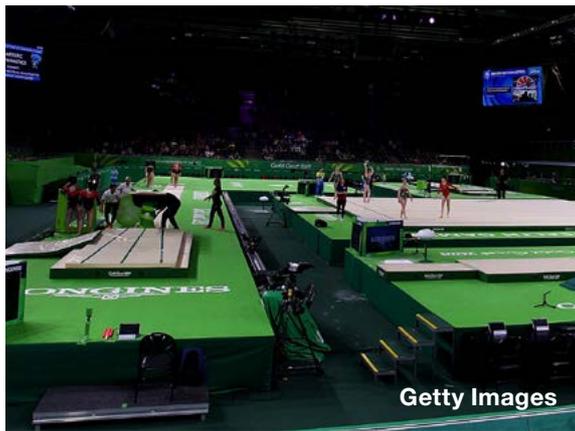
Completed in September 2016, the facility was the first velodrome in the world with LED broadcast quality lighting, cutting energy consumption by up to 60 per cent.

The GC2018 legacy also includes an indoor gym, office and retail facilities. It incorporates additional community sport and recreation uses including mixed-use sport courts and function spaces.

Ninety-five per cent of the velodrome construction contracts were awarded to businesses in South East Queensland.

Key events – Six Day Series (2019, 2020, 2021), Track World Cup (2020), 2018 Track National Championships, WATPAC Winter Sprint Series.





COOMERA INDOOR SPORTS CENTRE

Built in August 2016
\$40 million investment

Completed in August 2016, the facility provides significant community infrastructure for sports and recreation to address increasing demand and forecast population growth in the area. The mixed-use facility accommodates a range of sports including netball, basketball, volleyball and gymnastics.

The centre started making a profit within a year of being built. The original target date to start making a profit was three years post-construction.

The centre has eight mixed-use sports courts, a gymnastics arena, function rooms, change rooms and two kiosks.

98 per cent of construction contracts were awarded to businesses in South East Queensland.

Key events - 2018 Australian Junior Volleyball Championship, Pan Pacific Masters (Basketball), Premier Volleyball League Showcase, Volleyball Queensland Senior School Cup, Volleyball Queensland Junior School Cup, National Inter-School Futsal Championships.

Since it opened in August 2016, demand for the Coomera Indoor Sports Centre from community sports organisations and non-sporting community and cultural groups has been continuous, with day and night use.



SOUND STAGE 9, OXFENFORD STUDIOS

Built in April 2016
\$15.5 million investment (Queensland Government \$11.1 million)

Largest sound stage in the southern hemisphere with big budget movies - *Thor*, *Aquaman*, *Dora the Explorer* and *Godzilla vs. Kong*- utilising the new Sound Stage.

The Queensland Government partnered with Village Roadshow Studios to build a new sound stage to host GC2018 squash and attract major international films to Queensland.

The largest sound stage in the southern hemisphere, Sound Stage 9 has already attracted big budget blockbusters to Queensland with *Thor: Ragnarok* filmed at the studio in 2016 and *Aquaman* in 2017. These two blockbusters injected more than \$240 million into the state's economy and created 3000 jobs in Queensland. *Dora the Explorer* was also filmed at Sound Stage 9. The filming of *Godzilla vs. Kong* commenced in January 2019.

After GC2018, the squash courts at the Sound Stage were moved to a new National Squash Centre on the Gold Coast as a legacy of the Games.

3.2.2 Upgraded GC2018 venues

CARRARA STADIUM

Upgraded in March 2017
\$6 million investment

The GC2018 legacy at the stadium includes permanent lighting upgrades to meet international broadcast requirements for the Opening and Closing ceremonies and the athletics competition. The new technology will result in less maintenance and energy requirements and the flicker-free design will enhance broadcast quality, particularly for slow motion cameras.

The upgrade not only provided world-class lighting for the Games, but improves lighting for elite sport on the Gold Coast to enhance community experience at entertainment and sporting events.

Key events – T20 International Cricket, KFC Big Bash League cricket matches (2018, 2019), home of the Gold Coast Suns.

GC2018 investment in upgraded lighting and speaker systems has enabled the stadium to now host international cricket.

NERANG MOUNTAIN BIKE TRAIL

Upgraded in February 2017
\$3 million investment

The mountain bike trail is about 4.7 kilometres with diverse trail styles, including fast flow trails and slow-speed steep and technical trails. It is the first international standard mountain bike trail in South East Queensland. The Gold Coast Cycle Centre clubhouse underwent refurbishment works to ensure facilities met Disability Discrimination Act standards for the participants and spectators.

Key events – Mountain Bike Australia National Series, Kokoda Challenge, The Cut Ultra Marathon, Gran Fondo Event, 200 Miler Gold Coast Ultras, Australian University Nationals, Freeride Longboarding/Downhill Skateboarding, Mountain Bike Australian Championships, Pan Pacific Masters – Mountain Bike Games.

CARRARA INDOOR SPORTS STADIUM

Upgraded in October 2017
\$8 million investment

GC2018 legacy upgrades to the indoor stadium have extended use of the venue by more than 25 years. The upgrades included new roof sheeting and wall cladding, new seating frames and seat buckets, new ceiling fans, upgraded food and beverage areas, and amenities. Squash Australia now uses this venue as its headquarters.

Key events – Squash Australia Club Championships, Queensland Basketball League Game Days, Queensland Government Expo, Physical Culture Championships, Jiu Jitsu Championships.

GOLD COAST AQUATIC CENTRE

Upgraded in June 2014
\$41 million investment

The facility now includes a new 50m competition pool, indoor learn-to-swim pool, a refurbished dive pool, 50m pool and 25m pool. Other new features include a dry dive facility, gym, café, kiosk, meeting rooms and crèche. GC2018 has left a lasting legacy at the venue for Gold Coast community use.

Key events – FINA Diving Grand Prix 2018, Australian Transplant Games, UniSport Nationals, ITU Paratriathlon, Pan Pacific Masters, International Women's Water Polo reunion 2020.

BELMONT SHOOTING CENTRE

Upgraded in April 2017
\$19 million investment

Modifications and upgrades to the Belmont Shooting Complex included pistol ranges, a full bore venue and a clay target venue.

It is the only shooting venue in Australia equipped to host all shooting disciplines within a single locations. The location of the GC2018 clay target range was carefully chosen to minimise environmental impacts. For every tree removed, three new trees have been planted.

Key events – 2018 National Rifle Association of Australia Ltd Championships.



GOLD COAST HOCKEY CENTRE

Upgraded in May 2017
\$16 million investment

Two new hockey pitches were built at the centre along with a new clubhouse. A third pitch was built at Runaway Bay Super Sports Centre.

The Gold Coast Hockey Centre is now one of the state's premier hockey venues attracting elite sport and community competition.

Key events – Australian Hockey League Finals, Trans-Tasman Master's Hockey Challenge.

BROADBEACH BOWLS CLUB

Upgraded in June 2016
\$4 million investment

The club upgrades transformed the site into a world-class venue, ready to host the GC2018 lawn bowls competition.

The improvements included the dining hall refurbishments and upgrade and expansion of the outdoor terrace for increased spectator viewing access.

Accessibility upgrades included new access ramps, widened footpaths and accessible amenities. Ninety-five per cent of the construction work was awarded to businesses in South East Queensland.

Key events - World Bowls Championships 2020, Australian Open Bowls Championships.

“

... the venue at Broadbeach is fantastic. It's probably been the best venue we've had at the five Commonwealth Games that I've played at.

Karen Murphy, Australian lawn bowls athlete

”



3.3 Parklands redevelopment (Commonwealth Games Athletes Village)

The Commonwealth Games Athletes Village was built for GC2018 and provided a significant boost to Queensland's construction industry.

In late 2017 the site was leased to GOLDOC and transformed into the Commonwealth Games Athletes Village, accommodating 6600 athletes and team officials during GC2018.

After the Games, the Village transformed into the residential, retail and commercial heart of the Gold Coast Health and Knowledge Precinct, one of the most significant urban renewal projects ever undertaken in the Gold Coast.

The Games Village and retail complex, now known as Smith Collective, is home to 532 one-bedroom, one-bathroom apartments – 172 of which are accessible; 637 two-bedroom, two-bathroom apartments and 82 townhouses featuring three bedrooms and three bathrooms. Its first residents were welcomed in January 2019.

The site will also feature a retail and dining hub, with major supermarket chain Woolworths and retail giant BWS securing tenancies. On completion the precinct will feature a curated selection of shopping and alfresco dining options. It also has four swimming pools, gym and fitness areas complete with running track, outdoor BBQ areas for each building, a

community centre, rooftop terrace, off-leash dog park and a variety of communal and semi-private shaded spaces.

The Health and Knowledge Precinct comprises the Parklands redevelopment (Village site), Griffith University site and the Gold Coast University Public and Private hospitals.

The Health and Knowledge Precinct is a key legacy for the region and will become a key economic driver for Queensland and the Gold Coast. In 10-15 years' time when fully occupied, the Gold Coast Health and Knowledge Precinct is expected to support up to 26 000 full time jobs.

“

The legacy of the Games provides a unique opportunity to attract commercial investment into the Gold Coast, attract even more global talent, and strongly position Queensland as a key driver of research and innovation in the Asia-Pacific.⁶

**Professor Ian O'Connor AC, Vice
Chancellor and President, Griffith
University**

”

⁶ <http://statements.qld.gov.au/Statement/2018/4/11/games-legacy-to-make-coast-a-global-hub-for-innovation>

At the time of this report being compiled, the Queensland Government is in negotiations with two developers looking to purchase land in the Precinct. Key tenants for these future buildings have already been identified and as soon as lease agreements are in place construction work will commence on two state of the art buildings in the heart of the Precinct.

In addition, the Queensland Government secured a contract with Griffith University to build its 'Advanced Design and Prototyping Technology (ADaPT)' centre in 2019. ADaPT brings together multi-disciplinary expertise across Griffith University in collaboration with leading industry partners to push the boundaries in advanced design, prototyping and new materials, in what is called the 'next industrial revolution' or Industry 4.0. Construction of ADaPT is expected to start in the first half of 2019.

World-leading manufacturing company Materialise, a global pioneer in 3D printing, recently relocated its Australian headquarters to the Health and Knowledge

Precinct. The Belgium-based company, which has over 2000 employees in 19 offices worldwide, announced in early 2019 that it would move Australian operations from Sydney to the Gold Coast.

“

The innovative and collaborative environment provided by the GCHKP will help us to further advance our medical software and services.

Madeleine McIntyre, Materialise Australia

”



In November 2017, the Queensland Government signed a deal converting the Village buildings into a co-working and start-up incubator centre for smaller precinct enterprises to start their business activities as early adopters of the new community at the precinct. The shared workspace - Cohort - will open in mid 2019 with local Gold Coast operator CoSpaces appointed as the community manager.

“

The formation of dedicated areas for technology and innovation is crucial to the Gold Coast's coming of age.

Ben Howe, CEO CoSpaces

”

3.4 Transport Infrastructure

In addition to the Games budget, about \$750 million in capital works and budget was brought forward and invested in transport infrastructure to ensure it was completed or upgraded prior to the Games.

3.4.1 Gold Coast Light Rail Stage 2 (\$420 million investment)

Connecting the light rail system at Southport to heavy rail at Helensvale Station, the 7.3 kilometre light rail extension includes three new stations at Helensvale, Parkwood and Parkwood East. During GC2018, there were more than 1.1 million trips on light rail.

Adding to the GC2018 transport legacy, planning is underway for Stage 3 of the Light Rail extending light rail from Broadbeach to Burleigh Heads.

3.4.2 Gold Coast rail line duplication (\$163 million investment)

The Coomera to Helensvale heavy rail duplication project was completed in October 2017. Works included duplicating 8.2 kilometres of single track

between Coomera and Helensvale stations and constructing eight new rail bridges. This major infrastructure project supported more than 200 full-time construction jobs. During GC2018, the Gold Coast line was extremely popular with more than 600 000 passenger trips recorded.

3.4.3 Gold Coast major road upgrades (\$167 million investment)

Queensland Government and City of Gold Coast investment was accelerated to deliver a suite of major road upgrades across the Gold Coast to support GC2018 transport outcomes and provide lasting benefits including improved network reliability and increased safety for motorists, cyclists and pedestrians.





City of Gold Coast

3.5 Private investment

Additional private sector investment is helping to ensure that the Gold Coast and Queensland offer a globally competitive tourism experience and business destination beyond the Games. Significant private developments include The Star Gold Coast transformation worth more than \$2 billion, \$670 million Pacific Fair redevelopment completed before the Games and the \$300 million Gold Coast Airport redevelopment.

3.6 Public domain infrastructure

Thirty-four minor public infrastructure projects valued at \$17 million were built to deliver improvements for the community as well as ensuring the best possible experience for visitors during GC2018. Projects included the Nerang Station to Carrara Stadium pedestrian link, expansion of the Cairns Esplanade complex with a basketball and volleyball court, Brisbane wayfinding signage, upgrade of six heritage trails in Townsville and the Broadbeach Event Space Deck at Kurrawa Park.

3.7 Smart infrastructure

High-speed fibre optic cable was installed before the Games along the light rail route from Broadbeach to the Gold Coast Health and Knowledge Precinct, delivering world-class internet speeds to visitors, businesses and residents. The fibre optic cables provided high-speed communication links to key locations and facilities during GC2018 including the GC2018 Media Centre. After the Games it continues to provide important digital connectivity for the city.

“

The city’s decision to lay fibre along the light rail corridor provides the digital connectivity to match that provided physically by the upgraded Gold Coast Airport and proximity to Brisbane, and (as a result) we see a different breed of company choosing to call the Gold Coast home.

Dr Baden U’Ren, Head of Entrepreneurship, Bond University

”

For the Games, CCTV cameras were installed in public spaces across the Gold Coast. The cameras were monitored during the Games in a central control room in Surfers Paradise. GC2018 was also the enabler for a trial of the latest video analytics technology in public space to enhance safety and security outcomes and improve operational efficiencies, including crowd counting, facial recognition and heat mapping. The Safety Camera Network is now permanently located across the Gold Coast and is continuing to deliver benefits. In late 2018, the Gold Coast Supercars 600 motor racing and entertainment event used facial recognition features on the CCTV network along with the central control room built for the Games.

3.8 Maximising GC2018 for local businesses

A key priority for Games Partners was to maximise GC2018 economic outcomes for local businesses. To support businesses to take advantage of the opportunities arising before, during and after GC2018, programs were delivered to build capability and capacity, including procurement and business development sessions, *Be Games Ready*, *Get Set for the Games* and *Be My Guest*.

The experience from new GC2018 contracts secured, new public and private investment and the additional visitors projected to visit and spend in Queensland over the years to come will deliver long lasting benefits for Queensland businesses.

3.8.1 Procurement and business development opportunities

Awareness-raising and business development activities to maximise benefits from GC2018 for Queensland businesses started years ahead of the Games, with more than 8400 engagements with local businesses. Procurement information sessions were the most popular type of activities, followed by supply chain development workshops and events tailored to specific GC2018 opportunities.



Lee Calleja-Thomas

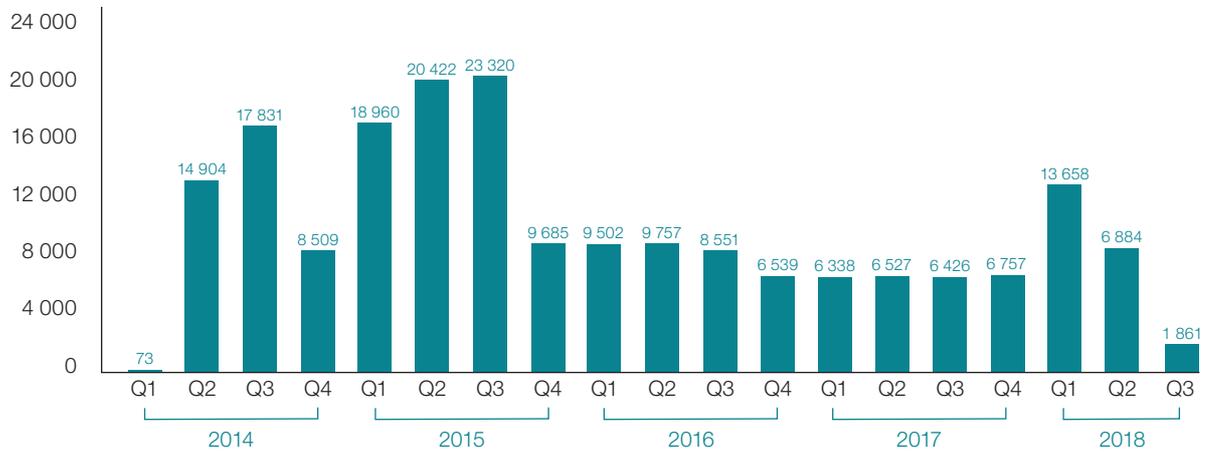
CASE STUDY Meet the Buyer

Prior to the Games, 'Meet the Buyer' sessions offered an opportunity for local businesses to link into major supply chains such as the food industry meet the supply chain event.⁷ During the Games, *Trade 2018* hosted the Food and Agribusiness Buyers Program providing a platform for 19 Queensland suppliers to market their products to four international food buyers. *Trade 2018* also delivered the Retail Commerce Forum with 80 delegates attending the event including international buyers providing the opportunity to showcase local food and beverage sectors. As a result of the *Trade 2018* experience, two Queensland companies secured export deals. Brisbane-based company Youfoodz, producer of ready-made meals, snacks and beverages, has sent its first shipment of cold-pressed juice, protein ice-cream and protein balls to Malaysia and the Middle East. Gold Coast-based Dairy-Free Down Under received its first export order for its range of non-dairy cheeses, which were shipped to the Middle East. Dairy-Free Down Under's Kevin and Jenny Flanagan (pictured) credited the *Trade 2018* event with helping the business connect with international markets. Within months, they grew their export market to six countries and are working on export deals to China, Japan and the United States.

⁷ Queensland Government, Ahead of the Games – Evaluation report for the Gold Coast 2018 Commonwealth Games legacy program, Brisbane; 2017

The Business Queensland website was a good source of information for Queensland businesses interested in being involved in GC2018 procurement opportunities. Interest was high with about 200 000 hits to GC2018 related pages. Figure 1.1 shows the breakdown of hits by quarter to these pages since they were launched in 2014, highlighting the strong engagement resulting from the procurement information sessions in early 2015 and further engagement in the lead-up to the Games in early 2018.

Figure 1.1 Business Queensland website page views to GC2018 related pages



3.8.2 GC2018 contracts for local businesses

The success of awareness-raising and business development activities before the Games is evidenced by the number and value of Games contracts awarded to Gold Coast and Queensland businesses.

As at 31 August 2018, 82 per cent of Games-wide contracts were awarded to Queensland businesses, including 57 per cent to businesses with a Gold Coast presence (see Figure 1.2 to Figure 1.5). These contracts were worth almost \$1.7 billion to Queensland businesses.

Figure 1.2 Number of Games-wide contracts awarded, by location of business, as at 31 August 2018



Figure 1.3 Percentage of number of Games-wide contracts awarded, by location of business, as at 31 August 2018

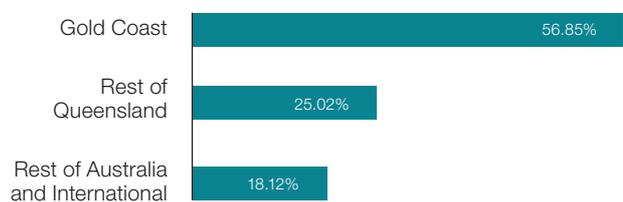
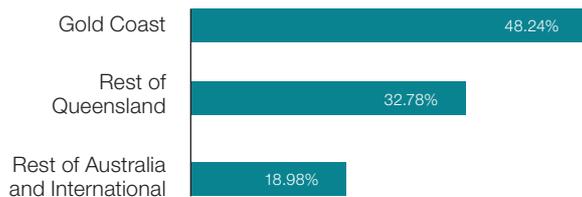


Figure 1.4 Value (\$) of Games-wide contracts awarded, by location of business, as at 31 August 2018



Figure 1.5 Percentage of value (\$) of Games-wide contracts awarded, by location of business, as at 31 August 2018



CASE STUDY Local business delivered GC2018 printing contracts

Gold Coast business, Fast Proof Press was awarded GC2018 printing contracts. Co-owner, Matthew Whitton said GC2018 provided Fast Proof Press with full order books and confidence to invest in new technology to expand their business. He said the Games increased their sales by \$250 000.

Fast Proof Press invested in a new stitching machine ahead of the Games enabling them to turn work around faster and increase capacity for their business.



CASE STUDY Sanitation and water for GC2018 supplied by a Gold Coast business

Local Gold Coast business, Splashdown Events Services Queensland delivered a \$10 million contract to supply portable toilets, showers and offices for GC2018. It was one of the largest contracts ever won by Splashdown Event Services Queensland.

Splashdown used the latest sustainable equipment including vacuum technology across the Athletes Village and 16 sports venues, saving more than 80 per cent in water usage and reduced levels of wastewater collection and disposal by 87 per cent.



CASE STUDY

Queensland scaffolders set new heights

Far North Queensland business, Benchmark Scaffolding was the official scaffolding supplier for GC2018.

Benchmark's Managing Director Simon Boyes said the business, with offices in Townsville and Yatala, delivered scaffold services from design through to build across 17 Games competition venues.

“

It is great that our local Queensland business can showcase its expertise at an international event here in our own backyard.

Simon Boyes, Managing Director, Benchmark Scaffolding

”

CASE STUDY

South-east Queensland business keeping laundry secure for GC2018 athletes

Innovative local security and risk management business, AMTAC tracked housekeeping activities, laundry and liquid waste during the Games. AMTAC provided security seals for more than 100 000 athletes' laundry bags which helped manage laundry workflow and security. GC2018 provided an opportunity to demonstrate AMTAC's capabilities allowing the businesses to potentially secure further large-scale contracts.



CASE STUDY

Gold Coast-based sports equipment manufacturer supplied GC2018 sports assets

Play Hard Sports Equipment supplied athletics track and field assets for the Games.

During the course of the Games, Play Hard supplied 26 different sporting products, most of which were custom designed such as volleyball players' shelters, beach volleyball observation chairs, remote controlled vehicles used for transporting equipment back to the athletes, hockey player shelters, mountain biking padding, podium transport boxes and boxing stand bell.

In the course of supplying products, Play Hard engaged multiple material suppliers and service providers, many of which were also located on the Gold Coast.

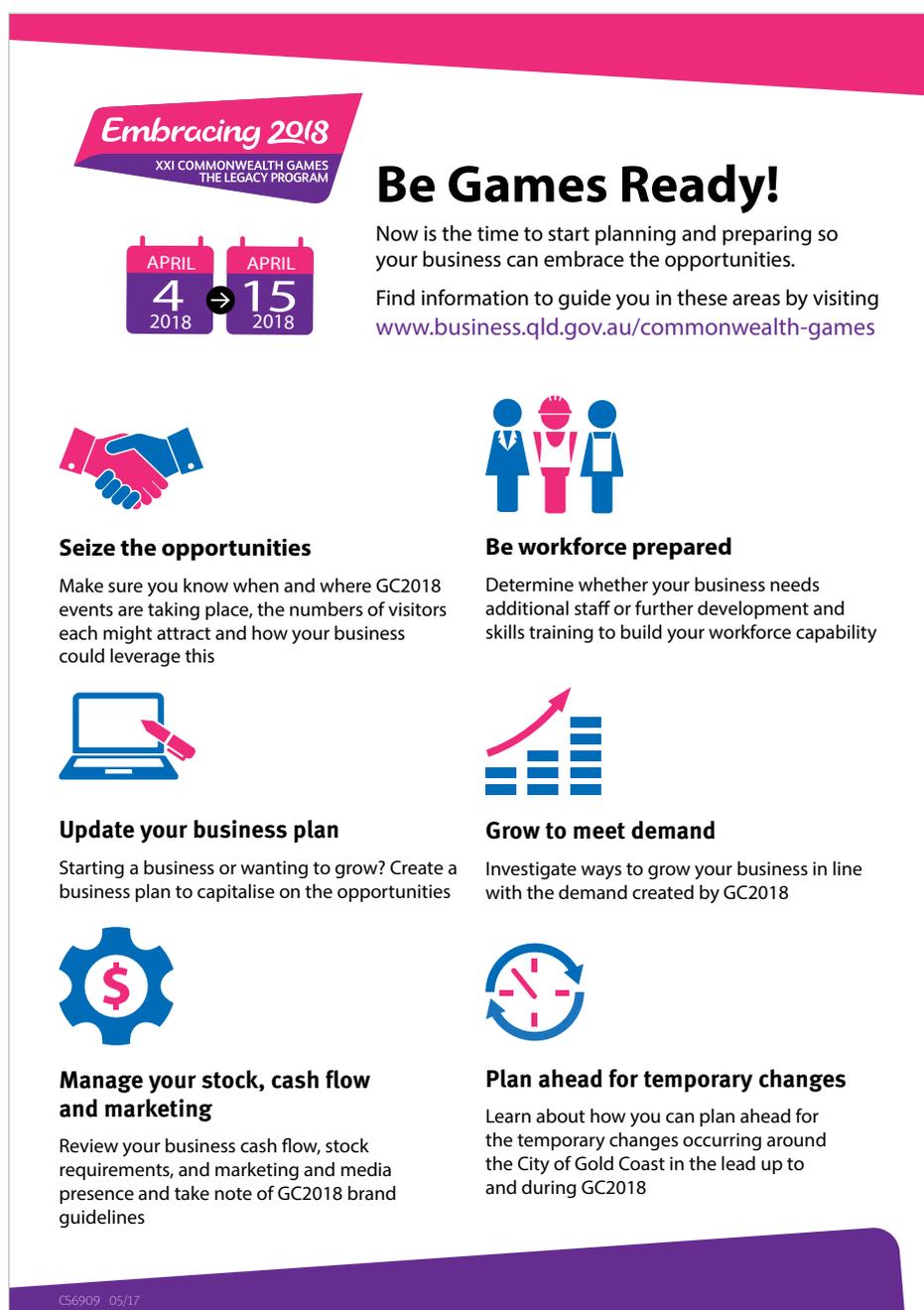


Getty Images

3.8.3 Be Games Ready

Businesses in the Gold Coast and across Queensland were encouraged to make the most of opportunities in the lead-up to and during the Games. Launched in April 2017, the *Be Games Ready* program delivered a range of initiatives to support small businesses in the lead-up to GC2018.

Hosted on the Business Queensland website, *Be Games Ready* provided advice, including the below, on planning and preparing for the Games. Many businesses took advantage of *Be Games Ready* information with about 66 000 visits to the site. *Be Games Ready* also included three workshops and nine mentoring sessions for small businesses in the Gold Coast.



Embracing 2018
XXI COMMONWEALTH GAMES
THE LEGACY PROGRAM

Be Games Ready!

Now is the time to start planning and preparing so your business can embrace the opportunities.

Find information to guide you in these areas by visiting www.business.qld.gov.au/commonwealth-games

APRIL 4 2018 → APRIL 15 2018

Seize the opportunities
Make sure you know when and where GC2018 events are taking place, the numbers of visitors each might attract and how your business could leverage this

Be workforce prepared
Determine whether your business needs additional staff or further development and skills training to build your workforce capability

Update your business plan
Starting a business or wanting to grow? Create a business plan to capitalise on the opportunities

Grow to meet demand
Investigate ways to grow your business in line with the demand created by GC2018

Manage your stock, cash flow and marketing
Review your business cash flow, stock requirements, and marketing and media presence and take note of GC2018 brand guidelines

Plan ahead for temporary changes
Learn about how you can plan ahead for the temporary changes occurring around the City of Gold Coast in the lead up to and during GC2018

CS6909 05/17

3.8.4 *Be My Guest*

The *Be My Guest* Program provided local businesses in GC2018 host and event cities the opportunity to participate in customer service training. *Be My Guest* provided support for local tourism, hospitality, transport and retail professionals to deliver an authentic guest experience and help boost business outcomes.

3.8.5 *Get Set for the Games*

To support businesses and residents to prepare for the Games, a comprehensive public information and engagement program, *Get Set for the Games*, was delivered. *Get Set for the Games* prepared Gold Coast small businesses and residents for the impacts of the Games including road closures, permit requirements, event schedule and Festival 2018 program. *Get Set for the Games* met with more than 20 000 stakeholders and distributed more than 500 000 information brochures.

3.8.6 Games-time impact to businesses

Griffith University's economic impacts 2018 report shows that Games-time visitor numbers were lower than initial pre-Games estimates however the report emphasised the gain to the Gold Coast in the years after the Games is far greater than anticipated. The flow of benefits to Queensland started well before the Games and will continue to generate returns over the post-Games period. The Griffith University report states that it is in the post-Games period when the most significant benefits of the Games will be realised due to higher than previously estimated venue utilisation, tourism visitors and exports.

“

We managed to capture our share of the market over the Games and combined with a very solid summer trade this year, we are currently trading up approximately 20 per cent year on year.

Dayna Jefferson, co-owner of Social Eating House + Bar, Gold Coast

”

CASE STUDY

Townsville local realises business dream with help of *Be My Guest*

Townsville local Alicia Masters launched North Queensland Tours in 2017, providing a one-stop-shop for tourists looking for a unique experience.

“

As a start-up business, *Be My Guest* was fantastic. I went into the workshop with passion and the workshops increased that tenfold. I came out so enthusiastic about how I could help the community when Games guests arrived.

Alicia Masters, North Queensland Tours

”

3.9 Training

3.9.1 GC2018 Volunteers

TAFE Queensland delivered the national award winning GC2018 volunteer training program. More than 360 000 training hours to the GC2018 Games Shapers volunteers across 200 different volunteer roles.⁸ This comprehensive training program not only ensured that Games Shapers had a deep understanding of their role for GC2018, but also set them up with transferable skills to take with them into the future.

TAFE Queensland won both the **2018 Australian Event award** for the Best Achievement in Event, Education and Training category and the **2018 Australian Business Award** for their Gold Coast 2018 Commonwealth Games Training Partnership.

“

The Gold Coast 2018 Commonwealth Games has given thousands of Australians a once in a lifetime opportunity to develop new skills and showcase their passion across a whole range of sectors. The commitment and enthusiasm of the extensive Games Shapers network - both paid and volunteer - is inspiring, and the skills and experience gained through this event will provide tangible and intangible skills which they can use to help build fulfilling long term careers.

**Kendra Banks, Managing Director
Australia and New Zealand, SEEK**

”

TAFE Queensland is offering GC2018 volunteers an opportunity to have their GC2018 training and volunteer experience recognised to gain credits towards earning a nationally recognised qualification. Selected volunteers will be eligible to upskill, reskill and earn a qualification to boost their careers into the future.

⁸ GOLDOC, Post-Games Sustainability Report Gold Coast 2018 Commonwealth Games Corporation, Gold Coast; 2018

3.9.2 Aboriginal and Torres Strait Islander training and employment

A number of businesses involved in GC2018 shared a commitment to employ and/or train Aboriginal and Torres Strait Islander peoples before, during and after the Games. More than 800 employment and training opportunities were created for Aboriginal and Torres Strait Islander peoples. Further information on training outcomes is detailed in Chapter 5, Aboriginal and Torres Strait Islander Initiatives.

3.9.3 Host broadcaster training program

The GC2018 Host Broadcaster, NEP provided internship and work experience opportunities to more than 200 students. This training program enabled individuals to gain industry experience and build industry contacts through their participation and exposure to live broadcasting leading up to and during GC2018.

3.9.4 GC2018 internships

In a Commonwealth Games first, GOLDOC partnered with Griffith University to create 238 internship opportunities providing invaluable, practical learning in a major event environment. This unique program which commenced in 2016 provided an opportunity for students to develop skills and experience in a high pressured, project-based work environment.

The GOLDOC internship program was a success, with 61 interns gaining full-time employment with Games organisers while more than 300 students worked in other Games-related activities.

Griffith University engineering students also had the opportunity to work within the Commonwealth Games Athletes Village construction program, gaining practical experience in a large-scale construction project. Other engineering interns also worked on the Anna Meares Velodrome.

3.9.5 Sports Officiating Forums

Free Sports Officiating forums for grassroots sports officials, coaches, competition administrators and sport industry professionals were held in GC2018 event and host cities in the lead up to GC2018. More than 200 attendees participated in the forums. Feedback was very positive with 80 per cent of attendees indicating that they were likely or very likely to implement strategies delivered at the forum.



CASE STUDY

GC2018 Intern Sera-Lyn Terare

Third-year Bachelor of Arts student Sera-Lyn, from Butchulla Country in the Maryborough, Hervey Bay and Fraser Island region, was a GC2018 intern. Sera-Lyn said that the experience was professionally and personally rewarding.

“

I have never been more thankful for an opportunity as I am for the one that I was given by Griffith and GOLDOC. I feel that this internship has shaped me into a better writer and a more confident person. I'm looking forward to the next chapter of my life after Games time

Sera-Lyn Terare

”

3.10 Education sector and knowledge economy

The education and training sector contributes more than \$1.7 billion to the Gold Coast economy, with more than 29 000 international students from more than 130 different countries. The Gold Coast is home to more than 200 education and training providers, including three world-class universities. In 2018, almost 25 000 people were employed in the education and training sector on the Gold Coast and it is projected to grow 21 per cent over the next five years.⁹

Study Gold Coast is the peak industry body positioning the Gold Coast's education and training sector as one of the city's fundamental economic pillars. Study Gold Coast leveraged GC2018 to build the profile of the education and knowledge economy for the Gold Coast. Key GC2018 activities delivered by Study Gold Coast are highlighted below.

- Four events were hosted as part of *Trade 2018* activations in the United Kingdom, India, Singapore and Malaysia with the purpose of raising awareness of Gold Coast's education and training sector. Eighty-five per cent of attendees were either satisfied or highly satisfied with these events.

- The 'Diversity for Global Business Growth' event, delivered as part of *Trade 2018* during the Games, had more than 100 attendees. Eighty-nine per cent of attendees rated the event as excellent.
- A four day familiarisation tour for 16 delegates from nine countries visited campuses and meetings with education and training stakeholders.
- The 'Diversity' campaign, launched in March 2018, celebrated the Gold Coast community embracing diversity. The campaign peaked with international students and the Gold Coast community forming a 'Human Rainbow' during the Games. The diversity campaign had more than 23 million impressions with the 'Human Rainbow' reported in print and online around the world from the Washington Post to the Indian News and Times.

Study Gold Coast found GC2018 to be a very useful platform for education and training sector advocacy on the Gold Coast.

Gold Coast was rated best student city by the beach in the world.

(QS World Universities, 2018)

⁹ <http://lmip.gov.au/default.aspx?LMIP/GainInsights/EmploymentProjections>



4 OPPORTUNITIES

GC2018 is delivering a transformational economic legacy for Queensland. Investment courtesy of GC2018 in workforce and infrastructure is supporting economic opportunities for Queensland. Opportunities to achieve economic benefits will continue decades after the Games and will be monitored and evaluated through to 2023.

4.1 Realisation of Economic Impacts Assessment

Over the four years following the Games, Griffith University forecasts a \$1.4 billion economic boost to Queensland GSP from GC2018. This amount contributes to the estimated \$2.5 billion GSP impact. This economic boost is based on GC2018 activities, exports and investments, scheduled major events and business events and induced visitors following the Games. The economic impacts and supported jobs will be examined four years after the Games and reported in the 2023 GC2018 Final Evaluation Report.

“

The calibre of the SportAccord delegation is second to none and brings with it further opportunity for the Gold Coast to continue to go from strength-to-strength in our ability to attract and deliver world-class business events

Annaliese Battista, CEO, Destination Gold Coast

”

4.3 Gold Coast Health and Knowledge Precinct

The residential, commercial and retail precincts associated with the delivery of the Commonwealth Games Athletes Village are a key part of the State Government's and the City of Gold Coast's long-term vision in the development of a Health and Knowledge Precinct. The Precinct is a key legacy for the region and has the ability to become a key economic driver for the city and the state. The Precinct will continue to be monitored and further developments reported in the Final Evaluation Report in 2023.

4.2 Venue Utilisation

Venues used for GC2018 are popular with locals and visitors, with many venues booked out months in advance. Venues are being utilised by grassroots clubs through to major international events. The City of Gold Coast's Gold Coast Sport Plan 2013-2023 outlines how the council is continuing to build and leverage sports events to drive economic returns.

Venue utilisation will continue to be monitored from 2019-2023 to monitor and report on the legacy of GC2018 venues.

In May 2019, the biggest names in international sport will visit the Gold Coast to attend the SportAccord World Sport and Business Summit. The Summit is an opportunity to promote Queensland and the Gold Coast as a major events destination globally.

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving

outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

Below is the status of six benefits linked to economic achievements for Queensland. Economic uplift and jobs growth will continue to be examined and reported in the GC2018 Final Evaluation Report.

| Benefit ID | Economic Achievements - Benefit and related outcomes | Status |
|------------|---|-------------------|
| 8 | <p>Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift</p> <ul style="list-style-type: none"> About 8500 businesses participated in procurement information and business development activities. More than 20 000 expressions of interest in GC2018 work packages registered by about 3200 businesses. 82% of Games-wide contracts worth \$1.7 billion awarded to Queensland businesses. 57% of Games-wide contracts worth \$677 million awarded to businesses on the Gold Coast. 66 000 visits to the Be Games Ready on Business Queensland website. | ✓ |
| 11 | <p>GC2018 supports jobs growth over 10 years</p> <ul style="list-style-type: none"> GC2018 supported 21 000 jobs on a yearly full-time equivalent basis (FTEY) over the nine-year period before, during and after the Games. More than 16 000 workers engaged in construction of the Commonwealth Games Athletes Village and GC2018 venues. <hr/> <ul style="list-style-type: none"> Analysis of jobs growth in Queensland and the Gold Coast over 10 years (2013 – 2023). | <p>✓</p> <p>➤</p> |

Legend: ✓ Completed ➤ Ongoing ✗ Not achieved

| Benefit ID | Economic Achievements - Benefit and related outcomes | Status |
|------------|--|----------------------|
| 12 | <p>Queensland businesses experience significant economic uplift</p> <ul style="list-style-type: none"> \$2.5 billion economic boost to Queensland economy including \$1.8 billion boost to the Gold Coast. Secured more than 100 national and international events. <hr/> <ul style="list-style-type: none"> Analysis of economic impacts included in the Final Evaluation of GC2018 in 2023. | <p>✓</p> <p>></p> |
| 13 | <p>GC2018 creates opportunities to obtain new skills, training and experience</p> <ul style="list-style-type: none"> More than 26 000 training opportunities provided to GC2018 workforce. 360 000 training hours delivered to GC2018 volunteers. 3100 trained through the <i>Be My Guest</i> Program. More than 800 employment and training opportunities have been created for Aboriginal and Torres Strait Islander peoples. | ✓ |
| 17 | <p>GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <ul style="list-style-type: none"> Investment in new and upgraded venues has already attracted more than 100 new national and international events and also provided important infrastructure for community groups in Queensland. Invested \$420 million to build the Gold Coast Light Rail Stage 2. \$17 million investment in public domain infrastructure projects. New fibre optic capability and expanded CCTV network for the Gold Coast. | ✓ |
| 20 | <p>GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast</p> <ul style="list-style-type: none"> Study Gold Coast successfully leveraged GC2018 to build the profile of the education and knowledge economy for the Gold Coast, with the launch of the diversity campaign alone achieving 23 million impressions worldwide. | ✓ |

Legend: ✓ Completed > Ongoing ✗ Not achieved

“

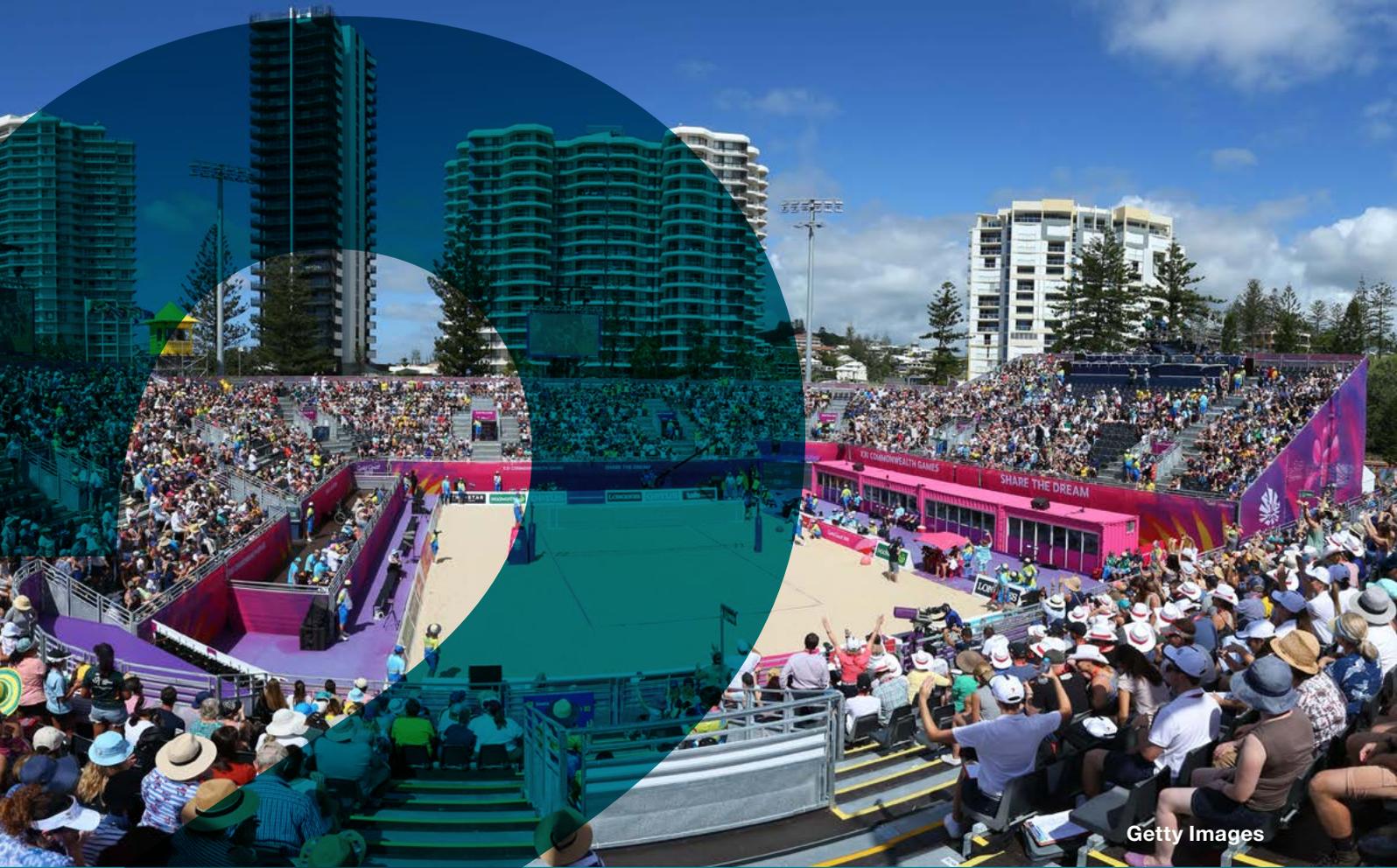
The Commonwealth Games highlighted the Gold Coast as a world class event destination and showcased Australia's capacity to attract and host major international events.

Ben Houston, President,
Commonwealth Games Australia

”



Getty Images



TOURISM

1 AT A GLANCE

As the biggest event Queensland has ever hosted, GC2018 was a massive opportunity to deliver significant tourism benefits not just leading up to and during the event, but for years to come.

The Games highlighted the Gold Coast and Queensland's iconic tourism destinations to an estimated global audience of 1.5 billion people.

GC2018 is estimated to boost tourism in Queensland by about 1.3 million visitors before, during and after the Games spending \$1.1 billion.¹

The delivery of world-class sporting and multi-purpose venues for GC2018 and the opportunity to showcase the Gold Coast and Queensland to the world as a

major events destination have assisted in attracting more than 100 new national and international sporting events to the Gold Coast.

Over the four years following the Games, the new national and international sporting events are estimated to provide a tourism boost of an additional 250 000 visitor nights. Combined with new business events attracted to the Gold Coast, these visitors are estimated to spend about \$90 million per year.

¹ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study, Gold Coast; 2018



GC2018 impact



Expected to attract about

1.3 million
additional
visitors spending
\$1.1 billion in
Queensland

GC2018 attendance



1.2 million
sporting tickets sold

331 000 visitors
to ticketed sporting events

159 000 visitors
to non-ticketed sporting events

274 000 visitors
to Festival 2018 events

Games-time visitors



591 000
unique visitors

378 000
day-trippers and locals

168 000
domestic
overnight visitors

45 500
overseas visitors

**48% live locally, 29% live elsewhere in Qld,
15% live interstate, 8% live overseas**

Nearly two-thirds (63%) of overseas visitors had never visited the Gold Coast before, demonstrating the great value of the Games to showcase Queensland to the world

GC2018 experience

93% sporting experience
was excellent or good

92% rated event city as an
excellent or good place to visit



87% of GC2018 visitors are likely or
very likely to return to event city visited

85% of GC2018 visitors are likely or very
likely to recommend event city to others

Games-time media



136 000
domestic press,
radio, television and
online stories

Major events

100+
national and international
events secured



1.5 billion
estimated global
audience



Queen's Baton Relay

travelled across **71 nations** covering
230 000 kilometres over **388 days**

2 QUEENSLAND TOURISM

Tourism is important to the Queensland economy, contributing \$25 billion and accounting for 9.1 per cent of employment in the state. In 2016/17, tourism directly supported 138 000 jobs and indirectly supported a further 79 000 jobs.²

Australians are visiting Queensland in record numbers with 22.8 million domestic overnight visitors spending \$17.6 billion in the year ending September 2018 (increases of 3.1 per cent and 12.5 per cent respectively).³

More international tourists than ever are visiting Queensland with 2.76 million visitors in the year ending September 2018, spending a record \$5.9 billion (increases of 4.6 per cent and 11.5 per cent respectively).⁴

Figure 2.1 Domestic Visitors – Queensland and Gold Coast

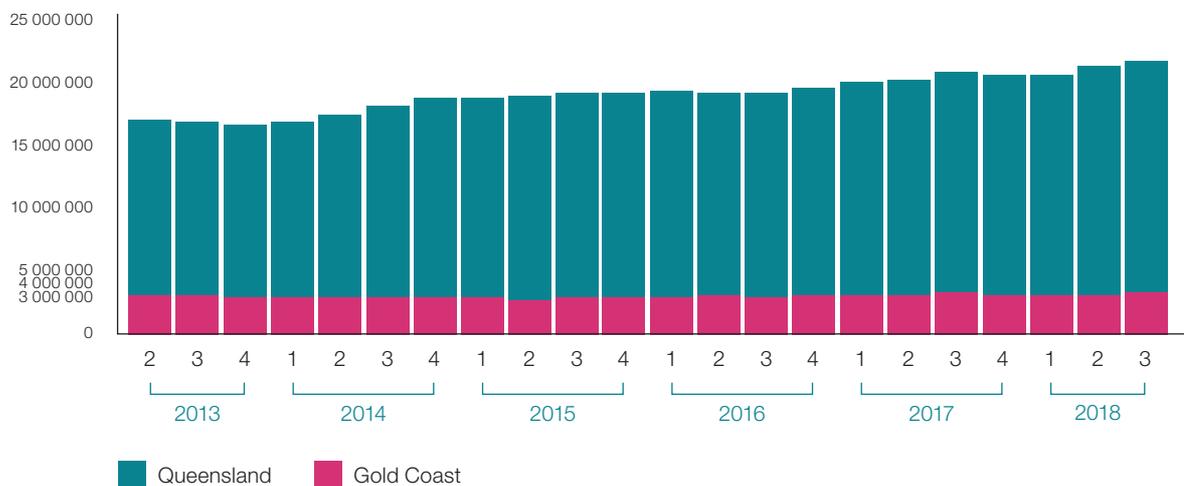
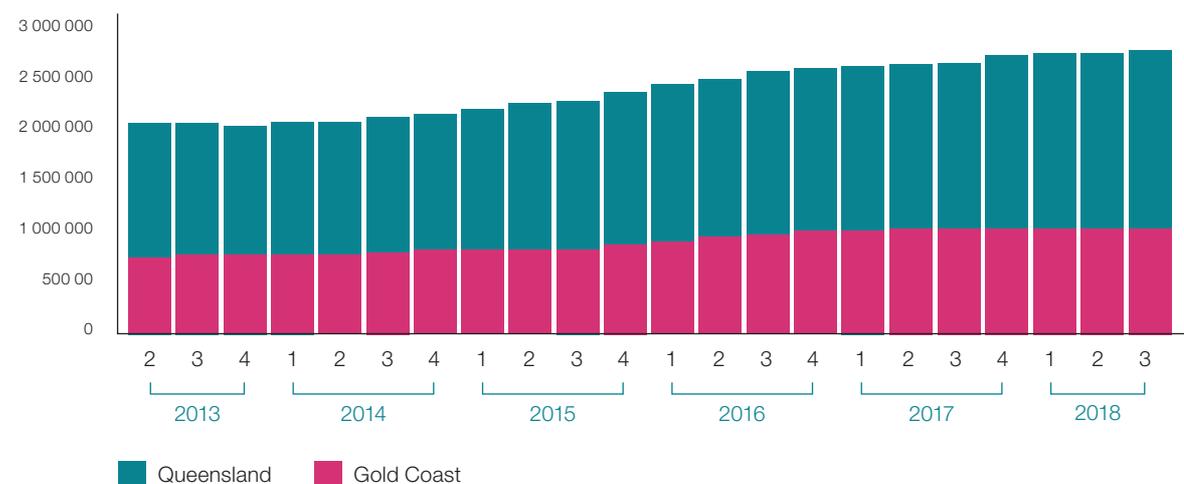


Figure 2.2 International Visitors – Queensland and Gold Coast



² Tourism Research Australia, State Tourism Satellite Accounts 2016/17

³ Tourism Research Australia, National Visitor Survey, year ended September 2018

⁴ Tourism Research Australia, International Visitor Survey, year ended September 2018

Figure 2.3 Domestic overnight visitor expenditure – Queensland and Gold Coast

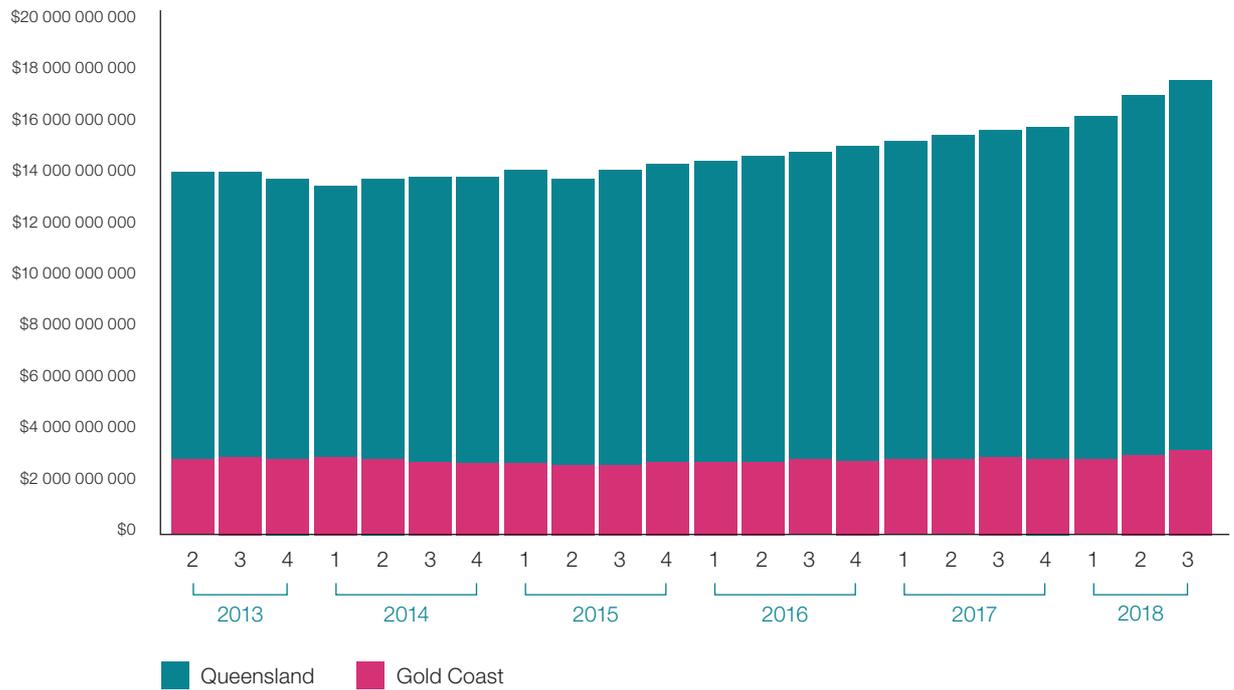
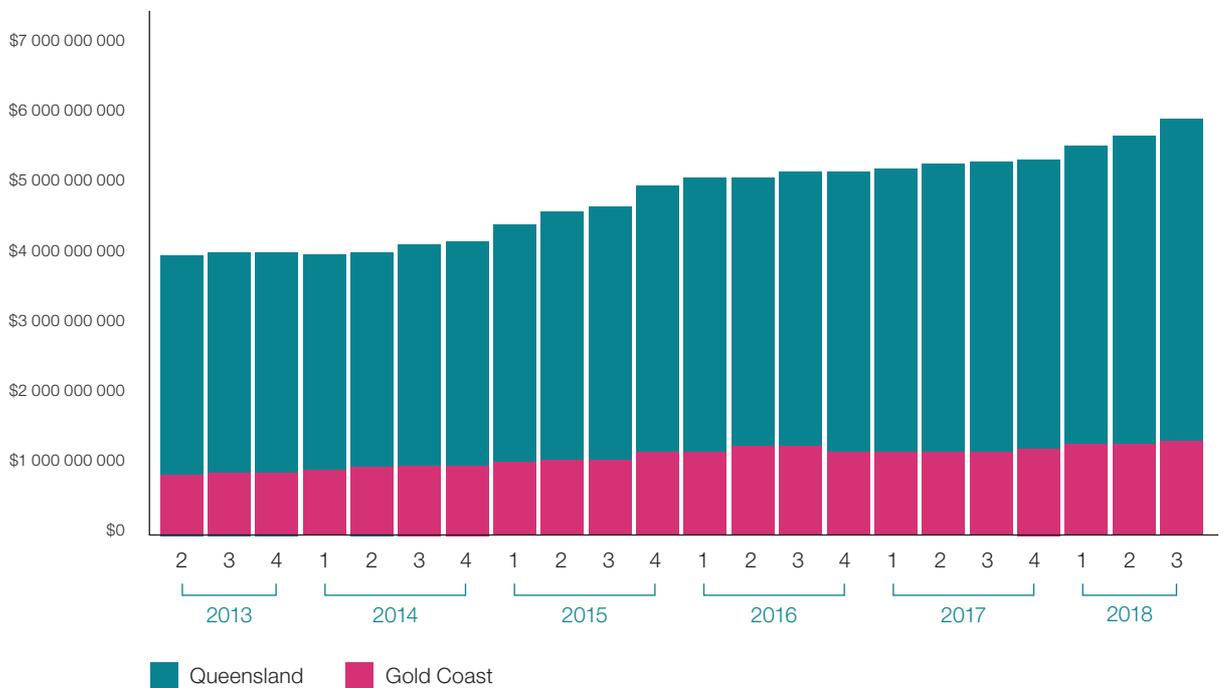


Figure 2.4 International visitor expenditure – Queensland and Gold Coast

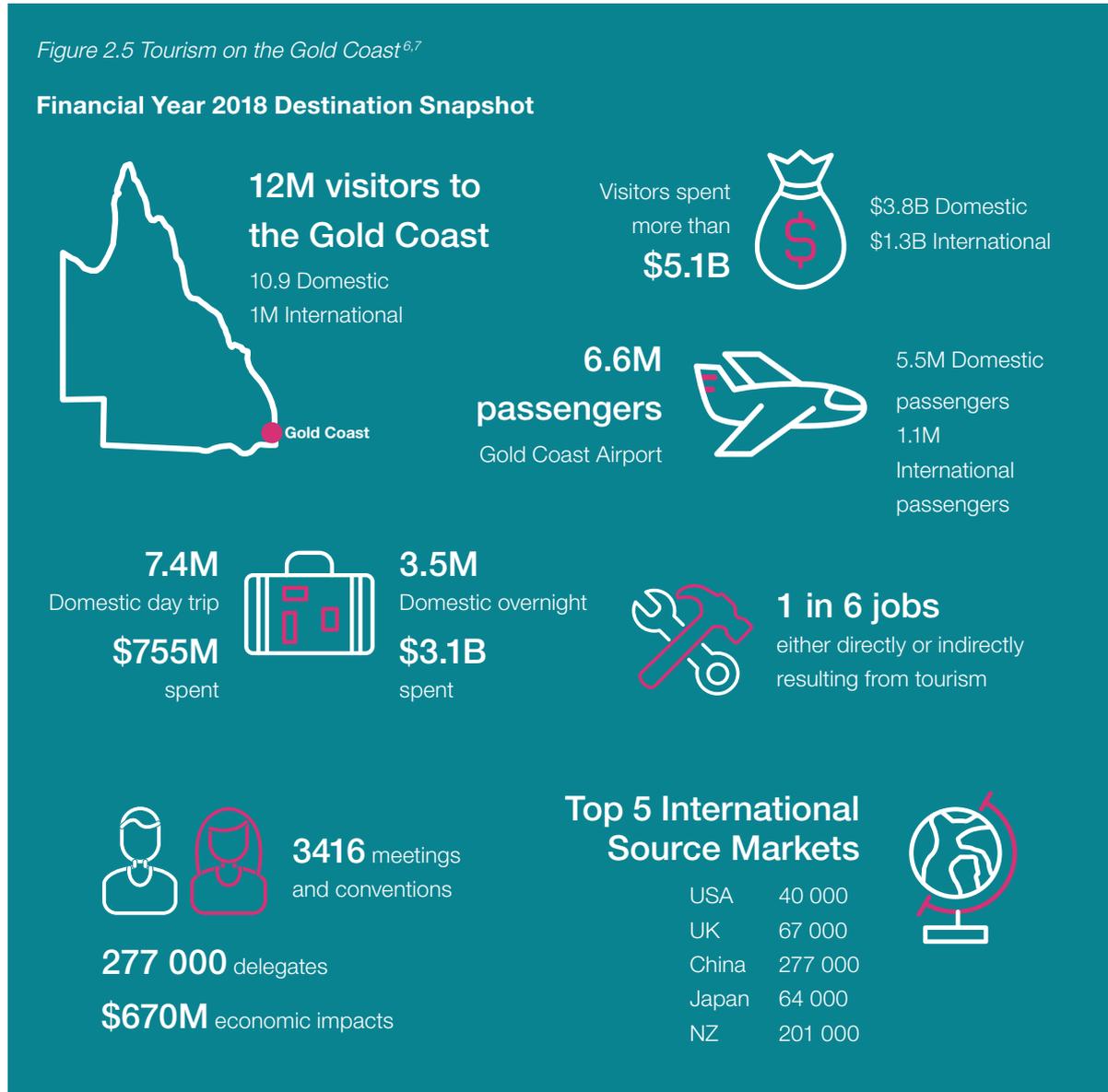


A \$14 billion investment pipeline will bring new tourism products and help drive growth in the state's tourism industry. On the Gold Coast, construction and planning for new tourism infrastructure is gathering pace, with an investment pipeline of about \$4 billion worth of projects.

2.1 Tourism on the Gold Coast

The Gold Coast is one of Australia's premier holiday destinations. Tourism plays a vital role for the Gold Coast, contributing \$4.7 billion to the local economy and supporting 41 700 jobs.⁵

As one of Australia's premier holiday destinations and a city famous for its thriving tourism industry, the Gold Coast has an abundance of accommodation options to choose from. An accommodation audit undertaken by GOLDOC in 2017 revealed about 40 000 rooms were available across the Gold Coast. This includes more than 24 000 apartment and hotel rooms as well as tourist parks and Airbnb accommodation.



Domestic visitor numbers and visitor nights to the Gold Coast decreased from 2017 to 2018 (1.2 per cent and 2.6 per cent respectively). Visitor expenditure on the Gold Coast increased from \$2.966 billion to \$3.082 billion (increase of 4 per cent) over the same period.

The Gold Coast attracted more than 1 million international visitor numbers in 2018, a slight increase (0.9 per cent) from 2017. Expenditure from international visitors grew significantly (11.1 per cent) in the same period to \$1.3 billion.

⁵ Deloitte Access Economics, Regional Tourism Satellite Accounts 2016/17

⁶ Tourism Research Australia, National Visitor Survey, year ended June 2018

⁷ Tourism Research Australia, National Visitor Survey, year ended June 2018

2.2 Major events

Events play a vital role in attracting visitors to Queensland and supporting the state's \$25 billion tourism industry.

Tourism and Events Queensland (TEQ) has grown Queensland's world-class calendar of events and aims to achieve the following targets by 2025:

- Grow the value of the events calendar from \$600 million in 2017 to \$1.5 billion
- Contribute \$1 billion in overnight visitor expenditure
- Generate 5 million direct visitor nights
- Achieve more than 90 per cent positive community sentiment perception towards major events.⁸

In 2018, Queensland's Calendar of Events was estimated to be worth \$780 million in economic benefit to the state's economy.

3 ACHIEVEMENTS

Griffith University's GC2018 economic impacts report⁹ estimated about 1.3 million visitors will visit Queensland as a result of the Games, including 448 000 visitors over the four years post-Games.

Estimated visitor numbers are more than 100 000 higher than previously forecast before the Games. This is mainly due to attracting further return visits by Games spectators and future visits by their friends and family to the Gold Coast and Queensland as a result of spectators' positive experience attending the Games.

GC2018 attracted more than 591 000 domestic and international visitors during the Games to Queensland. The Games was broadcast to an estimated worldwide audience of about 1.5 billion, providing a global platform to showcase Queensland's spectacular tourism destinations and enhance Queensland's profile as a major events destination.

Table 2.1 Estimated visitor numbers to Queensland pre, during and post GC2018

| | |
|--|---------|
| Pre-Games years (2013/14-2016/17) | 227 000 |
| Games year (2017/18) | 591 000 |
| Post Games year (2018/19 – 2021/22) | 448 000 |

⁸ Tourism and Events Queensland, TEQ Events Strategy 2025, *Executive Summary*, June 2017

⁹ Griffith University, *The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study*, Gold Coast; 2018

Arrivals in Queensland from Commonwealth countries during GC2018 extended period (24 March and 6 April 2018) were up by nearly 20 per cent when compared to the same period in 2017, and accounted for 51 per cent of total international arrivals in Queensland.¹⁰

Significant marketing and engagement activities were undertaken in the lead up to and during the Games to both maximise visitation to Queensland for the Games but also to showcase the best of Queensland to the Games' global audience to drive future tourism to the State. Programs were also delivered to achieve greater levels of customer service on the Gold Coast and in Queensland.

As a result of hosting the Games, Queensland has secured more than 100 national and international events and is also attracting programs for elite sport.

“

We had the success of the Gold Coast 2018 Commonwealth Games which had the best of our city on display to the world. That level of exposure is invaluable for the Gold Coast and for Queensland more generally.¹¹

Geoff Hogg, Managing Director, The Star Entertainment Group

”

3.1 Games-time visitors

A GC2018 Visitor Study by international performance analysts, Culture Counts measured the experience and expenditure of visitors attending the Games.¹² The Visitor Study reported that the Games attracted more than 591 000 visitors, delivering a \$300 million boost to the local economies of the Gold Coast and event cities, Brisbane, Townsville and Cairns.

In all, 1.2 million tickets were sold across the GC2018 program, 98 per cent of all tickets available for sale. The Visitor Study showed that Games spectators bought more tickets on average per person than previously estimated before the Games (four tickets per person compared to the forecast three). This contributed to the lower estimate of 591 300 visitors versus the forecast 671 500 visitors by Griffith University in 2017.

The Visitor Study shows that nearly half of Games-time visitors lived locally, 15 per cent from interstate and eight per cent from overseas.

Unique Visitor Origins



¹⁰Tourism and Events Queensland, Air Traveller Arrival Trends in Queensland for Commonwealth Games 2018; 2018

¹¹ <https://www.star.com.au/goldcoast/sites/default/files/240818%20MEDIA%20RELEASE%20The%20Star%20Gold%20Coast%20breaks%20ground%20for%20new%20%24400%20million%20hotel%20tower.pdf>

¹² Queensland Government, GC2018 Visitor Study, Brisbane; 2018

The Visitor Study reported very positive GC2018 visitor experience results including 87 per cent likely to return and 85 per cent likely to recommend the region to family and friends. These findings contributed to increased revised visitor estimates over the four years post-Games by 100 000 compared to previous estimates.

The Visitor Study found that GC2018 visitors contributed \$300 million to the Queensland economy.

Behaviour

- 4** Sporting sessions attended per person in average
- 3** Artforms attended per person on average
- 7** Nights stayed on average
- 8** Nights stayed in other parts of Queensland on average
- 4** People travelled together on average

58% Of overseas visitors visited other parts of Queensland

30% Of interstate visitors visited other parts of Queensland

15% Of intrastate visitors visited other parts of Queensland

Experience



Overall sporting event experience rated as excellent or good



Volunteering experience rated as excellent or good



Festival 2018 experience rated as excellent or good



Rated event city as an excellent or good place to visit



Likely or very likely to return to event city visited



Likely or very likely to recommend event city to others

Expenditure

\$72 million

(inclusive of gst) in tickets sales*

\$4.6 million

in estimated direct expenditure
by non-ticketed sports attendees

\$11.7 million

in estimated direct expenditure
by other visitor groups

\$67 million

in estimated direct expenditure from
travel to other parts of Queensland

\$145 million

in direct expenditure from volunteers,
ticketed sport and Festival 2018 visitors

- **\$46 million**
Accommodation expenditure
- **\$42 million**
Food and beverage expenditure
- **\$15 million**
Transport expenditure
- **\$9 million**
Tours and entertainment expenditure
- **\$19 million**
Retail expenditure
- **\$12 million**
Merchandise expenditure#

\$300 million

overall contribution to Queensland economy from GC2018

* Sourced from GOLDOC and Games Partner reporting. All other figures are derived from survey results

Refers to spend on merchandise related to GC2018. This only includes spend by visitors to the Games during their trip to the Games (the relevant in-scope expenditure for this assessment). It does not represent total merchandise sold across the Games.

3.2 GC2018 accommodation

During GC2018 there were accommodation options available on the Gold Coast for spectators and visitors including hotels, apartments, homestay, Airbnb, camping and tourist park options.

In the lead up to and during the Games, accommodation operators were encouraged to list all available room inventory for sale from an early stage and consider their marketing strategies and pricing, to appeal to both visitors within a two to four-hour drive and to maximise visitation from interstate and overseas.

During the Games, Gold Coast accommodation occupancy rate averaged 88 per cent.¹³ This was 12 per cent higher than the same period in 2017. Saturday 14 April 2018 was the busiest night with an average 93 per cent occupancy rate.

Figure 2.6 GC2018 accommodation occupancy rates, by Date 2018 vs. 2017 comparison



Note: For 2018, Date '0' refers to Wednesday, 4 April 2018 and Date '11' refers to Sunday, 15 April 2018. This compared to equivalent period of Wednesday, 5 April 2017 to Sunday, 16 April 2017.

Accommodation revenue on the Gold Coast over the Games was about \$75 million, which was more than double the 2017 takings (\$37 million) for the same period.¹⁴ The four day Easter break comparison of 2017 and 2018 shows that while occupancy rates were slightly lower (84% versus 90%) revenue in 2018 was higher (\$15 million versus \$13.8 million).

Locals also embraced the Games to take a lead role in providing different accommodation options via the local Airbnb market, with more than 11 000 guests staying in Airbnb accommodation during the Games.

GC2018 did not show a significant impact to regular occupancy rates and revenue for Cairns, Brisbane and Townsville.

In comparison to previous Commonwealth Games, GC2018 delivered greater levels of revenue for accommodation providers. While occupancy was slightly higher in Melbourne 2006, the average room rate¹⁵ was higher in the Gold Coast providing greater returns from GC2018.

¹³STR, *Gold Coast 2018 Commonwealth Games Accommodation Performance Monitoring Legacy Report*, 2018

¹⁴Both 2017 and 2018 Easter school holidays were held during the 4-15 April period

¹⁵Room rates were adjusted to include inflation for fair comparison

Commonwealth Games accommodation comparison

- **Gold Coast, 2018** – USD \$243.23 (86.9% Occupancy)
– Room Supply (20,801)
- **Glasgow, 2014** – USD \$171.98 (95.7% Occupancy)
– Room Supply (8,045)
- **New Delhi, 2010** – USD \$112.87 (67.8% Occupancy)
– Room Supply (23,781)
- **Melbourne, 2006** – USD \$178.11 (91% Occupancy)
– Room Supply (20,146)



3.3 GC2018 marketing and engagement

Tourism and Events Queensland (TEQ) delivered a comprehensive domestic and international marketing program geared at maximising the tourism benefits of the Games for Queensland.

TEQ worked to optimise the tourism value of GC2018 in close partnership with a range of stakeholders including GOLDOC, Tourism Australia, Destination

Gold Coast, the Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID), Tourism Tropical North Queensland, Townsville Enterprise Limited and Brisbane Marketing.

TEQ activity aimed to maximise Games-related visitation and expenditure whilst also leveraging GC2018 to showcase Queensland and its tourism experiences to drive tourism outcomes into the future, including the securing of new high value major events.



3.3.1 Queen's Baton Relay

One of the key opportunities to promote the best of Queensland in the lead up to the Games was the Queen's Baton Relay (QBR). The QBR has been a traditional curtain raiser to the Commonwealth Games since the Cardiff Games in 1958.

The QBR international route started at Buckingham Palace on 13 March 2017. The Baton travelled throughout Commonwealth Nations and Territories until late 2017, when it arrived in Australia for the commencement of the domestic route. The domestic route involved travel throughout Australia for 100 days to all states and territories.

The QBR was not only leveraged as a key promotional tool to build public awareness of the Games, but importantly was leveraged to showcase Queensland and the Gold Coast in several key international source markets.

Working with Tourism Australia and Gold Coast Tourism, TEQ delivered a range of promotions to

showcase Queensland to six key Commonwealth markets - the United Kingdom, Canada, Malaysia, India, Singapore and New Zealand.

TEQ then leveraged the Queensland leg of the QBR to highlight Queensland's iconic experiences. With a focus on digital content and media engagement and timed to match the QBR route, experiences across each of Queensland's 13 destinations were showcased throughout March 2018.

Domestically, general media coverage of the QBR is estimated to have reached a cumulative audience of almost 305 million, worth almost \$43 million in media value (equivalent advertising space rate). The final six days of the QBR were broadcast live by the Seven Network in Queensland, with the final two days (3 and 4 April) broadcast across Australia.

GC2018 social media for the QBR reached more than 16 million people with almost 33 million impressions. GC2018's website's QBR page had about 700 000 views and more than 500 000 unique users.





ThunderLight Ltd

TRADE 2018 AND THE QBR

The GC2018 trade and investment program, *Trade 2018*, leveraged the QBR to promote trade and investment opportunities to key Commonwealth priority markets as the baton travelled through Commonwealth nations. Almost 3200 business, trade and investment contacts were involved in more than 120 engagements across the international activations.

For further information on the Trade 2018 program refer to Chapter 3 of this report.

3.3.2 Games Time Tourism Value Optimisation Activity

TEQ-led tourism value optimisation activity delivered in the lead up to and during GC2018 included:

- domestic and international media engagement including hosting more than 160 journalists across a series of GC2018 themed media familiarisation tours in the lead up to and during GC2018, generating more than \$31 million worth of exposure during the 2017–18 financial year.
 - domestic and international marketing activity to boost out-of-state visitation to GC2018 including the *It's Live! in Queensland* campaign.
 - leveraging more than 60 high profile athletes to showcase Queensland experiences leading up to and during GC2018 including National Basketball Association star Patty Mills to showcase Torres Strait Islander culture and United Kingdom swimming gold medallist Adam Peaty to showcase the Great Barrier Reef.
 - securing several key pre-Games lead-in events for the Gold Coast including the 2017 Badminton World Federation Sudirman Cup, 2018 Australian Swimming Championships and Australian Athletics Championships.
- During the Games, GC2018 tourism optimisation activities undertaken included:
- providing Queensland tourism content to GC2018 accredited media and to rights holding broadcasters to boost exposure of the Gold Coast and Queensland in GC2018 coverage.
 - reaching 14.6 million Australians and 24.8 million in the United Kingdom across broadcast, this activity generated at least \$7.3 million in publicity value.
 - promoting the Gold Coast and Queensland experiences to GC2018 visitors including athletes, officials, media, volunteers, workforce and spectators to enhance their experience and encourage extended stays before and after the Games.
 - showcasing Queensland experiences during Games time via digital content across TEQ's social media platforms.
 - timed the launch of the new '*Find your perfect next...*' marketing campaign to coincide with the start of GC2018, reviving the Queensland tagline: 'beautiful one day, perfect the next'. The campaign launch leveraged the enhanced interest and publicity surrounding Queensland during GC2018.
 - hosting GC2018 rights holding broadcasters at destination-focused media activations during Games-time, providing exclusive content angles. One example of this activity included surfing lessons with former professional surfer Mick Fanning.

CASE STUDY **Beautiful One Day, Perfect the Next**

The Queensland tourism campaign, “Beautiful One Day, Perfect the Next” was launched to a global audience in April 2018, coinciding with the Gold Coast 2018 Commonwealth Games.

The new campaign brought back Queensland’s famous catchcry and captured the modern Queensland lifestyle told through stunning photography and the experiences of real Queenslanders.

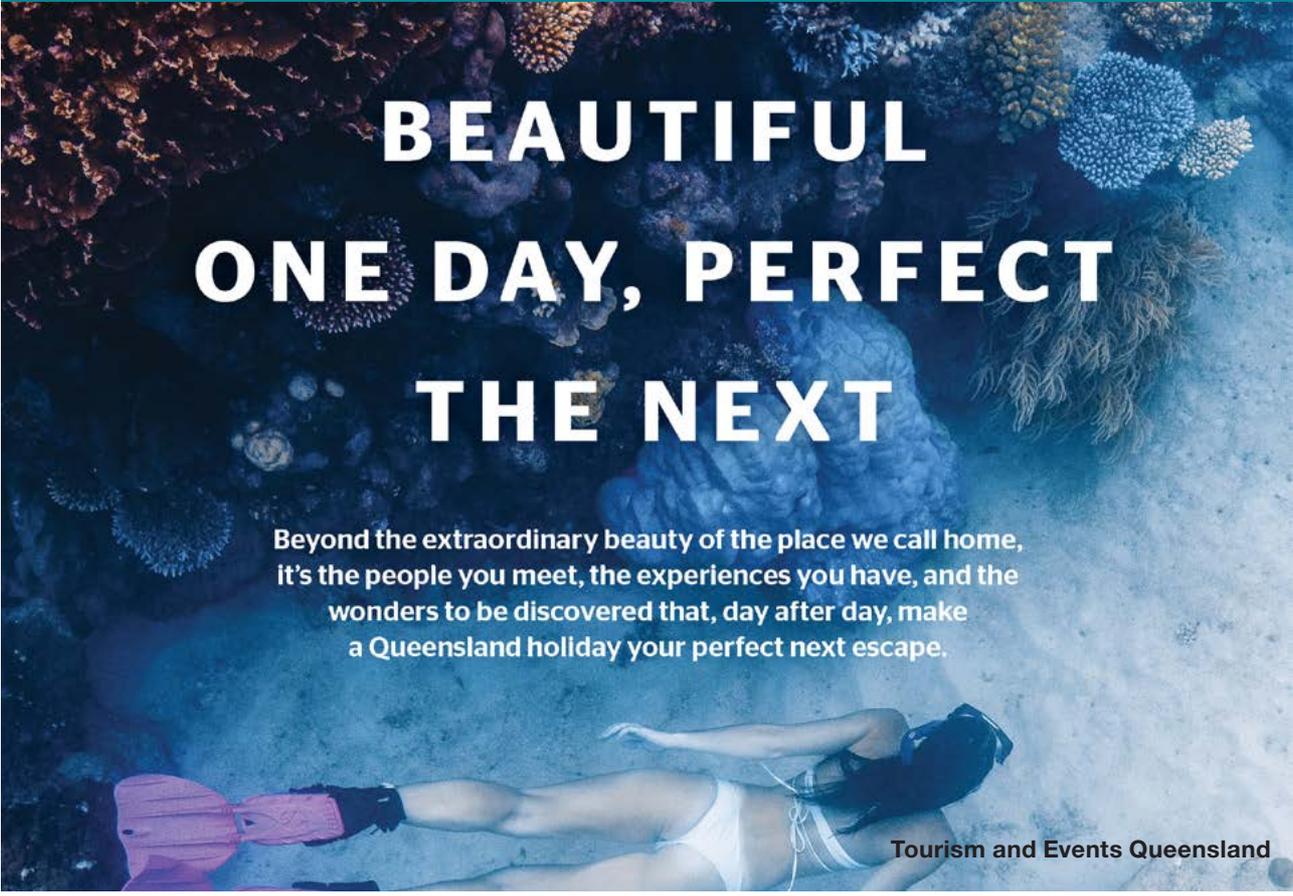
The campaign highlights everything Queensland has to offer – pristine beaches, world heritage listed rainforest, the Great Barrier Reef, the vast Outback, our world-class calendar of events, our unbeatable experiences and our world-famous way of life.

“

The timing of this campaign is all about leveraging the Commonwealth Games.

The Honourable Kate Jones, Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games

”



BEAUTIFUL ONE DAY, PERFECT THE NEXT

Beyond the extraordinary beauty of the place we call home, it's the people you meet, the experiences you have, and the wonders to be discovered that, day after day, make a Queensland holiday your perfect next escape.

Tourism and Events Queensland



Tourism and Events Queensland

CASE STUDY Leveraging GC2018 to showcase the best of Queensland

Between 3 March and 15 April 2018, TEQ delivered a content-led campaign across its digital platforms to leverage the profile of GC2018 throughout the Queensland leg of the Queen's Baton Relay and during Games-time to showcase the best of Queensland.

To front the campaign, TEQ engaged former Olympic triathlete and Gold Coast local Courtney Atkinson as its Queensland Ambassador and content creator. Courtney's authentic connection to the Games as a former athlete, his profile within the athlete/sporting community, and immersive video content was leveraged to deliver a cross-channel approach to content each day of the Queen's Baton Relay's journey around Queensland and the on the Gold Coast during GC2018.

The campaign delivered strong results, reaching over 61 million people with 84 million impressions and 9 million video views.

3.3.3 Gold Coast Media Centre

The Gold Coast Media Centre (GCMC) was a central base during GC2018 for the world's media to report on GC2018. Located at Broadbeach, the GCMC included a physical central base, an online hub and various filming locations. A media engagement program was run from the GCMC where specially developed content, events and services were provided.

A key factor in the success of the GCMC was the early media engagement from 2016. GCMC was popular during the Games with 1277 media registrations from 28 different countries and 185 media organisations.

GC2018 presented a unique opportunity to engage media to generate global coverage that raised the profile of the Gold Coast and Queensland, helped transform the city's image and reputation, inspired the community and attracted investment, major events and tourism to the region.

3.3.4 GC2018 media impact

With an estimated global broadcast audience of 1.5 billion, the Gold Coast and Queensland were showcased as must see tourism destinations.

The official GC2018 Australian broadcaster, Seven Network estimated that more than 16 million viewers tuned in to watch the Games. Some of Seven Network's Australian broadcast highlights included:

- Biggest domestic audience for an opening ceremony event in over a decade, outperforming the 2016 Summer Olympic Games and 2018 Winter Olympic Games, and the previous Commonwealth Games (3.2 million television viewers and reaching an estimated audience of 6.6 million Australians across all platforms).

- An audience of 7.8 million viewers watched the first day of full event coverage.
- Live streaming on digital channels reached an audience of 17.7 million and a further 5.4 million through social media.

Nielsen Sports assessed the broadcast media impact of Gold Coast branding and Queensland tourism content during GC2018 from Australia, the United Kingdom and select broadcasts from India and New Zealand.¹⁷ Across Australia and the United Kingdom, the total value of media generated by the Gold Coast brand, Commonwealth Games logo and Queensland footage was more than \$49 million.

Between 1-15 April 2018, there were more than 136 000 domestic press, radio, television and online stories published. These were received by an overall cumulative readership, viewership and listenership of more than 1.5 billion people, with an estimated total advertising value equivalent of about \$487 million for positive and neutral coverage.

The GC2018 website had 113 million visitors, while social media had more than 1.5 million followers, eclipsing previous Commonwealth Games' records.

¹⁷ Nielsen Sports, *Gold Coast 2018 Commonwealth Games Media Impact Report*, Brisbane; 2018

3.3.5 Borobi

Borobi, the GC2018 mascot captured the world's attention promoting the Commonwealth Games. Borobi (meaning koala in the local Indigenous Yugumbah language) was the blue surfing koala with distinctive Indigenous paw prints. Introduced at the two years to go milestone, Borobi made 480 pre-GC2018 appearances and visited more than 150 Queensland schools. Borobi's popularity was highlighted during GC2018, when Borobi branded merchandise sold out half-way through the Games period.



3.4 Attracting major events

The successful staging of GC2018 demonstrated the Gold Coast and Queensland's competitive advantage as a world-class major event destination.

Post GC2018, TEQ has been actively working in partnership with relevant local stakeholders such as the City of Gold Coast to secure more high value major national and international sports events through targeting international sports federations, event promoters and rights holders, and profiling Queensland's hosting capabilities in sports industry publications.

As part of this effort, TEQ hosted an exhibition stand at the SportAccord World Sport and Business Convention in Bangkok the week after GC2018.

SportAccord provided the opportunity to promote Queensland as a preferred destination for high value global sporting events.

With new and upgraded world-class venues and an improved public transport network, the Gold Coast and Queensland are in a highly favourable position to secure new high value major events into the future.

As a result of hosting the Games, more than 100 national and international events have been held or are booked at GC2018 venues. These events are expected to attract about 250 000 additional visitor nights being booked by overseas and inter-state visitors.



The Gold Coast has also been successful in securing new high value business events and incentive tours from around the world, attracting at least a further 22 450 business delegates in the post-Games years. Combining both sport and business events, the yearly average induced visitor expenditure from these events is estimated to be about \$90 million.

Within the 12 months following GC2018, new major international events induced as a result of GC2018 include:

- SportAccord 2019 World Sport and Business Summit
- Wallabies versus Argentina at CBUS Stadium, 2018
- United States NFL (National Football League) inaugural international draft, 2018
- Infinitus China – largest Chinese delegation to visit the Gold Coast, 2018
- Australia versus South Africa T20 Cricket match, 2018
- International Futsal Cup
- Asia Pacific dance and cheer event
- Six Day international track series final
- 2019 UCI Track World Cup, 2019
- FINA Diving Grand Prix 2018

- Mountain Bike Australia National Series
- ITU World Triathlon Series Grand Final, 2018
- UCI Gran Fondo Series – Tour de Brisbane, 2019 – 2021
- 2019 Australian Youth Water Polo Championships
- World Bowls Championship, 2020
- 2024 International Lifesaving Championships
- UCI Track World Cup, 2021.

GC2018 has created a halo effect for several existing annual events on the Queensland event calendar. For example, the 2018 Australian Open Bowls on the Gold Coast, held two months after GC2018, experienced record demand for entry spaces from national and international participants. Similarly, the 40th edition of the Gold Coast Marathon, held on a similar course to the GC2018 marathon, saw the marathon division sell out for the first time in the event’s history. A record number of out of state participants took part in the event including over 4300 international runners from 50 nations. The Pan Pacific Masters Games and Gymnastic Australia Club Combined Championships, both held across multiple GC2018 venues, also saw strong year on year growth in participation following the Games.

SPORTACCORD GOLD COAST 2019

5-10 MAY | QUEENSLAND, AUSTRALIA

GOLD COAST HOSTING SPORTACCORD 2019

In a major coup, the SportAccord 2019 World Sport and Business Summit will be held on the Gold Coast, the first time the event has been hosted in the Oceania region. To be held in May, SportAccord 2019 will attract the decision makers of world sport to Queensland, including IOC Members, International Federation Presidents, organising committees of future major Games and global host cities.

The event is expected to bring 1500 representatives from up to 100 countries, representing 500 different international sports federations, rights holders, businesses and other sporting organisations to the Gold Coast.

TEQ and the City of Gold Coast will leverage SportAccord 2019 to secure high value major sporting events in Queensland and the Gold Coast over the next 10 years.

“

It's a significant event on the global sports business calendar and signals Australia's capacity to create enduring legacies from major sporting events, such as this year's Commonwealth Games.

Matt Carroll, AOC Chief Executive

”

“

The 17th edition of SportAccord will be a special one, as it will help mark the one-year anniversary of the delivery of a successful Commonwealth Games and will provide the chance for our delegates to embrace all the qualities and opportunities the Gold Coast and Queensland has to offer.

**The Late Patrick Baumann,
Former President of SportAccord
and GAISF**

”

3.5 High performance sport

The City of Gold Coast's *Sports Attraction Program* is positioning the Gold Coast as a destination for elite sport, attracting 19 high performance training camps in 2016-17, and generating more than \$1.4 million into the economy.

Aided by hosting the GC2018, the City of Gold Coast has continued to expand its sports attraction program and generate greater outcomes for the local sports industry. Since 2016, several new peak sporting organisations have relocated to the Gold Coast including:

- Squash Australia
- Triathlon Australia
- Mountain Bike Australia
- Federation of International Basketball Association (FIBA) Oceania.

Negotiations with other sporting bodies are ongoing with the City of Gold Coast setting a target of attracting one peak sporting organisation per year.

By securing major sporting events, peak sporting organisation headquarters and high performance training camps, the Gold Coast has become a city recognised internationally for elite sport.

GC2018 raised the profile of the Gold Coast as an event destination achieving:

- the 2018 World Festival and Events City title by the International Festival and Events Association.
- 15th globally in the 2018 SportBusiness Ultimate Sports City Awards.
- 18th globally in the 2018 Global Sports Impact Cities Index.



SQUASH NATIONAL HEADQUARTERS NOW AT THE GOLD COAST

GC2018 squash events were held at the Oxenford Studios in the largest Sound Stage built in the southern hemisphere. After the Games, six squash courts were relocated to the Carrara Indoor Sports Stadium. The reuse of these GC2018 sports assets have established the Gold Coast as the new National Squash Centre and National High-Performance Programme.

In September 2018, the Carrara centre hosted the World Squash Federation World Coaches Conference and the inaugural Australian National Club Championships. In 2019 the Carrara centre will host the World Doubles Championships.

GC2018 CREATING OPPORTUNITIES FOR HIGH PERFORMANCE SPORT

'The Value of Sport' event, held as part of *Trade 2018* during GC2018, was one of the largest events, showcasing the Gold Coast and Queensland as sports destinations. The event brought together government, academic, business and sporting perspectives to explore the value, power and influence of sport beyond the playing field.

A second Memorandum of Understanding (MOU) between the City of Gold Coast and Papua New Guinea (PNG) was signed at the event. The memorandum further strengthens the Gold Coast's and PNG's relationship in supporting the development of sporting athletes and administrators through training and leadership camps on the Gold Coast.



3.6 Greater levels of customer service

Games Partners leveraged GC2018 to inspire greater levels of customer service on the Gold Coast and in Queensland. Initiatives delivered in the lead-up to and during the Games included *Be My Guest* training, the introduction of the Gold Coast Greeter Program, integrated visitor app, and industry awareness resources and training enabling businesses to 'Be Games Ready'. The positive results of the GC2018 Visitor Study show that visitors had a great experience across GC2018 event cities.

3.6.1 *Be My Guest*

The *Be My Guest* program was designed to drive service excellence for the tourism and hospitality industry to deliver great guest experiences that promoted Queensland and their local regions as premier destinations. The program began on the Gold Coast in 2016 and was extended to include workshops in Brisbane, Townsville and Cairns.

Be My Guest workshops were delivered to leaders, managers and front-facing staff from the tourism and hospitality and wider business community across Queensland. Feedback received from workshops has been extremely positive.

An online version of the *Be My Guest* Program was also launched in December 2017, enabling the tourism industry across Queensland access to the program.

3.6.2 Greeter Program

The City of Gold Coast implemented a greeter program providing meet and greet, orientation and local advice to improve overall visitor experience. The Gold Coast Greeter Program included the supply of visitor servicing collateral and training was extended to include GC2018 volunteers.

3.6.3 GC2018 Visitor App

An integrated visitor app was developed for the Games to support visitor orientation and to enhance the Gold Coast's reputation as a welcoming and easy to navigate tourism destination.



The visitor app gave up-to-date Games information including access to GC2018 spectator information and entertainment, journey planner, event results and news, updates and venue information. The City of Gold Coast is looking at broadening the app for ongoing visitor use in the region.

Be My Guest highlights

- **More than 3100** tourism and hospitality industry workers in host and event cities provided with training
- **100% satisfaction** rating of surveyed *Be My Guest* workshop participants
- **900** attendees to the *Be My Guest* mega event on 7 February 2018
- Workshop feedback -

“

All of it was beneficial! Really found benefit in the group sharing of ideas, learning, experiences and perspectives.

Encourages excellent guest experience in this wonderful region.

What a wonderful idea to have a workshop like this to inspire us to focus on what we have and how to deliver our region to others.

It's absolutely fundamental for the region to come together at Games time ...if you can emotionally connect with your guests that's what makes the experience unique.

”

3.7 Indigenous tourism

The Office of the Commonwealth Games and TAFE Queensland delivered Creating Tracks, a small business training program for Indigenous businesses in the hospitality, tourism and arts industries. Delivered between November 2017 and March 2018, Creating Tracks offered workshops, practical marketing sessions and one-on-one mentoring. It was the first time a program of this nature was delivered to Indigenous Queensland businesses operating within the hospitality, arts and tourism industries.

Creating Tracks delivered 102 workshops to more than 160 business across Queensland. Twenty of these businesses received additional mentoring and coaching support.

Seventeen Creating Tracks businesses secured outcomes as a result of GC2018. Thirteen of these businesses participated in the inaugural Meeanjin Markets and a further four businesses secured outcomes through showcasing opportunities.



The Creating Tracks Hospitality and Tourism Expo was held on the Gold Coast in February 2018 attracting more than 200 people. The expo assisted Aboriginal and Torres Strait Islander businesses to leverage hospitality, tourism and arts opportunities from GC2018. Eighteen South East Queensland Aboriginal and Torres Strait Islander businesses participated in the expo, pitching their products to industry.

Four tourism businesses participating in Creating Tracks were sponsored to attend the World Indigenous Tourism Conference in New Zealand from 15-18 April 2018. The conference provided the opportunity for businesses to further develop skills and gain international insights into the global Indigenous tourism market.

TEQ also featured Aboriginal and Torres Strait Islander tourism experiences in GC2018 marketing activities, including a double page feature on Aboriginal and Torres Strait Islander tourism experiences in the GC2018 Discover Queensland brochure.

3.8 Accessible tourism

Tourism Research Australia estimates that 1.3 million Australians with a disability contributed approximately \$3.2 billion, or four per cent of the total domestic tourism spend in Australia.¹⁸ As the largest para-sports program of any Commonwealth Games, GC2018 Partners focused on delivering activities to improve accessible and inclusive tourism in Queensland:

- **Six Simple Steps to Accessible and Inclusive Tourism Guide** - provides small business, tourism and hospitality industries additional guidance to help them gain market share in the accessible market.
- **Accessibility Gold Coast Guide** – launched in November 2018, the guide assists residents and visitors to the Gold Coast to obtain information about accessible accommodation, dining options and experiences in key areas.
- **Everyone can enjoy a beach experience** - this beach access program was implemented on a permanent basis to improve access to Gold Coast beaches. Beach wheelchairs and/or beach matting are available at local Surf Life Saving clubs.

- **Mobility maps** - mobility maps were developed for Southport CBD, Broadwater Parklands, Surfers Paradise and Broadbeach on the Gold Coast.
- **Network of recharge points** for mobility devices are now available at 11 Gold Coast facilities including council libraries and community centres.

3.9 Visitor information

In preparation for the Games, the Surfers Paradise Visitor Information Centre was upgraded and Visitor Information Centre Pods were built and located in GC2018 entertainment precincts at Southport, Broadbeach and Coolangatta.

Visitors to the Gold Coast will continue to benefit from the upgraded Visitor Information Centre at Surfers Paradise, while the portable information pods will be utilised by the City's Arts and Culture program.

¹⁸ Tourism Research Australia, Accessible Tourism in Victoria and Queensland; 2018





4 OPPORTUNITIES

GC2018 has provided opportunities to continue positioning the Gold Coast as a city for elite sport and the Gold Coast and Queensland as tourism destinations of choice.

GC2018 has elevated the Gold Coast and Queensland's reputation as a world-class major events destination, helping to deliver on Queensland's goal of growing the value of the Queensland Events Calendar to \$1.5 billion by 2025.¹⁹ The SportAccord 2019 Summit to be held on the Gold Coast will further amplify Queensland's major event hosting reputation.

With new and upgraded GC2018 venues and transport infrastructure and increased capability in hosting mega-events, the Gold Coast has set a target to increase the economic contribution of the major events sector by 60 per cent by 2025. To achieve this target, the City of Gold Coast has earmarked an additional \$1 million a year for strategic event acquisition.

Future events secured as a result of the Games will continue to be monitored and will be reported in the GC2018 Final Evaluation Report in 2023.

The City of Gold Coast has been successful in attracting peak sporting organisations to relocate to the Gold Coast. The City of Gold Coast's Sport Plan has set a target to attract one peak sporting organisation each year to relocate to the Gold Coast. A target to increase the number of high performance teams training on the Gold Coast has also been set as well as strengthening partnerships formed with developing Commonwealth nations through sport diplomacy activities.

The impact of GC2018 marketing and engagement activities will continue to be realised after the Games. GC2018 is forecast to attract an additional 448 000 visitors to Queensland over the four years after the Games. Tourism trends will be monitored with outcomes reported in the GC2018 Final Evaluation Report in 2023.

¹⁹ Tourism and Events Queensland, *TEQ Events Strategy 2025*, June 2017; Brisbane.

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

The status of four GC2018 benefits linked to tourism achievements are examined below. Monitoring of Gold Coast's growing reputation as a city for elite sport and Queensland and the Gold Coast as tourism destinations of choice will be reported in the GC2018 Final Evaluation Report.



| Benefit ID | Tourism Achievements – Benefit and related outcomes | Status |
|------------|--|--------|
| 3 | <p>The Gold Coast is recognised internationally as a city for elite sport</p> <ul style="list-style-type: none"> • More than 100 national and international events and programs secured as a result of hosting GC2018. • Nineteen high performance training camps held on the Gold Coast, generating more than \$1.4 million into the economy. • Gold Coast recently being awarded: <ul style="list-style-type: none"> » 2017 and 2018 World Festival and Event City title. » 18th globally in the Global Sports Impact Cities Index. » 15th globally in the SportBusiness Ultimate Sports City Award. <hr/> <ul style="list-style-type: none"> • Analysis of new high value national and international events secured as a result of GC2018 venues and infrastructure. • Examining the number of high performance sport teams and visits to the Gold Coast. | ✓ |
| 10 | <p>The GC2018 Queen’s Baton Relay builds engagement, trade and tourism opportunities domestically and internationally</p> <ul style="list-style-type: none"> • Tourism marketing campaigns in priority Commonwealth markets delivered alongside the Queen’s Baton Relay. • The domestic legs of the QBR reached a cumulative national audience of almost 305 million and an advertising value equivalent of almost \$43 million. • <i>Trade 2018</i> international events in seven priority Commonwealth trade and investment markets coinciding with the Queen’s Baton Relay. | ✓ |
| 15 | <p>GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland</p> <ul style="list-style-type: none"> • 93% of visitors had an excellent or good experience at GC2018. • 3100 hospitality and tourism workforce participated in customer service training in event cities. | ✓ |
| 16 | <p>The Gold Coast and Queensland are tourism destinations of choice</p> <ul style="list-style-type: none"> • GC2018 Visitor Study found that: <ul style="list-style-type: none"> » 92% rated the event city as excellent or good to visit. » 87% likely or very likely to return. » 85% likely or very likely to recommend. • With an estimated global audience of 1.5 billion, the Gold Coast and Queensland were showcased as must see tourism destinations. • GC2018 domestic media coverage generated more than \$30 million to the Gold Coast and Queensland Tourism brand. • In the United Kingdom nearly \$19 million in media value was generated by GC2018. | ➤ |

Legend: ✓ Completed ➤ Ongoing ✗ Not achieved



Getty Images

TRADE 2018

1 AT A GLANCE

GC2018's trade and investment program, *Trade 2018*, showcased the Gold Coast and Queensland as a destination to invest and to do business.

Trade 2018 was primarily an economic leveraging, promotional and relationship building initiative. It enhanced international and domestic opportunities to promote business, trade and investment for Queensland and the Gold Coast, and improved international business reputation. The GC2018 sporting event spectacle provided a vehicle for much of the engagement, with international trade interest leveraged over 14 months leading up to the Games.

From an Australian perspective, *Trade 2018* was one of the most extensive business, trade and investment

engagement campaigns for an international sporting event. The program involved comprehensive engagement and showcasing opportunities across seven priority industry sectors and seven priority markets. International and local business leaders championed *Trade 2018*, extending reach and strengthening engagement.

Through the exposure generated by *Trade 2018*, additional exports and foreign direct investment of around \$840 million are estimated over the four years post-Games¹.

Gold Coast 2018 Commonwealth Games Trade and Investment Program

Lead.

Strengthen Queensland's international business and government relationships



2500+ attendances at **32** *Trade 2018* events and site visits across Queensland



64% of delegates established new contacts with Australian businesses*

1800 delegates attended

25% were interstate or international

The Gold Coast Health and Knowledge Precinct will support up to **26 000 jobs** at its peak



More than **95 domestic and internationally renowned speakers**

94% of delegates

rated their overall *Trade 2018* experience 'excellent' or 'good'*



Trade 2018 delegate app **downloaded more than 900 times**

6 373 985 impressions on Twitter and Instagram in April 2018



58 183 unique page views on commonwealthhouse.com.au

¹ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study, Gold Coast; 2018.



Expand.

Provide a catalyst for export and investment attraction



The Games are expected to generate additional exports and foreign direct investment of around **\$840 million** in the four years post-GC2018

42% of delegates report improved capability to expand or grow their business in Australia*

Future development of the Gold Coast Health and Knowledge Precinct valued at **\$1 billion** over the next 20 years



64% of international delegates 'extremely' likely or 'likely' to increase investments in Australia or buy Australian goods or services following *Trade 2018**

Inspire.

Act as a platform to showcase Queensland to the world

International activations in **7 priority markets** alongside Queen's Baton Relay



38 international delegations from **26** countries

Trade 2018 is one of the **first major integrated business programs** of its kind



17 dignitaries attended *Trade 2018* through the Dignitary Visit Program, as part of the GC2018 State Protocol Plan



82% of delegates report the *Trade 2018* program improved their perception of Queensland as a destination to do business*

7 priority sectors



Trade 2018 partners

Led by the Queensland Government in partnership with the City of Gold Coast, and supported by the Australian Government

AUSTRALIA'S **GOLDCOAST™**



Queensland Government
Australia

*Results based on a survey of 223 delegates to the *Trade 2018* Games Time Trade and Investment Program

2 TRADE 2018

Commonwealth trade and investment

Trade and investment across the Commonwealth is strong and continues to grow. Reaching around US\$560 billion in 2016, trade among Commonwealth countries is projected to exceed US\$1 trillion by 2020.²

Around 2.4 billion people live in the Commonwealth, 60 per cent of whom will be under 30 by 2020. The Commonwealth's combined Gross National Income of US\$10.7 trillion is also expected to rise to US\$14 trillion by 2020.

Although the Commonwealth is not a formal trading bloc, the 53 Commonwealth nations enjoy a formidable trade advantage.

Commonwealth countries, on average, trade around 20 per cent more with each other and generate 10 per cent more investment.³

Queensland's two-way trade with Commonwealth countries in 2016-17 was valued at almost \$22.4 billion, with Queensland's \$15.6 billion of sales to member nations accounting for 23.5 per cent of the state's total exports for the year.⁴ The following figures highlight Queensland's key Commonwealth export markets and Australia's key Commonwealth inward direct investment markets.



² Commonwealth Secretariat, Trade Horizons: Special Edition of the 2018 Commonwealth Trade Review for the XXI Commonwealth Games; 2018

³ Ibid

⁴ Queensland Government Statistician's Office, Queensland Treasury, *Queensland Government trade report: Commonwealth countries; 2016-17*

Figure 3.1 Queensland's key Commonwealth export markets⁵

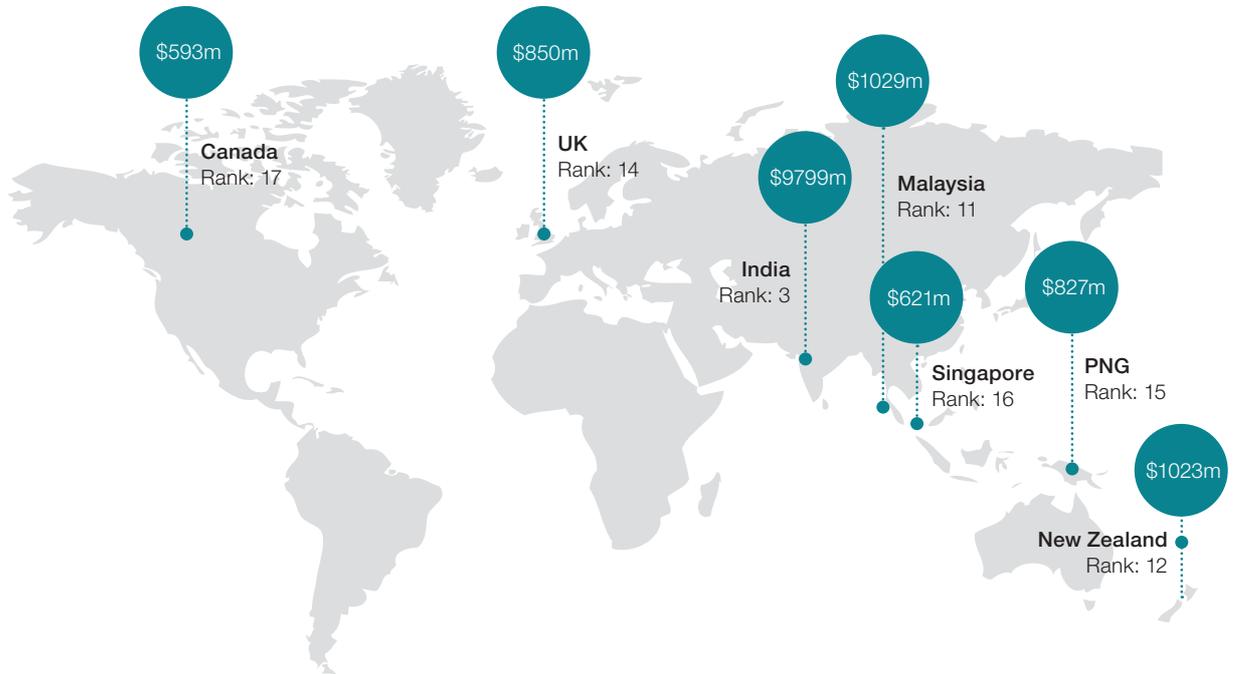
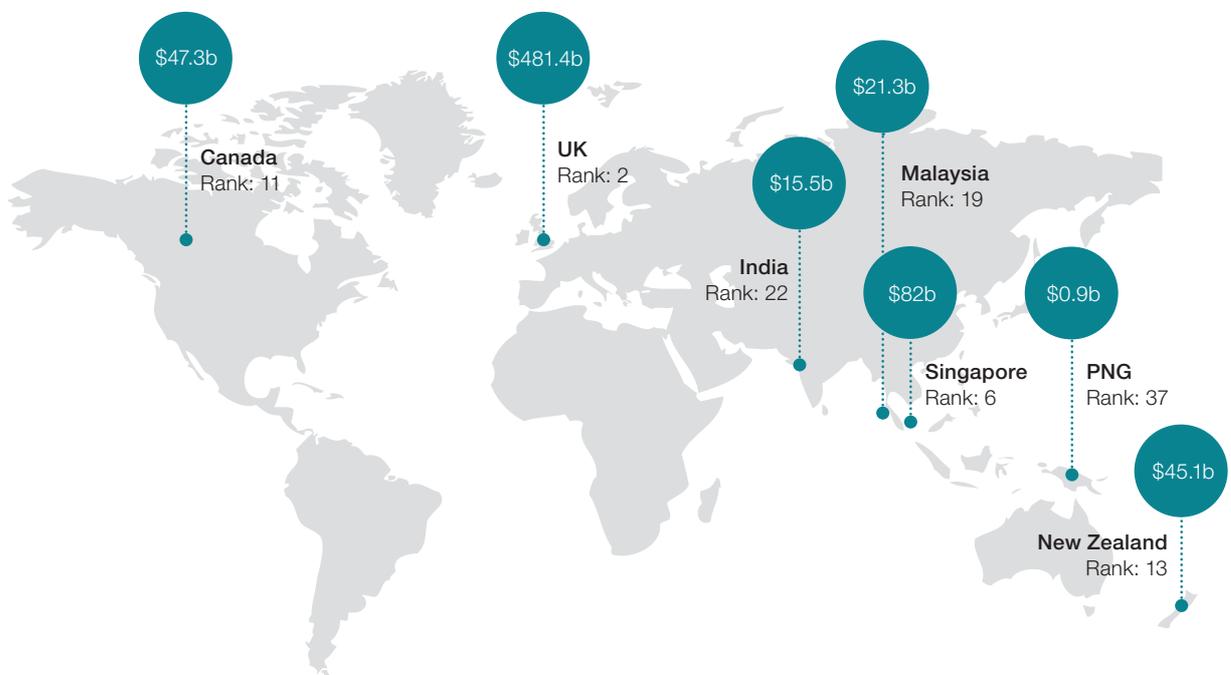


Figure 3.2 Australian Commonwealth Inward Direct Investment Markets, A\$ billion, 2017⁶



⁵ Queensland Government Statistician's Office, Queensland Treasury, Queensland Government Trade Reports 2017-18, based on Australian Bureau of Statistics, Foreign Trade, unpublished data. Ranking is based on all Queensland export trade markets

⁶ Department of Foreign Affairs and Trade, Statistics on who invests in Australia, 2017, based on Australian Bureau of Statistics catalogue 5352.0 – Table 2. Foreign Investment in Australia: Level of Investment by Country and Country Groups by type of investment and year, 2017. Ranking is based on all Australian inward direct investment source markets

Program background

Trade 2018 was an extensive trade and investment program developed to leverage GC2018. The program was led by the Queensland Government, through the Office of the Commonwealth Games (OCG) and Trade and Investment Queensland (TIQ), in partnership with the City of Gold Coast, and supported by the Australian Government.

Trade 2018 was officially launched in London in March 2017 with the official commencement of the GC2018 Queen's Baton Relay from Buckingham Palace. The program was co-launched by the Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, and Tom Tate, Mayor of the City of Gold Coast, at the Queensland Government Reception on 14 March 2017.



We are going for gold for Queensland as part of this very important London visit that comes at a pivotal time for the Commonwealth and its new trade agenda. We are committed to driving economic opportunities for the state and our significant investment in the Commonwealth Games is an investment in the future.

The Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade



Trade 2018 took place as the Commonwealth undergoes historic change, with an uncertain global economy affecting businesses, countries, Commonwealth organisations, and the Games itself. This includes significant reform for the United Kingdom (UK) following their June 2016 referendum to leave the European Union (EU). Hosting the Games during a time of significant change in the Commonwealth presented a unique trade and investment opportunity for the Gold Coast, Queensland and Australia.



Fostering trade and investment across the Commonwealth family is a vital companion to the superlative sporting feats that take place during the Games. Our Commonwealth House is a welcoming hub for anyone wanting to explore business opportunities, so come along and find out why we are way ahead.

Tom Tate, Mayor, City of Gold Coast



Objectives

The primary objective of *Trade 2018* was to use GC2018 as a vehicle for engagement, to strengthen trade and investment ties across the Commonwealth and boost Queensland's international business profile. A focus for engagement was to support the economic diversification of the Gold Coast region by attracting international investment interest in the Gold Coast Health and Knowledge Precinct (GCHKP).

Trade 2018 had three strategic objectives of the program:

- Lead - Strengthen Queensland's international business and government relationships
- Inspire - Act as a platform to showcase Queensland to the world
- Expand - Provide a catalyst for export and investment attraction.

The program focused on seven priority Commonwealth markets:

- Canada
- United Kingdom
- India
- Malaysia
- Singapore
- New Zealand
- Papua New Guinea.

Investment opportunities associated with GC2018 extended beyond sport and events to other sectors of the economy. *Trade 2018* was strategically designed to highlight trade and investment opportunities across seven priority sectors:

- Health and knowledge (including investment in the GCHKP)
- International education and training
- Food and agribusiness
- The business of sport (including major event capability)
- Marine manufacturing and craftsmanship
- Film and television production
- Innovation and entrepreneurship.

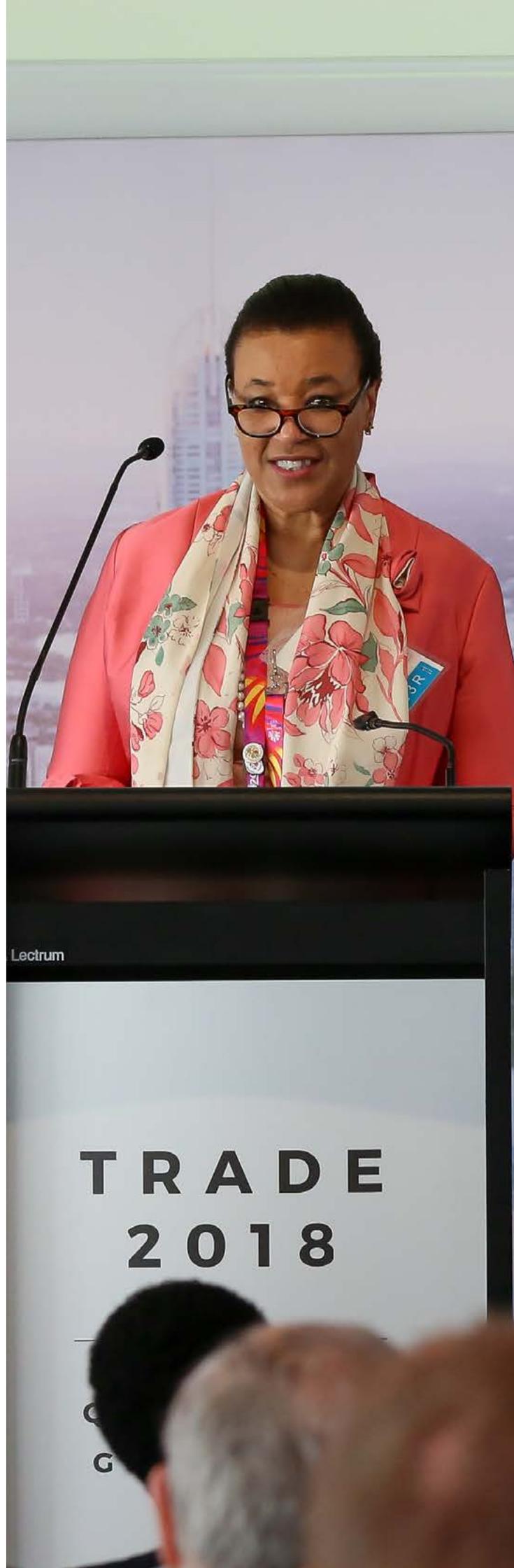
Implementation model

A review of the Glasgow 2014 Commonwealth Games' trade program recommended it would have benefited from activations commencing before the Games. This was taken into consideration in the planning for GC2018's *Trade 2018*, resulting in the development of a phased implementation model for engagement, to maximise trade and investment opportunities.

Trade 2018 created engagement opportunities for government and business leaders across the Commonwealth through three integrated phases:

- Phase 1 (Jan-Dec 2017): International activations in priority markets coinciding with the Queen's Baton Relay
- Phase 2 (Feb 2017-Mar 2018): Inbound activations, with inbound business and trade missions from key international markets in targeted industry sectors
- Phase 3 (Mar-Apr 2018): Games-time activations, with a parallel program of trade and investment-focused activities, including the activation of Commonwealth House.

Trade 2018 involved an initial period of broad engagement which facilitated the development of key relationships and identification of opportunities. This in turn supported narrower targeting of engagement around those opportunities, and for key industry, business and government leaders from around the world to be invited to join the *Trade 2018* Games Time Trade and Investment Program held on the Gold Coast. Work is ongoing to convert trade and investment enquiries into longer term business relationships.



3 ACHIEVEMENTS

Trade 2018 enhanced international and domestic opportunities to promote trade and investment for Queensland and the Gold Coast. Through the *Trade 2018* program and the exposure generated by the Games for businesses and investment opportunities, total induced export sales is estimated to be \$168.8 million per year across the four years of the post-Games period. In addition, business migration to the Gold Coast region is forecast to result in foreign direct investment outcomes of \$41 million per year.⁷

In total, growth in trade and investment as a result of the Games is now estimated to be worth \$840 million over the four years post-Games. This has been largely driven by the opportunities identified through the *Trade 2018* program, outlined in the *Trade 2018* evaluation report.⁸

Trade and Investment Queensland and the City of Gold Coast are now actively following up business, trade and investment leads from the delegates who took part in the *Trade 2018* program.

3.1 Engagement scope

Phase 1 – International activations

Trade 2018 undertook a campaign of international activations in Queensland’s seven priority Commonwealth trade and investment markets. To leverage the interest in the Games, the international activations were scheduled to coincide with the Queen’s Baton Relay international route.

- United Kingdom – 12 to 15 March 2017
- Canada – 24 July to 1 August 2017
- India – 28 September to 5 October 2017
- Malaysia – 18 to 21 October 2017
- Singapore – 23 to 27 October 2017
- Pacific – 6 to 10 November 2017
- New Zealand – 30 November to 1 December 2017
- Papua New Guinea – 4 to 5 December 2017.



Almost 3200 business, trade and investment contacts from key international industry, government and bilateral business organisations were involved in more than 120 engagements in Phase 1 of the *Trade 2018* program.

Highlights of *Trade 2018* international activations are included in the Ahead of the Games Report.⁹

⁷ Griffith University, The economic impacts of the Gold Coast 2018 Commonwealth Games – 2018 study, Gold Coast; 2018

⁸ Queensland Government, *Trade 2018* Evaluation Report, website to be included; 2018

⁹ Queensland Government, Ahead of the Games Report: Evaluation report for the Gold Coast 2018 Commonwealth legacy program, Brisbane; 2017

Phase 2 – Inbound activations

Trade 2018 leveraged inbound activations to promote Queensland's comparative advantages and showcase Queensland as an ideal location to do business and invest.

In the year leading up to the Games, *Trade 2018* hosted 21 inbound trade and investment missions and engagements with delegates representing more than 17 countries.

A survey of delegates hosted on some of the engagements revealed a high level of satisfaction with their visit (9.1 out of 10), raised awareness and consideration of collaboration opportunities on the Gold Coast (8.9 out of 10) and increased knowledge of GC2018 (8.8 out of 10).



*included site visit to Gold Coast Health and Knowledge Precinct



CASE STUDY The Australasian Bioenergy and Bioproducts Symposium

October 2017

Queensland's bio-economy within the food and agriculture sector was a priority focus for the *Trade 2018* program. *Trade 2018* took an active role at the 2017 Australasian Bioenergy and Bioproducts Symposium (TABBS), presenting the linkages between the *Trade 2018* program and commercialising opportunities across the bio-economy, with a focus on the Tropics. The symposium helps to ensure the bio-economy opportunities in Queensland are leveraged to deliver their maximum potential.

For the first time the TABBS conference took to the road, holding events in Gladstone, Rockhampton, Mackay and Townsville, ahead of the wider conference event in Brisbane which included more than 250 attendees from more than a dozen international markets. *Trade 2018* participated in a panel session on future opportunities at the GC2018 Event City of Townsville, and delivered a feature presentation on the linked opportunities around the GC2018 Trade and Investment program as a plenary session in Brisbane.

Phase 3 – Games-time activations

The *Trade 2018* Games Time Trade and Investment Program, run concurrently with GC2018 from 3 to 16 April 2018, included a range of trade and investment events, activities and site visits. The program provided an opportunity for leaders across the Commonwealth, and international investors and buyers, to meet and network with local businesses and directly experience the depth of expertise available in Queensland.

More than 2500 attendances were recorded across 32 *Trade 2018* events and site visits held on the Gold Coast, Brisbane, Townsville and Cairns. Results from the *Trade 2018* Games Time Delegate Feedback Survey reveal two-thirds of the delegates held either executive (e.g. CEO, CFO, CIO) or management positions or roles.

A strategic delegate attraction program resulted in 38 international delegations bringing 319 delegates from 26 countries to participate in the Games-time program.

The *Trade 2018* Games-time program attracted some of the world's leading business people and entrepreneurs to the Gold Coast. More than 95 domestic and internationally renowned speakers and thought leaders shared trends and opportunities for business collaboration and highlighted Queensland's diverse specialist industry capabilities across the priority sectors.

Trade 2018 showcased the Gold Coast and Queensland's investment opportunities and industry capabilities with a focus on the priority sectors. This also included site visits in Cairns and Townsville to highlight the business opportunities and capabilities of industry in regional areas of Queensland.



CASE STUDY

Commonwealth House

The majority of the *Trade 2018* Games-time business events and activities were hosted at Commonwealth House. Set against the stunning backdrop of Kurrawa Beach at Broadbeach, Commonwealth House was a purpose-built temporary venue to inspire media, business and trade partners with a uniquely Queensland and Gold Coast 'toes in the sand' experience during GC2018.

With a capacity to host functions of up to 200 people, Commonwealth House was the central business and media hub for the Games-time activations. The picturesque location was close to transport links, accommodation and a variety of dining options. It was also within walking proximity to the Festival 2018 live site at Broadbeach and key GC2018 competition venues featuring basketball, netball and lawn bowls. Commonwealth House also included the Gold Coast Media Centre, providing direct links to visiting international media.

“

I will never forget the spectacular venue that was Commonwealth House

Young-Hoon Jung, President,
Envac Korea

”



CASE STUDY Major Event Business Forum

The Major Event Business Forum, held on 13 April, represented the culmination of several years of engagement and planning which informed the approach to supporting the business of sport as a priority sector.

The business of sport as a sector provides a critical intersection between government and business, with each playing a key role in accessing major event opportunities and maintaining and developing major event knowledge and networks. Significant change is occurring in the major event delivery model with implications for both government and business.

Accordingly, engagement through *Trade 2018* for the Major Event Business Forum focused on partnerships between key government organisations and industry partners to enhance their capability and coordination, and pursue key areas of capability and strategic opportunity for Queensland. These partners included:

- Government organisations – City of Gold Coast, Trade and Investment Queensland (TIQ), Tourism and Events Queensland (TEQ), and Australian Government, and
- Industry partners – Optus (Official Games Network Partner), KPMG Australia (Official Games Professional Services Supporter), Populus (International specialist in stadia design), and Dentsu Sport Asia (Influential sports marketing agency covering Asian markets).

The forum explored the changes in the global events market, from the decade of preparations leading up to GC2018, to the Commonwealth Games Federation's (CGF) announcement of a new Games Delivery Model in 2017, and the future opportunities this presents for business.

CASE STUDY Profiling the Gold Coast Health and Knowledge Precinct

Profiling the Gold Coast Health and Knowledge Precinct (GCHKP) as an international hub for business, research and development was also central to the Games-time activations.

A primary focus of *Trade 2018* was to profile and support the economic diversification of the Gold Coast region by boosting Queensland's business profile and attracting international investment interest in the Gold Coast Health and Knowledge Precinct (GCHKP). Asia-Pacific's emerging health and innovation hub, the 200-hectare GCHKP is a unique global business location for high-tech industry development, research collaboration and jobs of the future, transforming Australia's leading lifestyle city.

Supported by the Queensland Government, City of Gold Coast, Griffith University and Gold Coast Health, the GCHKP is home to the world-class Griffith University (including the leading Institute for Glycomics), the Gold Coast University Hospital, a major Australian teaching hospital, and the cutting-edge new Gold Coast Private Hospital. The precinct offers a combination of expertise, infrastructure, land and lifestyle unique to Australia, and an exceptional opportunity to facilitate and encourage:

- research and development,
- commercial opportunities in health, medicine and technology, and
- growth and attraction of skilled workers.

The GCHKP offers investors unique opportunities for industry development and research development in a global business location, and investor interest is already strong, with four sites already earmarked for \$200 million in commercial development post-Games.



3.2 Engagement quality

Lead – Strengthen Queensland's international business and government relationships

Trade 2018 targeted delegates with strategic value that could provide support to the delivery of the program and/or represented high-value networks with potential ongoing value to Queensland in the future.

Case studies in this section demonstrate how the *Trade 2018* activations created meaningful opportunities for businesses and governments across the Commonwealth, leading to stronger trade ties and relationships that have the potential to deliver investment and export outcomes for Queensland.

Commonwealth stakeholder relationships were developed and strengthened throughout the planning and implementation of *Trade 2018*.



CASE STUDY *Trade 2018* partnership - Torch

- A preliminary inbound mission to Queensland was delivered in May 2017, when 24 members of China's High Technology Industry Development Center, Torch inbound delegation toured health, education and research facilities in Brisbane and on the Gold Coast, including a visit to the Gold Coast Health and Knowledge Precinct (GCHKP).
- Following the mission, Queensland Health continued discussions around collaboration opportunities and further developed the relationship with Torch, aiming to secure a *Trade 2018* Games-time delegation. This included an outbound market mission in late 2017.
- A Torch delegation of 21 members returned to Queensland for the *Trade 2018* program in April 2018 and attended a special GCHKP Showcase event.
- A Memorandum of Understanding was signed with the Queensland Government on 3 April 2018 to establish the Queensland-Torch Health and Medical Precinct in the GCHKP. The Precinct will become Torch's first overseas health and medical precinct and is expected to attract direct investment into health and medical research in Queensland, becoming a hub linking universities, research institutes and hospitals with partners in China, driving economic growth, creating jobs and improving the health of Australian and Chinese people.

A strategic partnership between the Queensland Government and the Commonwealth Enterprise and Investment Council (CWEIC) - the Commonwealth's official trade organisation – was agreed ahead of the launch of the Queen's Baton Relay and *Trade 2018* in March 2017. Among the opportunities this presented in the lead-up to and during the Games-time activations, the CWEIC Chairman led a delegation of 20 Commonwealth First Export Champions to GC2018 in April 2018, providing an opportunity for United Kingdom small and medium-sized enterprises (SMEs) to connect with Queensland's entrepreneurial businesses.

The partnership with China's High Technology Industry Development Center, Torch, presents an excellent example of the extent and quality of an engagement delivering the strategic objectives of the *Trade 2018* program.



CASE STUDY India's Ascent and Strategic Roundtable

- *Trade 2018* leveraged the Australia India Business Council (AIBC) and Federation of Indian Chambers of Commerce and Industry (FICCI) networks (active chapters in Sydney, Melbourne, Brisbane, Adelaide, Perth and Canberra) to attract delegates with close relationships to federal and state government agencies, the diplomatic corps and industry bodies in both Australia and India.
- The India's Ascent event attracted more than 120 attendees, bringing investors, entrepreneurs, SMEs and corporates together with government and diplomatic representatives from across the Commonwealth to gain a greater understanding of the Australia-India trade and investment landscape and explore business opportunities.
- The Strategic Roundtable was attended by 40 invited guests from India and Australia and provided an opportunity for focused dialogue on strategic themes arising from the forthcoming Australia India Trade Strategy.
- The event attracted high calibre speakers and delegates, including the lead on the development of Australia's India Economic Strategy, Mr Peter Varghese AO, Chancellor of the University of Queensland. This ensured high level representation from key sectors and organisations engaging in trade and investment with India and Australia, with a focus on Queensland.
- Events were also attended by the Honourable Ishwarsinh Patel, Minister of State, Government of Gujarat, His Excellency Dr Ajay M. Gondane, High Commissioner of India to Australia, and several prominent business people from India and the Indian diaspora in Australia.
- At the Strategic Roundtable dinner, the Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade, committed to lead a mission to India to progress opportunities for Queensland trade and investment. Following GC2018, the Honourable Kate Jones MP launched the Queensland – *India Trade and Investment Strategy 2018-2023* at a trade mission to India in November 2018.



CASE STUDY **Value of Sport: Maximising Opportunities in the Commonwealth**

The Value of Sport event highlighted sports diplomacy across the Commonwealth. It was led by the Queensland Government and City of Gold Coast in collaboration with the Commonwealth Secretariat, Department of Foreign Affairs and Trade (DFAT), and Griffith University.

The event was a product of early engagement between the partners in the lead-up to and following the launch of the *Trade 2018* program in London in March 2017. It was distinct from the broader Commonwealth House and *Trade 2018* program because it wasn't focused specifically on trade and investment issues and outcomes. Rather, it explored the different ways society and the economy benefit from sport, and how these benefits can be maximised. The event was held on 6 April 2018, coinciding with the International Day of Sport for Development and Peace, and featured the third annual Commonwealth debate on Sport and Sustainable Development, that 'Sport pays for itself in the Commonwealth'.

In addition to raising awareness of Queensland and the Gold Coast, the influential audience was able to learn about the international leadership and program innovation demonstrated under *Trade 2018*. Speakers at the event included:

The Honourable Kate Jones MP – Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, Queensland Government

Tom Tate – Mayor, City of Gold Coast

Senator The Honourable Bridget McKenzie – Minister for Sport, Australian Government

The Right Honourable Patricia Scotland QC – Commonwealth Secretary-General

His Excellency Sir Peter Cosgrove – Governor-General of Australia.

Senator The Honourable Fortuna Belrose – Minister of Local Government and Culture, St Lucia and Regional Vice-President (Caribbean) of the Commonwealth Games Federation

Dame Katherine Grainger DBE – UK Sport Chair and Olympic Rowing Champion

Tracey Holmes – ABC Senior Reporter and Presenter

Kate Palmer – CEO, Australian Sports Commission

Oliver Dudfield – Head of Sport for Development and Peace, Commonwealth Secretariat

The Honourable Alexander Downer AC – High Commissioner to the United Kingdom and Former Australian Government Minister for Foreign Affairs

The Honourable Wesley Raminai MP – Papua New Guinea Vice Minister for Sport



Inspire – Act as a platform to showcase Queensland to the world

Trade 2018 took advantage of a time of historic change in Commonwealth trade relations to showcase the Gold Coast, Queensland and Australia to high profile stakeholders in key trade and investment markets as ideal destinations to invest and do business.

Delegates with a significant profile or influence of value to Queensland were engaged to experience the Gold Coast and Queensland through *Trade 2018*. This approach helped to ensure delegates returned to their home countries and shared a positive experience.

A number of high profile and significant engagement opportunities were realised throughout the *Trade 2018* program and beyond, including:

- GCHKP Showcase events provided an opportunity to project Queensland's current and developing capability across the health and knowledge sector to key international markets and high priority international delegates
- The Queensland and Commonwealth Collaboration and Showcase event held on 12 April was the catalyst for the development

and launch of the special edition of the Queensland's Regions Trading Globally prospectus and online portal.

A total of 76 delegates identified as influential business leaders from over 40 organisations across Australia and the Commonwealth participated in the *Trade 2018* Games Time Trade and Investment Program. In addition, 17 dignitaries attended *Trade 2018* through the Dignitary Visit Program, as part of the GC2018 State Protocol Plan.

Results from the *Trade 2018* Games Time Delegate Feedback Survey reveal the *Trade 2018* program increased the international business profile of the Gold Coast, Queensland and Australia, particularly for international delegates.

More than 90 per cent of respondents from overseas either agreed or strongly agreed that *Trade 2018* had improved their perception of the Gold Coast, Queensland and Australia as destinations to do business.

Expand – Provide a catalyst for export and investment attraction

Leveraging the Games to secure trade and investment outcomes through the *Trade 2018* program was critical to realising true economic benefits for Queensland from hosting the Games.

Trade 2018 helped demonstrate the value of the business of sport in Queensland to the United Kingdom-based organisers of the Six Day international track series cycling event. As a result, Madison Sports Group are staging the final of the track series in Brisbane from 2019 to 2021.

Following GC2018, two Queensland businesses that participated in the *Trade 2018* food buyer showcase, Youfoodz and Dairy-Free Down Under have secured their first export deals with Lawand Trade, a buyer who attended the showcase. Brisbane-based company Youfoodz secured a contract to provide their protein balls, protein ice creams and cold pressed juices to Malaysia and the Middle East. Gold Coast-based Dairy-Free Down Under grew their export market to six countries and are working on export deals to China, Japan and the United States.

“

Trade and Investment Queensland's Buyer's Showcase event during the Commonwealth Games helped introduce us to international markets and as a result we were able to begin exporting within our first year of launching Dairy-Free Down Under. As a direct result of these introductions and the back-up support by both TIQ and the Gold Coast City Council we've now been exporting since late October 2018. Each month, our export orders are growing. This is particularly helpful for our cashflow as we simultaneously build on our distribution within the Australian market.

**Kevin Flanagan, Director,
Dairy-Free Down Under**

”



The success of the *Trade 2018* Games-time program can be seen in results from the delegate feedback survey.

- Ninety-four per cent of delegates rated their *Trade 2018* experience as either good or excellent. The main factors contributing to delegates' positive experience include the:
 - » Networking opportunities for their company or organisation
 - » Relevance of the business contacts made
 - » Relevance of the program content for their business
 - » Quality of the speakers
 - » Location of Commonwealth House.
- Delegates reported that *Trade 2018* had increased their knowledge of the capabilities of industry in the Gold Coast, Queensland and Australia, as well as the business opportunities available for their company or organisation.
- More than 90 per cent leveraged the networking opportunities provided by *Trade 2018*, including making new business contacts and strengthening existing networks. Two-thirds of delegates (68%) intend to follow-up with at least one of the business contacts or networks developed at *Trade 2018*, and more than one in three (37%) report the contacts and networks developed are likely to influence the future success of their business.
- More than four in five delegates have already achieved, or expect to achieve, at least one outcome as a result of participating in *Trade 2018*, with the most popular being:
 - » An improved capability to expand or grow their business in Australia
 - » Identifying investment opportunities that may be beneficial for their business.
- More than one third of Australian delegates reported it is either likely or extremely likely they'll achieve export and/or investment deals as a result of their participation at *Trade 2018*. The majority of the new business is expected to eventuate within four years of the *Trade 2018* Games-time events, and around one quarter of the delegates expecting to achieve new export and investment deals expect the value of the new business to exceed \$1 million.
- Almost two-thirds of overseas delegates reported it is either likely or extremely likely they'll increase their investments in Australia and/or buy goods or services from Australia as a result of their attendance and participation at *Trade 2018*. Of these, one third expect the new business generated from *Trade 2018* will eventuate within one year (35%), and one in five expect the new business will exceed \$1 million.
- *Trade 2018* delegates were impressed with the Gold Coast and Queensland, and this positive experience has produced solid advocacy for the region. Delegates indicated a strong likelihood to return to the Gold Coast for business and/or leisure purposes (93%), and to recommend or encourage others to visit the Gold Coast (92%) and Queensland (96%).



CASE STUDY *Trade 2018* highlight – ICSA - CAYE Asia-Pacific launch

The Rt Hon. Patricia Scotland QC, Commonwealth Secretary-General, launched three initiatives to boost intra-Commonwealth trade and investment on 7 April. These included the Intra-Commonwealth Small and Medium-sized Enterprises Association (ICSA) and the Commonwealth Alliance for Young Entrepreneurs in the Asia-Pacific (CAYE), along with a new trade portal to assist business.





CASE STUDY *Trade 2018 Games-time activation – Retail Commerce Forum*

The Retail Commerce Forum, held on 6 April, secured new international buyers from across the Commonwealth and provided the opportunity to showcase local food and beverage sectors from the Gold Coast. The forum provided attendees with the opportunity to listen to expert speakers from around the world on retail (supermarket) and pharmacy related trends, and to network with highly qualified delegates to encourage trade opportunities.

With four keynote speakers and two panel sessions, delegates learned about the depth and uniqueness of manufacturers and brands in the food, consumer goods and pharmacy sectors, developed strong relationships and built new supply chain linkages from the Gold Coast region.

There were over 80 delegates in attendance, however only a small number of the retailers and distributors were currently sourcing product from Queensland, despite the favourable location and equally competitive shipping routes. Following the forum, most of the visiting delegates are expected to source product from the Gold Coast. There were several immediate export opportunities identified, and it is anticipated a number of medium to longer-term export opportunities will be fulfilled.



CASE STUDY *Trade 2018* outcome – Six Day Series international track cycling event

The *Trade 2018* program helped to demonstrate the value of the business of sport in Queensland, and provided the UK-based organisers of the Six Day Series international track cycling event, Madison Sports Group, with confidence to host the event in Queensland.

GC2018 promotions in 2017, including the QBR and *Trade 2018* launches in London, along with Tourism Australia, TEQ and City of Gold Coast campaigns, assisted in raising the international profile and awareness of Queensland as a potential event host. Madison Sports Group were referred to TIQ Europe's office in London and commenced discussions around bringing the event to Australia.

Madison Sports Group had initially considered Melbourne as a location for the event. The opportunity to attract the event to Queensland was created through the ability to build on the awareness and legacy of GC2018, including hosting the event at the Anna Meares Velodrome, a new world-class track cycling venue constructed for the Games. Further engagement between the organisers and the Queensland Government, Stadiums Queensland, TEQ and Brisbane Marketing followed, to progress the proposal.

In June 2018, the Hon. Kate Jones MP, Minister for Innovation and Tourism Industry Development and Minister for the Commonwealth Games, Queensland Government, announced the final of the Six Day Series event would be held in Queensland as part of a new world-class cycling festival commencing in 2019. The Brisbane Cycling Festival, which will also include a National Road Series event and the Cycling Australian Track National Championships, is expected to inject upwards of \$8 million into the Queensland economy each year of the three-year deal.

4 **TRADE 2018 OPPORTUNITIES**

Queensland and the Gold Coast have led the way in showing how the Commonwealth Games can support a new Commonwealth trade agenda. *Trade 2018* was one of the first major integrated business programs of its kind, including systematically leveraging the Queen's Baton Relay. *Trade 2018* demonstrates the broader economic potential of the Commonwealth Games and the model provides an innovative concept for future major sporting events.

Future realisation of the trade and investment opportunities raised through *Trade 2018* will be primarily led by Trade and Investment Queensland (TIQ) and City of Gold Coast. Both agencies will maintain direct links with participating stakeholders to ascertain specific outcomes from the leads identified and relationships created as a result of the *Trade 2018* program.

4.1 Implications for future Commonwealth Games

The phased model implemented for *Trade 2018* has opened discussions around leveraging the Commonwealth Games movement as a vehicle for trade and investment outcomes, maximising the value of the Games to hosts and the Commonwealth.

Ninety-four per cent of delegates at the *Trade 2018* Games-time program supported the inclusion of a similar program in future Commonwealth Games.

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

The status of two of the GC2018 benefits linked to Trade 2018 achievements are examined on page 112.

Trade and investment opportunities and the transformation of the GCHKP will continue to be examined and reported in the GC2018 Final Evaluation Report.



| Benefit ID | Trade 2018 Achievements – Benefit and related outcomes | Status |
|------------|---|--------|
| 9 | <p>GC2018 highlights trade and investment opportunities for Australia</p> <ul style="list-style-type: none"> International activations in seven priority Commonwealth trade and investment markets reaching 3200 international delegates across more than 120 engagements. 21 trade and investment missions to Queensland with delegates from 17 countries. More than 2500 attendances across 32 <i>Trade 2018</i> events during Games-time. 38 international delegations brought 319 delegates from 26 countries to participate in the Games-time program across key industry sectors. High profile partnerships strengthened through <i>Trade 2018</i> such as CWEIC and Torch. 76 delegates identified as influential business leaders from over 40 organisations participated in the <i>Trade 2018</i> Games Time Trade and Investment Program. <i>Trade 2018</i> has resulted in Madison Sports Group staging the final of the track series in Brisbane. <i>Trade 2018</i> delegate survey findings: <ul style="list-style-type: none"> 82% agreed that <i>Trade 2018</i> improved their perception of Queensland as a place to do business. 94% rated their overall experience as good or excellent. 90% leveraged the networking opportunities provided by <i>Trade 2018</i>. | ✓ |
| | Monitoring and reporting of trade opportunities linked to <i>Trade 2018</i> . | ➤ |
| 14 | <p>GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct (GCHKP) into a globally competitive tech hub</p> <ul style="list-style-type: none"> Profiled the GCHKP to international delegates as part of <i>Trade 2018</i>. Conversion of the Games Village buildings into a co-working and incubator centre for smaller precinct enterprises to start their business activities. The new Griffith University 'Advanced Design and Prototyping Technology Institute' will be a flagship institute within GCHKP. | ✓ |
| | Reporting on GCHKP achievements. | ➤ |

Legend: ✓ Completed ➤ Ongoing ✗ Not achieved



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INSPIRING GAMES

1 AT A GLANCE

The Gold Coast 2018 Commonwealth Games was the largest event staged in Australia this decade. It provided a platform and inspired communities across Queensland, Australia and the Commonwealth to become involved and unite on issues of importance.

Games Partners seized the opportunity from hosting GC2018 to progress social and cultural initiatives across the Commonwealth and support the Commonwealth Games Federation's (CGF) values of Humanity, Equality and Destiny¹:

- Driven by our Humanity we embrace all Commonwealth athletes, citizens, communities and nations.
- Respecting Equality we promote fairness, non-discrimination and inclusion in all that we do.
- Inspired by Destiny we combine high-performance sport with performances that have impact, helping Commonwealth athletes, citizens and communities realise their aspirations and ambitions.

¹ https://thecgf.com/sites/default/files/2018-03/Transformation-2022_updateJul15_0.pdf



Gender equality

Equal number of men's and women's medal events



19 female coaches participated in the brand new women's coaching internship program

Some sports introduced an **equal number of male and female technical officials**

Record number of para-sports



First major event to have a RAP



Nine new world records and 91 new Commonwealth Games records



Accessibility tickets to all GC2018 events



Pride House for LGBTIQ+ athletes, fans and visitors during GC2018

Sustainability

First Games to measure carbon emission impacts



GC2018 was a **helium balloon-free event**



ISO20121 Events Sustainability Management Systems accreditation



GC2018 had **free water refill stations saving 1.7 million single-use water bottles**

GC2018 Human Rights Policy



GC2018 donated about **\$600 000** to Gold Coast Community Fund and Currumbin Wildlife Hospital



Queen's Baton Relay was the **longest and most accessible in history**



2 INSPIRING GAMES

GC2018 created a legacy providing unforgettable memories as the world united to share the dream. 'The Games of Firsts' set a new benchmark for future Commonwealth Games on gender equality, accessibility and Indigenous respect and engagement.

“

Through Commonwealth Sport and our collective values, we are shifting the dial on Indigenous rights, human rights and gender equality.

David Grevemberg CBE, CEO, Commonwealth Games Federation

”

3 ACHIEVEMENTS

3.1 Games of Firsts

3.1.1 Gender equality

GC2018 was the first major international multi-sport event in history, including the Commonwealth Games and Olympics, to have an equal number of men's and women's medal events.

Seven women's events were added to the GC2018 program:

- one additional Weightlifting event (+90kg)
- three new Boxing events (45kg–48kg, 57kg and 69kg)
- three new Track Cycling events (Keirin, Team Sprint and 4000m Team Pursuit).

A new initiative, Women's Coaching Internship Program (WCIP) helped build women's coaching capacity across the Commonwealth. Nineteen female coaches from 11 nations across 12 sports participated in this ground-breaking program of mentoring, learning and on-the-ground training at GC2018.

Under the WCIP, Commonwealth Games Associations (CGAs) in partnership with one of their National Sports Organisations (NSOs), had the opportunity to fully integrate an aspiring female coach into their GC2018

coaching team. The participants selected to join the first-ever program come from Botswana, Canada, England, Kenya, Malaysia, Mauritius, Mozambique, Northern Ireland, South Africa and New Zealand.

“

Mentoring has great value. Having someone to discuss with, learn from, support and challenge you is invaluable. Being immersed in our national team at a pinnacle event is a great experience and will help me in future endeavours.²

**Victoria Grant, WCIP participant,
New Zealand**

”

In another step towards gender equality, for the first time at a major international multi-sport event, some of the International Federations had an equal number of male and female technical officials at GC2018.

² <https://www.world.rugby/news/328765?lang=en>





3.1.2 Record number of para-sports

GC2018 hosted the largest para-sport program in Commonwealth Games history which also integrated para-sport events into the overall sporting program. GC2018 set a new Games record, hosting up to 300 para-sport athletes and 38 medal events across seven sports – an increase of 45 per cent more athletes and 73 per cent more medals compared to the Glasgow 2014 Commonwealth Games para-sport competition.

The Para-Triathlon debuted at GC2018, building on the great success of the Triathlon competition in Glasgow 2014 and the sport's increasing global profile. GC2018 also hosted the first marathon for para-athletes at a Commonwealth Games.

“

Right now, we have finished the best and most inclusive Commonwealth Games that we have ever had.

Kurt Fearnley, OAM, Australian Closing Ceremony flagbearer and wheelchair racer

”

3.1.3 Reconciliation Action plan

The GC2018 Reconciliation Action Plan (RAP) delivered legacy outcomes for Aboriginal and Torres Strait Islander people. It was the first of its kind for a major Australian event and for a Commonwealth Games. Chapter 5 Aboriginal and Torres Strait Islander Initiatives in this report examines RAP achievements.

3.2 Commonwealth's best athletes

GC2018 attracted the Commonwealth's best athletes, creating nine new world records and 91 new Commonwealth Games records.

A record number of medal winning nations and territories (43 out of the 71 teams) took their place on the GC2018 podium. Five small countries won their first ever Commonwealth medals at GC2018.



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SPORT PERFORMANCE AWARDS

In December 2018, Australian athletes Celia Sullohern, Madeline Hills and Eloise Wellings won the inaugural Australian Institute of Sport (AIS) Performance Awards recognising integrity, fair play and sportsmanship.

It was an act of sportsmanship by these athletes that helped define the spirit of the Gold Coast Commonwealth Games. The three Australian 10 000m runners waited at the finish line for five minutes after the race had been won. They cheered on, embraced and congratulated the last-placed athlete, Lineo Chaka of the African nation of Lesotho.

The award recognises the impact of athletes as role models, their engagement with the community, and delivering a respected system. Two of the other three finalists for the Sport Australia Award were also Commonwealth Games Australia representatives at GC2018 including Mark Knowles (Hockey) and Kurt Fearnley (Athletics).

At these awards Kurt Fearnley and para-sport integration at the Commonwealth Games won the 2018 Best Sporting Moment award. Also at The Sport Australia Hall of Fame Awards Kurt Fearnley won The Don Award.

3.3 Inclusive and Accessible Games

GC2018 set out to deliver an inclusive and accessible Games that stretched further than the sporting arena.

The Games provided a dignified, safe and independent Games experience with participation by people of every gender, socio-economic status, race, religion, orientation or ability.

“

Through the medium of sport, this is what our movement represents, hope. Hope that if sport can adjust to include those with disabilities, maybe community can follow.

Kurt Fearnley, OAM, Australian Closing Ceremony flagbearer and wheelchair racer

”

3.3.1 GC2018 Tickets

More than 1.2 million tickets were sold to GC2018 events. Tickets were priced to be inclusive, accessible and affordable:

- more than 55 per cent of all tickets were priced \$40 or below
- about 80 per cent of all tickets were priced \$80 or below
- included free public transport on event days.

Four GC2018 gold medal events, the Road Cycling, Cycling time-trial, Marathon and Race Walk, were free to the public with spectators and locals lining the course and cheering athletes.

Consideration for people with accessibility requirements was an integral part of the GC2018 planning and delivery process, using universal design principles.

Tickets for people with accessibility requirements were made available for all sessions. Accessible seating was provided with a complimentary companion ticket.



3.3.2 Accessibility

GC2018 provided equitable access for people with disabilities. The Games' organisers wanted to ensure that all people, regardless of their ability, were able to attend and participate in GC2018 and related activities. This approach required accessible service provisions for all participants to GC2018 venues, Festival 2018 sites and transport hubs and services in the lead-up to and during GC2018.

The Sports Ears system was provided at all venues for people with hearing impairments where there was sports presentation commentary. These were also available for the Opening and Closing Ceremonies where audio describers were in the commentary box describing the ceremony to spectators and also via the Channel Seven app.

3.3.3 Pride in Sport

GC2018 implemented a range of initiatives to encourage lesbian, gay, bisexual, transgender, intersexual and queer (LGBTIQ+) inclusion at GC2018.

GOLDOC participated in the inaugural Pride in Sport Index™ (PSI) in 2016 and 2017. This benchmarking instrument is designed to measure the inclusion of LGBTIQ+ people within Australian sport and sporting organisations. Year on year GOLDOC's performance improved by 20 per cent which resulted in the Pride in Sport Most Improved Achievement Award 2018.

2018 Pride House Gold Coast (Pride House) was a welcoming space in Surfers Paradise for LGBTIQ+ athletes, fans and visitors during GC2018. It operated from 28 March to 15 April 2018. Pride House held education and awareness sessions and promoted human rights and also televised GC2018 competitions. Pride House attracted more than 5000 visitors during the Games.



PARALYMPIAN TURNED GAMES SHAPER

Australian Paralympian, Stephen Eaton, OAM, knew the value of volunteers on an athlete's experience, which is why he decided to become a GC2018 Games Shaper volunteer. Photographed with fellow Games Shaper and athlete Adam Darragh, Stephen's role was as a fleet volunteer, ensuring athletes, officials and visitors got where they needed to go. The 42-year-old, who was born with cerebral palsy, required a wide range of driver adaptations including hand controls, pedal modifications and seat modifications when driving.

“

To become a driver and helping athletes and people get around from venue to venue is a big honour.

Stephen Eaton, OAM

”

3.4 Sustainable Games

As a transformational event, GC2018 presented a unique opportunity to demonstrate leadership in sustainability by leaving positive economic, environmental, social and community legacies that last well beyond the Closing Ceremony.

A commitment by Games Partners to deliver a sustainable and responsible GC2018 was made early on in the bid process, and the concept of sustainability was a guiding principle throughout GC2018 planning and delivery.

Guiding GC2018 delivery was the International Standard Event Sustainability Management Systems (ISO 20121) and the Global Reporting Initiative (GRI) framework Sustainability Reporting Standards. These internationally recognised standards provided a best practice framework for the management and reporting of sustainability, and delivery of GC2018. In December 2015, GOLDOC achieved Second Party Conformity to ISO 20121. In early 2017, an audit re-confirmed GOLDOC's Second Party Conformity.

Through stakeholder consultation and work to implement ISO 20121, nine key sustainability priorities were identified for GC2018 (refer to Figure 4.1).

Figure 4.1 Sustainability vision and priorities

Vision

To show leadership in sustainability by delivering GC2018 to international standards of best practice, leaving positive economic, environmental, social and community legacies.



Food and Beverage

To provide sustainable food and beverage options and reduce food packaging waste.



Transport

To encourage public and active transport as the primary modes of transport to GC2018 events.



Accessibility

To eliminate barriers (physical or otherwise) to a safe independent and dignified GC2018 experience.



Inclusivity and Diversity

To stage an event that welcomes participation by people of every gender, socio-economic status, orientation or ability.



Sustainable Procurement

To responsibly manage our supply chain and enhance our sustainability performance through sustainable sourcing and material selection practices.



Economy and community

To ensure the needs and expectations of the community are considered. To raise awareness, share knowledge and build capacity. To promote healthy and active living.



Environmental Impacts

To ensure the needs and expectations of the community are considered. To raise awareness, share knowledge and build capacity. To promote healthy and active living.



Waste

To reduce waste to landfill through innovative waste management practices and adopting the Waste and Recovery Hierarchy (avoid, reduce, reuse, recycle, recover, dispose).



Carbon

To minimise the carbon emissions attributable to GC2018.

Enabling Framework

ISO: 20121 - Sustainable Events and Management System Global Reporting Initiative (GRI) reporting framework

Educate and communicate

The implementation of the frameworks and sustainability priorities provide valuable insights for the sustainable delivery of other events on the Gold Coast, Queensland, Australia and for future Commonwealth Games.

3.4.1 Food and Beverages

Within extremely complex operations, meals were provided to two million people at GC2018 sports events and at the Commonwealth Games Athletes Village, which incorporated a commitment to choosing low impact, local, seasonal and organic diets.

GC2018 was committed to reducing food waste wherever possible to deliver a sustainable Games. An example of managing food waste was GOLDOC's strategy to distribute excess food in the Athletes Village. Excess dry, canned and frozen foods from the Athletes Village was distributed to OzHarvest and Second Bite at the end of GC2018. A range of important staple food items were also distributed such as milk and fresh vegetables. OzHarvest and Second Bite redistributed food to community programs and charities supporting people in need.

3.4.2 Environmental impacts

Central to planning for GC2018 were the legacy objectives of demonstrating a leading model for sustainable event delivery and encouraging Gold Coast communities to implement more sustainable practices.

There is an increasing dependence on single-use plastics in today's society. Items such as balloons, light-weight plastic bags, plastic straws and single-use plastic water bottles end up in local oceans, beaches and waterways. GOLDOC worked with suppliers and sponsors to responsibly manage these products and educate workforce, athletes, volunteers and spectators on alternative sustainable solutions to these commonly found items.

GOLD COAST FOOD WASTE RECYCLING TRIAL

Approximately 50 per cent of restaurant waste is food leftovers from meals served and meal preparation. With 29 000 tonnes of landfill created by commercial food waste every year on the Gold Coast³, it makes sense to innovate and improve our environment with compost made from food waste. With around 1000 hospitality businesses in Surfers Paradise and Broadbeach alone, the potential to reduce the amount of food waste which ends up as landfill and increase the amount of compost to nourish the city's parks and gardens is significant.

The Food Waste Recycling Trial was a joint initiative of City of Gold Coast and the Queensland Government, which focused on designing a process that would be easy for hospitality businesses to be involved in. The trial was successful and has resulted in a new food waste service for commercial customers primarily within the Gold Coast hospitality industry.

The Food Waste Collection Service involves up to 30 Gold Coast restaurants identifying and collecting food being thrown out that could be recycled into rich compost. The lessons learnt from food waste collections at the Games Village and venues during GC2018 helped inform the ongoing Food Waste Collection service.

Compost produced from the food waste is being used on the city's parks and gardens.

³City of Gold Coast, GC2018 benefits, Gold Coast; 2018

Figure 4.2 GC2018 Sustainable Solutions to stop plastic pollutants



All GC2018 Official Merchandise stores only had reusable bags



GC2018 had free water refill stations in venues



Encouraged reusable cups as an alternative to take away coffee cups



Avoided plastic straws



GC2018 was a helium balloon-free event

The Sustainable Events Working Group was formed in 2016 to collaborate and advocate for opportunities to maximise sustainable management practices at Gold Coast events. Successes from this group included the rewriting of event contracts for key events held on City of Gold Coast land to include recycling and reporting measures, banning single use plastic water bottles at the Christmas Carol events in 2017 and the implementation of various other initiatives.

A broader Queensland Sustainable Events Working Group was also formed with representatives from GOLDOC, Queensland Government, and the four

event cities comprising: the City of Gold Coast, Brisbane City Council, Cairns Regional Council and Townsville City Council. The purpose of the group was to share knowledge, lessons learned from GC2018 and to collaborate to achieve sustainability outcomes for Queensland and the GC2018 event cities.

Working Group members are exploring opportunities beyond GC2018 to establish the Gold Coast and Queensland as a sustainable events destination.

SUSTAINABILITY ACHIEVEMENTS:

- Achieved level 4 and 5 competency in ISO20400 Sustainable Procurement
- Green Star Office rating – Games Headquarters
- First Games quantifying operational carbon emission impacts
- Free water refill stations in 18 venues saved 1.7 million single-use water bottles
- 30 per cent reduction in waste
- 52 per cent recycling rate
- Athletes Village towel saving initiative achieved 61 per cent reduction against expected levels of cleaning
- No straws, plastic bags, cigarette butts or balloons found in venue waste audits
- Vehicle fleet met Euro emissions standards, with estimated 46 per cent emissions reduction
- First velodrome worldwide with LED broadcast quality lighting – 60 per cent energy reduction
- Procured 100 per cent LED temporary sports lighting solution
- Paperless training model saved an estimated 1.8 million sheets of paper
- Delivered 2 million meals incorporating commitment to low impact, local, seasonal, organic diets; reducing food waste
- 'SunSmart', OEKO-TEX, UPF50+, ISO14000-manufactured volunteer uniforms.

3.5 Socially Responsible Games

3.5.1 Human Rights

GC2018 was an opportunity to promote positive human rights outcomes and drive future change. Guiding principles set out in the United Nations Global Principles on Business and Human Rights (UNGP) to ensure a holistic approach to the management of human rights were adopted across GC2018 planning and delivery.

A GC2018 Human Rights Policy was developed in early 2017, communicating a commitment to respecting human rights and positively managing and promoting human rights impacts and opportunities.

Building on the development of the Human Rights Policy, due diligence around human rights issues, including a risk and impact assessment and stakeholder consultation was completed. During the Games, observations of GC2018 human rights activities were undertaken by UNICEF under the terms of a Memorandum of Understanding (MOU) with CGF to strengthen human and child rights across the Commonwealth Games movement. These findings will guide their future work, and the work of future organising committees, in strengthening approaches to human rights and child rights.

GC2018 won the Australian Human Rights Commission's 2018 Human Rights Award (Government) for their ground-breaking human rights policy.

3.5.2 GC2018 Official Charity

The Gold Coast Community Fund (GCCF) was the official charity for GC2018. The partnership with the GCCF provided an opportunity to support those in need across a broad range of charitable, educational and recreational areas of the Gold Coast community.

The headline fundraiser for the GCCF was the GC2018 Charity Gala, held in November 2017 which raised \$360 000. A total of \$420 000 was raised for GCCF from the Gala event, online fundraising and GC2018 memorabilia sales. A further \$78 000 worth of GC2018 merchandise was gifted to the GCCF as in-kind support.

Currumbin Wildlife Hospital on the Gold Coast also received a donation from GC2018.



CURRUMBIN WILDLIFE HOSPITAL

A percentage of the sales from Borobi plush toys was donated to the Currumbin Wildlife Hospital to help raise awareness and to provide important education on koala conservation and protection. In total, \$100 000 was donated to Currumbin Wildlife Hospital.

3.5.3 Homelessness

To ensure respectful interactions and that people were referred to relevant services, Queensland Government developed and implemented the GC2018 Homeless Action Plan, which included the provision of an additional 489 beds for temporary emergency accommodation, and support for existing services to provide people with meals, showers, a place to relax and a centralised place to continue to use support services.

The local Housing Service Centre worked closely with the Gold Coast Homelessness Network, a group comprising of 50 services including homelessness, housing, drug and alcohol, and mental health services.

A number of initiatives were also developed specifically for the Games, including the establishment of a Homeless Protocol for People in Public Places to help ensure respectful interactions, and that people in need were referred to relevant services, and the Advance to Zero panel linked people in need with appropriate housing.

3.5.4 Commitment to ending domestic and family violence

GC2018 provided a platform to unite communities while striving for gender equality and an end to domestic and family violence. Games Partners were committed to recognising and addressing community concerns around domestic and family violence. White Ribbon accreditation was a stepping stone in helping make this happen.

The international White Ribbon Campaign is delivered in more than 60 countries and focuses on the positive role men can play alongside women in preventing violence against women.

One Million Stars to End Violence was a global weaving project created by Queensland artist Maryann Talia Pau that has inspired individuals, groups and communities to weave stars to promote light, hope and peace in the world. Each star demonstrates a powerful statement towards positive change. Refer to Chapter 6 Arts and Culture in this report for more information on this important initiative.

CASE STUDY

Homeless Connect clothing donations

There can be a lot of clothing dumped within a Commonwealth Games Village after competition when athletes depart. To turn this into a positive and reduce housekeeping clean up, GOLDOC arranged for charity clothing bins to be rolled across the Athletes Village in the final days of competition.

Athlete clothing donations and unclaimed lost property clothing items from GC2018 venues went to Homeless Connect. Items included:

- 4.5 pallets of men's, women's and kids clothing
- 1 pallet of shoes
- 1 pallet of shampoo and conditioner
- 1 large plastic tub of sunglasses
- Box of umbrellas
- Boxes of water bottles
- About 100 hats
- Assorted bags.



3.6 Uniting Commonwealth countries

GC2018 Queen's Baton Relay (QBR) was the longest and most accessible in history, travelling through the entire Commonwealth for 388 days and 230 000km. The QBR is a Games tradition, which united Commonwealth countries and celebrated the Commonwealth's diversity, inspired community pride and excited people about the world-class festival of sports and culture to come at GC2018.

Brisbane-based firm, Designworks, designed, manufactured and engineered the GC2018 Queen's Baton and its accessories to be accessible to people of all abilities. Re-claimed plastic collected from the beaches and waterways surrounding the Gold Coast was used in the design.

At the GC2018 QBR launch at Buckingham Palace, Yugambeh elders Ted Williams and Patricia O'Connor, representatives of the Traditional Owners of the land where GC2018 was held, delivered an invitation to all First Nations people of the Commonwealth to join the celebrations on the Gold Coast in April 2018. This was a first for the Commonwealth Games and a powerful and important moment in Commonwealth sport's history.

In Australia, the Queen's Baton traversed 40 000km, travelling through every state and territory for 100 days. The Queen's Baton was carried by more than 3800 baton bearers across Australia, all with an inspiring life story.



3.7 Legacy Advisory Committee

The GC2018 Legacy Advisory Committee (LAC) advised on the development, implementation and evaluation of GC2018 benefits. LAC members were prominent Queenslanders who have extensive knowledge and experience to drive GC2018 legacy outcomes. Members included:

- Robert Borbidge AO (Chair)
- Andrew Baildon
- Vicki Batten
- Louise Bezzina
- Cam Charlton
- Julie McDonald OAM
- Professor Ian O'Connor
- Nick Scott (from May 2017)
- Nick Behrens (until November 2016)

The LAC met regularly to promote the benefits of GC2018 and identify partnership opportunities to create a positive legacy.

3.8 Showcasing GC2018

3.8.1 GC2018 Ambassadors

GC2018 Ambassadors, representing various fields, were appointed to share their knowledge of the Gold Coast, Queensland, Australia and GC2018 with the world.

The GC2018 Ambassadors were Sally Pearson OAM, Cameron McEvoy, Laura Geitz, Cathy Freeman OAM, Anna Meares OAM, Kurt Fearnley OAM and Patty Mills.

Five Aboriginal and Torres Strait Islander Ambassadors, Cathy Freeman OAM, Patty Mills, Shantelle Thompson, Taliqa Clancy and Brooke Peris, helped to build an international media profile for GC2018 and contributed to the cultural, community and reconciliation focus of GC2018.

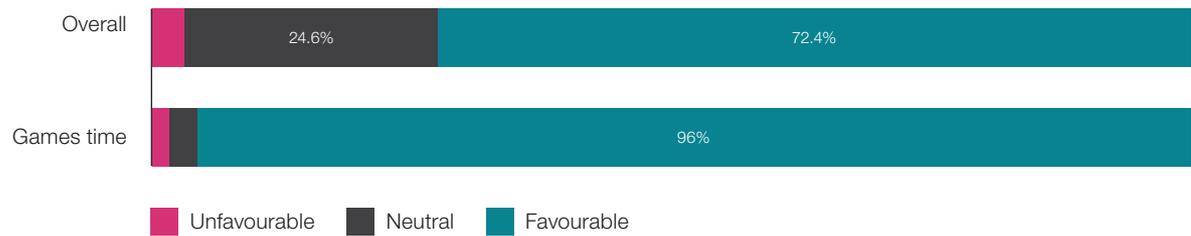
GC2018 Ambassadors were integral to the successful delivery of the Games. Their involvement also helped to build an international media profile for GC2018 and generated interest in GC2018 milestone initiatives such as sporting events, merchandise, volunteering and the Queen's Baton Relay.



3.8.2 Media coverage

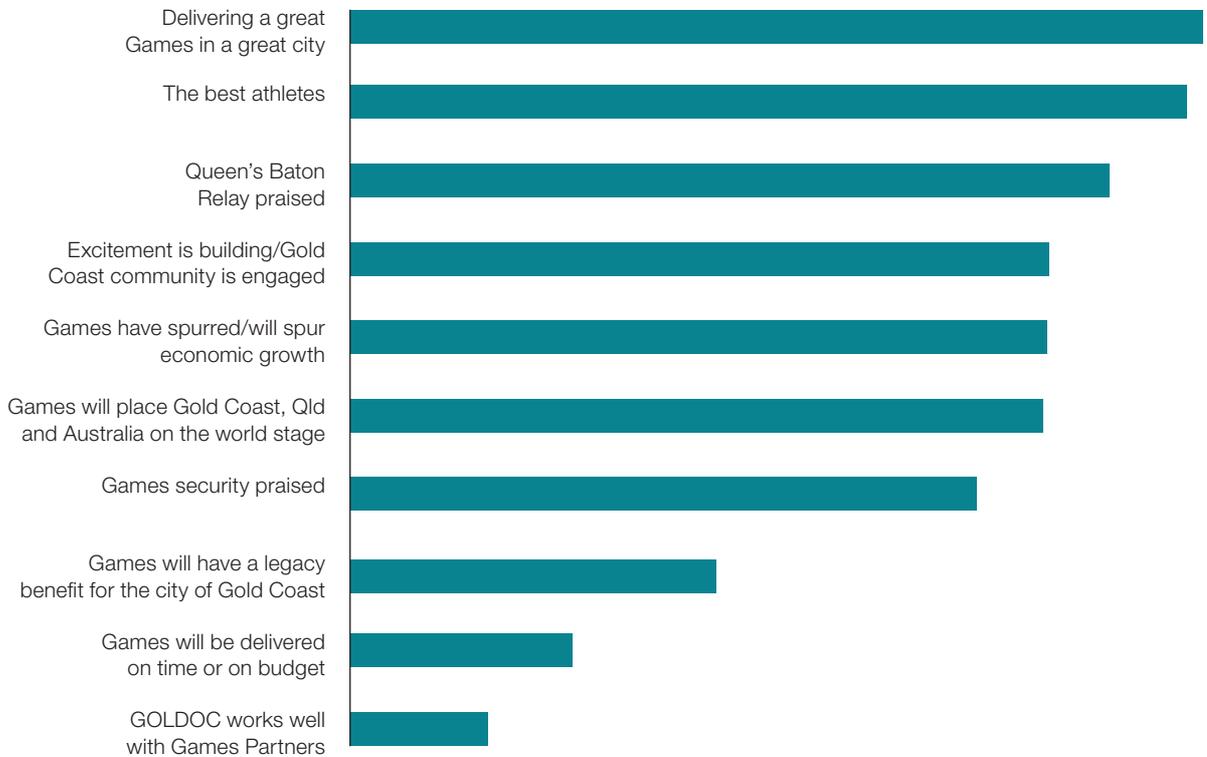
GC2018 was broadcast to an estimated global audience of 1.5 billion people. An analysis of media coverage by Insentia for GOLDOC from 2016 until the end of the Games shows that almost three-quarters of media coverage was favourable and increased to 96 per cent during Games-time (see Figure 4.3).

Figure 4.3 GC2018 media coverage – percentage favourability, overall (1 July 2016 to 15 April 2018) vs. Games time (1-15 April 2018)



Insentia also reported that key favourable messages of GC2018 were about delivering a great Games in a great city, the best athletes and celebration of QBR (see Figure 4.4).

Figure 4.4 GC2018 media coverage, overall (1 July 2016 to 15 April 2018)



3.8.3 GC2018 Awards

GC2018 Partners have won awards recognising excellence across a diverse range of activities. Key national and international awards are provided below. Appendix 3 lists all major awards won by GC2018 partners.

- GC2018 – winner of 2018 Australian Events Award, Best Sporting Event
- Craig Phillips, Commonwealth Games Australia – AIS Award for Leadership for his role in GC2018 and leading strategic changes at CGA
- *Trade 2018* – winner of 2018 Australian Events Award, Best Exhibition, Trade or Consumer Show
- GC2018 training (TAFE Queensland) - winner of 2018 Australian Events Award, Best Achievement in Event Education and Training
- Evaluation and Monitoring Framework for Embracing 2018 Legacy Program – winner of Australasian Evaluation Society 2018 Award for Excellence in Evaluation
- Queen's Baton, Designworks Group – 2018 Good Design Australia Award, Product Design (Sport and Lifestyle)
- GC2018 Human Rights Policy – 2018 Australian Human Rights Commission's Human Rights Commission (Government) Award
- GC2018 – Most Improved award for 2018 Pride in Sport Index
- GOLDOC – 2016 Australian Business Award for Sustainability
- GOLDOC Headquarters - Green Star rating



CASE STUDY Gold Coast Sporting Hall of Fame showcases memories of GC2018

A Legacy Hall has been added at the Gold Coast Sporting Hall of Fame providing memories and artefacts of GC2018. The Hall of Fame, located in Southport on the Gold Coast includes items from the event including a replica Queen's Baton, a victory dais and items relating to the popular Gold Coast 2018 mascot, Borobi.

The Hall of Fame is operated on behalf of Gold Coast City Council and the Gold Coast community by local community members to acknowledge, honour and promote Gold Coast sporting achievements by athletes, coaches and officials.



4 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners worked together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

The status of six GC2018 benefits linked to achievements that inspired communities across Queensland, Australia and the Commonwealth to get involved and unite on issues of importance are highlighted on page 133. Monitoring of sustainable practices implemented by Gold Coast communities will continue and be reported in the Final Evaluation Report in 2023.



| Benefit ID | Inspiring Games Achievements – Benefit and related outcomes | Status |
|------------|---|--------|
| 1 | GC2018 showcases legacy opportunities for future host cities <ul style="list-style-type: none"> • GC2018 achieved Commonwealth Games firsts for gender equality, para-sports and Indigenous initiatives, setting a new benchmark for future host cities. • GC2018 ambassadors and legacy ambassadors showcased GC2018 event and legacy opportunities. | ✓ |
| 2 | GC2018 attracts the Commonwealth’s best athletes <ul style="list-style-type: none"> • Nine world records and 91 Commonwealth records broken at GC2018. | ✓ |
| 4 | GC2018 demonstrates a leading model for sustainable event delivery <ul style="list-style-type: none"> • GC2018 achieved ISO20121 accreditation. • Sustainable actions to minimise plastic pollutants including water-fill stations and no helium balloons. • First Commonwealth Games to record carbon emissions. | ✓ |
| 5 | GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices <ul style="list-style-type: none"> • Sustainable Events Working Group established, delivering sustainability outcomes for other key events in the Gold Coast. • Introduction of the new Gold Coast Commercial Food Waste Collection Service. <hr style="border-top: 1px dashed #ccc;"/> <ul style="list-style-type: none"> • Waste management programs for City of Gold Coast businesses and residents. | ✓ |
| 6 | GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation’s region <ul style="list-style-type: none"> • QBR was the longest and most accessible in history, travelling across 71 Commonwealth nations and territories uniting and inspiring communities. • GC2018 Opening and Closing Ceremonies incorporated themes of promise, inclusiveness and diversity. | ✓ |
| 7 | The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 <ul style="list-style-type: none"> • Socially responsible Games – pride in sport, charity, homelessness, commitment to ending domestic and family violence. • GC2018 accessibility delivered for all venues and Athletes Village. • GC2018 Human Rights Policy. | ✓ |

Legend: ✓ Completed > Ongoing ✗ Not achieved



Getty Images

ABORIGINAL AND TORRES STRAIT ISLANDER INITIATIVES

1 AT A GLANCE

The Gold Coast 2018 Commonwealth Games (GC2018) Reconciliation Action Plan (RAP) was the first RAP for a major sporting event in Australia and the first in Commonwealth Games history.

Launched on 30 May 2017, the GC2018 RAP delivered tangible benefits for Aboriginal and Torres Strait Islander peoples. The GC2018 RAP was developed jointly by the Office of the Commonwealth Games (OCG) and the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) in conjunction with Games partners, and in consultation with Aboriginal and Torres Strait Islander stakeholder groups such as the Yugambeh people.

The GC2018 RAP was based on Reconciliation Australia's RAP framework of Relationships, Respect and Opportunities. Figure 5.1 highlights achievements across these three themes.

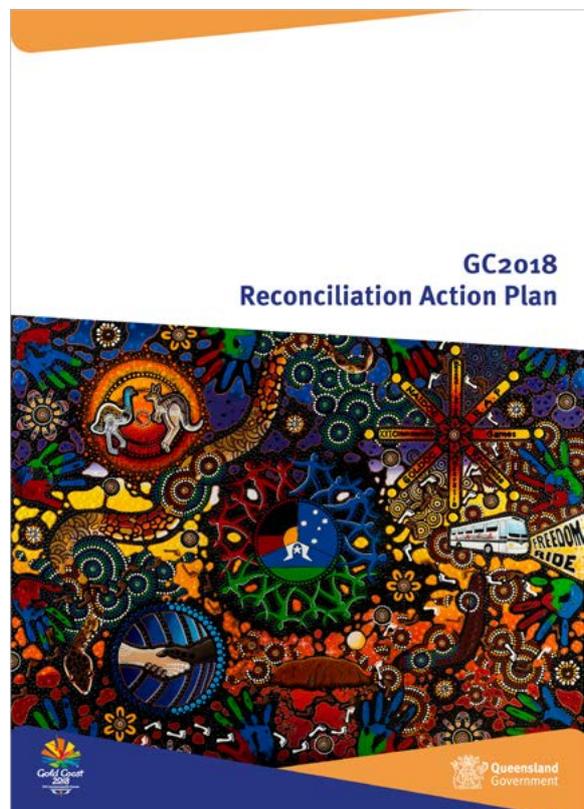


Figure 5.1 GC2018 RAP achievements



48 schools
received the
Reconciliation in
Queensland Schools
(RIQS) grants



First RAP for a major sporting event in Australia and the first in Commonwealth Games history

Traditional owners engagement

across all GC2018 Host and Event cities



Council Traineeship Program

25 Indigenous participants to complete Cert II in Business across Queensland



Cultural Protocol

Welcome to Country at all GC2018, Festival 2018 and Trade 2018 events

Aboriginal and Torres Strait Islander flags flown at all Games events



Traditional welcome language signs at all GC2018 venues

Institute of Urban Indigenous Health Deadly Choices Program

'Little Deadlies' kindy to year three, over 50 participants in Senior Games, 150 'Young Deadlies'



Funded healthy and active programs in Palm Island and Mapoon



Mossman Gorge Pilot Program

13 Indigenous participants completed four week program with **9 gaining traineeships**

Meeanjin Markets
Inagural markets to support Indigenous businesses – **more than 10 000 people attended**

Generated over
\$14 million in contracts
for Aboriginal and Torres Strait
Islander-owned businesses



2 GC2018 RECONCILIATION ACTION PLAN

The GC2018 vision for reconciliation was to deliver a great Games that would recognise, respect and celebrate Aboriginal and Torres Strait Islander peoples and cultures.

Developing the GC2018 RAP was a complex undertaking as it was the first RAP developed for a major event and more than one organisation was responsible for its implementation. It was also an Elevate RAP, the most comprehensive of the four types of RAPs offered by Reconciliation Australia which typically takes organisations many years to reach. An Elevate RAP demonstrates leadership in reconciliation.

The GC2018 RAP included actions under the themes of opportunities, relationships and respect and included five key commitments:

- Increased procurement opportunities for Aboriginal and Torres Strait Islander businesses.
- Increased employment and training for Aboriginal and Torres Strait Islander peoples.
- Increased Aboriginal and Torres Strait Islander participation in healthy active lifestyle initiatives.
- Improved connections with Aboriginal and Torres Strait Islander communities.
- Increased awareness of Aboriginal and Torres Strait Islander language, culture and histories.

The Queensland Government commissioned the Cultural and Indigenous Research Centre Australia (CIRCA) to complete an independent evaluation of GC2018 RAP achievements, challenges and learnings which can be applied to similar RAPs or events in the future.¹

2.1 Yugambah Elders Advisory Group

GC2018 RAP was developed in consultation with members of the Yugambah language group and Aboriginal and Torres Strait Islander communities across Queensland. Community engagement commenced in early 2015 seeking advice from local Traditional Custodians on the intention of developing a RAP for GC2018. This led to the establishment of the Yugambah Elders Advisory Group (YEAG). YEAG provided guidance and input on RAP initiatives.

YEAG members during GC2018 were:

- Aunty Mary Graham
- Elder Patricia O'Connor
- Uncle Ted Williams
- Aunty Joyce Summers
- Aunty Carol Currie
- Uncle Kevin Page
- Uncle John Graham
- Uncle Victor Slokee
- Aunty Ethel Tuku
- Aunty Geraldine Page
- Aunty Marcia Browning

GC2018 was just the beginning for the YEAG. After the Games, YEAG became incorporated and changed its name to the Yugambah Regional Aboriginal Alliance Inc. and continues to provide important advice to government and other organisations on Indigenous issues.

¹ Queensland Government. *Gold Coast 2018 Commonwealth Games Reconciliation Action Plan – evaluation report*. Brisbane, 2018



2.2 Indigenous Working Group

Under the guidance of the YEAG, an Indigenous Working Group (IWG) was formed to drive the development of the GC2018 RAP as it related to the Gold Coast region. The YEAG and IWG include representation from Traditional Custodians, Elders, Games Partners and local Aboriginal and Torres Strait Islander service providers.

IWG members included:

- Craig Williams (Yugambeh Language Group Traditional Custodian)
- Rory O'Connor (Yugambeh Museum, Language and Heritage Research Centre)
- Jason Sandy (Dreamworld Corroboree Mentor)
- Brad Currie (Mununjali Housing)
- Kieran Chilcott (Kalwun and Jellurgal Burleigh)
- Mark (Charlie) Fay (Tweed Men's Health Group)
- Clinton Brewer (Ngarang-Wal Gold Coast Aboriginal Association)
- Larissa Smyth (Community Representative)
- Louisa Panuel (Department of Innovation, Tourism Industry Development and the Commonwealth Games)
- Linda Biunaiwai (Department of Aboriginal and Torres Strait Islander Partnerships)
- Al Mucci (GOLDOC)
- Travis Couch (GOLDOC)

YEAG and IWG were pivotal in providing support, feedback and cultural guidance to the delivery of the GC2018 RAP and in event planning and delivery of Aboriginal and Torres Strait Islander participation in broader GC2018 activities.

3 ACHIEVEMENTS

The process of developing and the existence of the GC2018 RAP itself brought together and mobilised a diverse range of partners to provide a specific focus on promoting awareness of, and opportunities for, Aboriginal and Torres Strait Islander peoples during the lead up to and delivery of the Games. The GC2018 RAP was largely successful in achieving its goals.

The GC2018 RAP evaluation report found that GC2018 will leave a lasting and meaningful legacy through the achievement of each of the key commitments, with evidence of a range of positive outcomes and inspiring the development of RAPs by other organisations and local governments.² It is highly likely that many of these achievements would not have occurred without the existence of the GC2018 RAP.

3.1 Opportunities

The first theme of the GC2018 RAP related to the opportunities provided for Aboriginal and Torres Strait Islander peoples and businesses to participate through procurement, employment, training, volunteering, healthy lifestyles and engaging young people.

3.1.1 Procurement opportunities

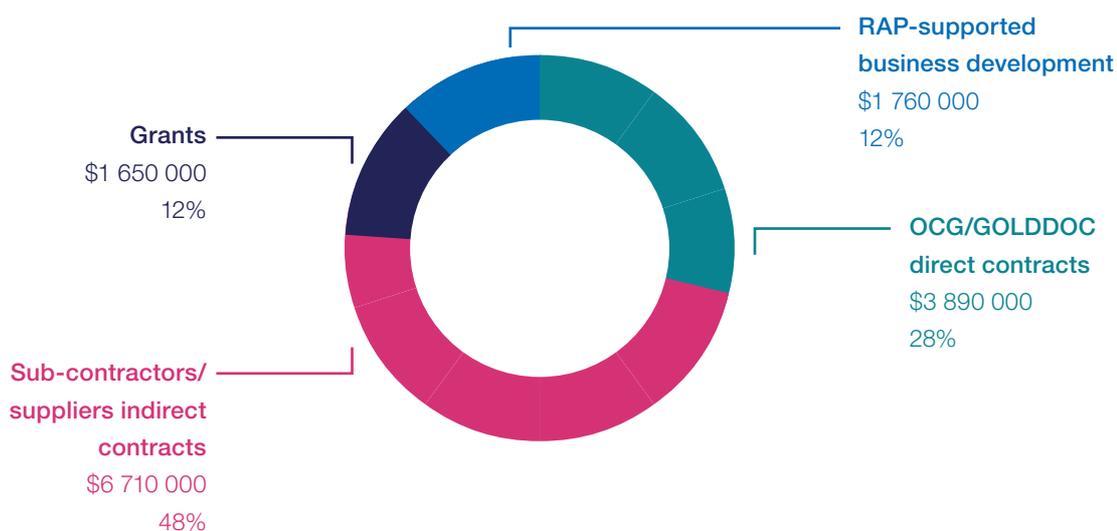
Partners reported that key activities were successfully undertaken to increase procurement opportunities for Aboriginal and Torres Strait Islander businesses. The GC2018 RAP generated more than \$14 million in contracts and other additional revenue for Aboriginal and Torres Strait Islander businesses (Figure 5.2). These included:

- \$3.89 million in direct contracts from GOLDOC and OCG
- \$6.71 million in indirect contracts (sub-contractors and suppliers) from Parklands redevelopment (\$3 million), Games LinQ (\$1.7 million), GOLDOC's prime contractors (\$1.5 million), Creating Tracks (\$350 000) and other agencies³ supporting Games delivery (\$167 000)
- \$1.65 million in grants to support the delivery of the RAP
- \$1.76 million in additional sales and revenue as a result of participation in RAP supported business development, including Grocon Small Business Development Program (\$1.7 million) and Meeanjin Markets (\$60 000).

² Queensland Government. *Gold Coast 2018 Commonwealth Games Reconciliation Action Plan – evaluation report*. Brisbane, 2018

³ Other agencies include Public Safety Business Agency, Queensland Police Service, Office for Sport (Department of Health, Australian Government), Tourism and Events Queensland

Figure 5.2 RAP contracts awarded to Aboriginal and Torres Strait Islander businesses, as at 30 June 2018



Some stakeholders involved in procurement reported that the dedication of the OCG Aboriginal and Torres Strait Islander Programs team was a key driver for increased procurement opportunities for Aboriginal and Torres Strait Islander businesses.

It is expected that the procurement outcomes, a direct result of the GC2018 RAP, will leave a lasting legacy of economic growth for Indigenous businesses.

A range of strategies and initiatives were undertaken to support Indigenous businesses throughout the procurement and tendering process, and to increase their capability and skills to benefit from GC2018 opportunities.

The initiatives involved mentoring opportunities and platforms for Indigenous businesses to meet with prime contractors to showcase their businesses and capabilities, and receive support on key contractual priorities. Indigenous business owners also reported increased capability to benefit from opportunities in the future as a result of these strategies and initiatives.

Among the businesses engaged were DMAC Personnel, who supplied workers for construction of the Athletes Village, and Kennelly Construction, which was awarded the contract to build 170 flagpole bases for GC2018.



EJ Garrett

PRESTON CAMPBELL FOUNDATION

The Preston Campbell Foundation (PCF) successfully delivered a substantial catering contract during GC2018. Over a period of 12 weeks, PCF delivered over 26 000 meals throughout 11 venues on the Gold Coast and was responsible for more venues than any other caterer during the Games. This was the biggest contract by far for PCF and has given them the experience to take on large scale catering contracts.

“

I can't wait to see where we head to next

Linda Biunaiwai, PCF Director

”

PROMOGEAR

Indigenous business Promogear produced an extensive range of GC2018 branded gear including clothing, hats, drink bottles and inflatable footballs.

Promogear owner and director David Hulett said he was thrilled to have had the opportunity to showcase their wares at the Games.

Mr Hulett said Promogear would be left with lasting benefits from the GC2018 Commonwealth Games and the RAP program through the acquirement of new skills, networks and increased exposure.

“

In terms of the RAP, I think it's amazing to have such a strong focus on indigenous culture... I think that providing as many opportunities to people in that space is outstanding and a great thing to see.

I think it's an amazing opportunity for the Commonwealth Games and I really do hope that the legacy itself keeps flowing through for all the Indigenous businesses that were involved.

David Hulett, Director and Owner, Promogear

”



SNAP UNDERWOOD

If someone had told Karen Seage – owner and manager of Snap Printing Underwood – two years ago she would become a major supplier for the Gold Coast 2018 Commonwealth Games (GC2018), she would have told them they were crazy.

Karen, a Nunagal women from Minjerribah, North Stradbroke Island, is now living the GC2018 legacy after being awarded several printing contracts associated with the Games which enabled her to employ two new employees and to transfer two casual employees to full-time apprenticeships.

Karen said being able to offer full-time apprenticeships has been life changing for the two employees and gave them long-term financial security.

Snap's work with the Office of Commonwealth Games has resulted in business growth, more employees and the ability to provide additional training to existing employees. Following the Games, Snap Underwood opened an Indigenous design studio which has provided employment for an additional staff member and the appointment of a female Indigenous artist-in-residence.



“

We feel honoured, privileged and so excited to be part of this wonderful Queensland event.

I hope I can inspire other Indigenous women to have confidence, think big and know they are capable of achieving success.

Karen Seage, Owner and Manager, Snap Printing Underwood

”

3.1.2 Business development

Meet the Buyer workshops were held to enable Indigenous businesses to meet with Tier 1 contractors to showcase their business and capabilities. Workshops focused across three key GC2018 contract areas - security, overlay and ceremonies. The workshops delivered positive outcomes for businesses, for example, three Indigenous businesses won GC2018 work and other businesses were engaged to provide non-GC2018 event work from the security workshop.

Grocon, OCG and DATSIP came together with TAFE Queensland to fund and support the Grocon Aboriginal and Torres Strait Islander Small Business Development Program. This program set out to build the capacity of Aboriginal and Torres Strait Islander businesses to successfully compete in Tier 1 and 2 supply chains by having the capability to tender for work; reliably fulfil tender requirements; and ultimately to build more sustainable and profitable Indigenous businesses. This was achieved through building the knowledge, skills, documentation, capacity and capabilities of the 15 businesses selected for the program.

The OCG and TAFE Queensland teamed up to deliver Creating Tracks, a small business training program for Indigenous businesses in the hospitality, tourism and arts industries. This was the first time a program of this nature has been delivered. More than 160 businesses were engaged in Creating Tracks across Queensland. Twenty businesses continued to be engaged in coaching.

The Creating Tracks Indigenous Hospitality and Tourism Expo held in February 2017 was a significant achievement with 18 business participating and more than 200 people attending the Expo. This was the first time the Expo was held and the first time many of the Indigenous businesses had been involved in an event of this nature.

Indigenous business owners gave positive feedback on Creating Tracks as it provided them with business-related training and mentoring that contributed directly to increased procurement opportunities for some businesses. Seventeen Creating Tracks businesses secured outcomes through GC2018.

GEARED UP CULCHA

If you travelled on buses to and from GC2018 events you may have seen the work of Indigenous business Geared Up Culcha. Based at Sumner south-west of Brisbane, Geared Up Culcha supplied uniforms for hundreds of GC2018 bus drivers.

Jamie Williams from Geared Up Culcha said one of the greatest tangible outcomes of securing a GC2018 contract was the ability to provide employment opportunities for Aboriginal and Torres Strait Islander people. Ashley Gorton, 18, is one of the three additional Indigenous trainees who were put on because of the Games contract and is now employed full-time with Geared Up Culcha.





3.1.3 Employment and training opportunities

Employment opportunities for over 800 Aboriginal and Torres Strait Islander peoples were created through the GC2018 RAP. Businesses involved in GC2018 shared the commitment to employ and/or train Aboriginal and/or Torres Strait Islander people before, during and after GC2018.

PARKLANDS INDIGENOUS PARTICIPATION

Indigenous participation in the construction of Parklands redevelopment included:

- Employment of 130 Aboriginal and Torres Strait Islander peoples, representing approximately five per cent of the entire workforce.
- Accredited training undertaken by 28 Aboriginal and Torres Strait Islander peoples.
- Procurement from 16 Aboriginal and Torres Strait Islander-owned business valued about \$3 million.

MOSSMAN GORGE CENTRE AND VOYAGES

The Mossman Gorge Centre and Voyages provided tourism and hospitality internships for 13 Aboriginal and Torres Strait Islander peoples through the Employment Pathway Program. This program aimed to equip participants with the knowledge and skills to work in the industry after the four week program in Far North Queensland. Nine of the participants successfully gained employment following the Games, with support continuing to be provided to the remaining participants still seeking employment.

HUTCHINSON BUILDERS

Hutchinson Builders partnered with Verifact to train Indigenous participants in traffic control and provide employment to all participants who successfully completed the program.

Six Indigenous people qualified for the industry licence and were employed from the start of the Games and have continued employment in the industry. Since the Games, Verifact has promoted the pilot program from the Games across Queensland and has committed to filling 55 positions.

The Indigenous Volunteer Support Program (IVSP) was a partnership with the Queensland Police Citizens Youth Club's (PCYC's) Indigenous Programs Development Unit to support Aboriginal and Torres Strait Islander peoples from remote and regional communities to successfully participate as volunteers in the GC2018 Games Shapers Volunteer Program. Ultimately, 28 Aboriginal and Torres Strait Islander peoples from across Queensland participated in the GC2018 Game Shapers Volunteer Program directly through the IVSP.



“

I'm so extremely proud to have been an Indigenous volunteer and sharing my Games experience with the fantastic 'mob' from the PCYC with whom I will treasure our friendships that we made... I would love to volunteer for any other event in a heartbeat

Barry Lee, IVSP volunteer, Gladstone

”

3.1.4 Healthy and active initiatives

A range of community and school-based initiatives focused on increasing Aboriginal and Torres Strait Islander peoples' participation in sporting activities and healthy lifestyle choices were successfully delivered in the lead-up to, during and post-GC2018.

RAP-specific initiatives included diabetes education in Queensland schools and the Deadly Choices Commonwealth Games Sports program.

As a key priority under the GC2018 RAP, Diabetes Queensland delivered awareness sessions to about 200 Aboriginal and Torres Strait Islander adolescents across six schools in Queensland. The sessions improved health literacy, understanding of how to make healthy choices and identifying and addressing health issues early. The diabetes education sessions were tailored towards raising awareness of the risk of diabetes and to challenge the perception that diabetes is normal in Aboriginal and Torres Strait Islander communities.

OCG also partnered with the Institute for Urban Indigenous Health to deliver a series of four events through the Deadly Choices Commonwealth Games Sports program. These booked out events provided an opportunity for young and older Aboriginal and Torres Strait Islander peoples to participate in games and sports, and included the provision of health and nutrition information. More than 360 Aboriginal and Torres Strait Islander peoples participated in healthy lifestyle activities that were delivered as a pilot initiative in South East Queensland. Events included:

- Seniors Games and Seniors Games Awards Dinner
- Deadly Choices – Little Deadlies
- Deadly Choices – Young Deadlies
- Charity Breakfast with Anna Meares

In 2017 and 2018, Embracing 2018 co-funded with the Queensland Rugby Union (QRU) two bursaries for Indigenous design students to create an Indigenous artwork that was intended for display on the Queensland Reds jersey for the Indigenous Round. Cherbourg student Janita Langton was awarded the \$2000 bursary in 2017 and Samantha Booth from Woorabinda was the 2018 recipient.

“

I'm extremely proud and grateful to receive this bursary... I plan to use the money to fund more painting projects and also a community art program, which I've been planning to set up for some time - so this bursary will benefit our whole community.

Samantha Booth, 2018 Queensland Rugby Union Indigenous Jersey Bursary recipient.

”



In addition to the RAP-specific initiatives, a range of Embracing 2018 activities and programs were delivered to increase Aboriginal and Torres Strait Islander participation in healthy lifestyle initiatives. Thirteen organisations received approximately \$360 000 in grants from Embracing 2018 Healthy and Active Program which supported RAP-related outcomes for Aboriginal and Torres Strait Islander communities. These programs are described in Chapter 7 of this report.

3.2 Relationships

The second theme of the RAP focused on relationships, which included a range of activities designed to build lasting, meaningful relationships between Aboriginal and Torres Strait Islander peoples and the community.

3.2.1 GC2018 Ambassadors

As part of the GC2018 Official Ambassadors program, GOLDOC appointed five Aboriginal and Torres Strait Islander ambassadors, all of whom helped to build an international media profile for GC2018 and contributed to the cultural, community and reconciliation focus of GC2018. Ambassadors included Cathy Freeman OAM, Patty Mills, Shantelle Thompson, Taliqua Clancy and Brooke Peris.



3.2.2 Reconciliation in Queensland Schools

An enduring reconciliation legacy of the GC2018 RAP is the Reconciliation in Queensland Schools (RIQS) initiative. More than 48 schools throughout Queensland received funding for projects to promote cultural understanding and respect for Aboriginal and Torres Strait Islander cultures. Bush tucker gardens, painting murals, yarning circles and video productions are examples of some of the RIQS projects delivered by Queensland schools.

BUSH TUCKER – WATERFORD WEST STATE SCHOOL

Waterford West State School created a legacy of reconciliation through the rejuvenation and expansion of their bush tucker garden.

The bush tucker garden, located adjacent to the school's yarning circle and Aboriginal flag shade sail, was expanded to include a range of additional native plants. The bush tucker garden is increasing awareness of Aboriginal and Torres Strait Islander histories and cultures.

“

Ultimately, the goal of the bush tucker garden is to allow teachers and students to engage in hands-on real life learning around the Indigenous perspective.

**Gary Boobyer, Deputy Principal,
Waterford West State School**

”



DREAMTIME MURAL - MCDONNELL CREEK STATE SCHOOL

At McDonnell Creek, about 40km south of Cairns, the school installed a Dreamtime Aboriginal story mural created by Freda Masina, a Yidinji woman and Mona McKenzie, a Jirrabul woman from Jitta Art.

The artwork combines the children's handprints and bright colours with a traditional Indigenous painting to reflect the local community and the Yidinji People.

“

Creating a mural with Traditional owners of the land and using art to depict the Dreamtime stories is a very positive and important learning experience for all our students.

**Sandra Bulger, Acting Principal,
McDonnell Creek State School**

”

3.2.3 Meeanjin Markets

The inaugural Meeanjin Markets delivered a platform for Aboriginal and Torres Strait Islander arts, culture, tourism, hospitality and other businesses to put the knowledge and skills acquired under the Creating Tracks program into practice (all Meeanjin Markets stallholders participated in Creating Tracks).

The Meeanjin Markets were held in Brisbane during the Games from 6-7 April 2018 and engaged 59 Aboriginal and Torres Strait Islander businesses, including 36 businesses selling products at the event.

An estimated 10 000 people visited the markets, with visitors spending over \$60 000. Survey results indicate

that 74 per cent of stallholders strongly agreed that the markets gave them new skills, training, experience and an opportunity to develop networks that will help with their business. Nearly all visitors to the Meeanjin Markets rated their experience as excellent or good (97 per cent).

The Meeanjin Markets was designed to become an annual event. The legacy of the markets is continuing with the second Meeanjin Markets held in December 2018. This free event again provided an opportunity to buy authentic Indigenous products direct from the artisan and also delivered an exciting program of cultural dance, music, artisan workshops and native Australian foods.



3.2.4 Promotion of National Reconciliation Week

The GC2018 RAP partners reported that the RAP inspired an increased recognition and participation in events relating to National Reconciliation Week (NRW) and NAIDOC Week. Examples of promotion and participation included:

- Developed and distributed NRW promotional material to encourage participation in NRW.

- In 2016 and 2017, supported cultural celebrations by holding stalls at community events during NRW and NAIDOC Week.
- During NRW, a bush tucker presentation and morning tea was delivered by Dale Chapman, Aboriginal Chef, Co-owner of First Food Company.
- Sonja Carmichael, a Quandamooka woman from Stradbroke Island, ran a workshop during NRW on traditional weaving techniques.

3.3 Respect

The third theme of the GC2018 RAP was respect, which included a wide range of activities designed to recognise, celebrate, respect and increase awareness of Aboriginal and Torres Strait Islander traditions, languages, cultures and histories.

The GC2018 RAP Evaluation Report found that both OCG and GOLDOC were commended by stakeholders for their vision in developing the RAP and in delivering a range of activities aimed at enhancing understanding and respect between Aboriginal and Torres Strait Islander peoples and the broader community. Many stakeholders also reported that the driving force behind the OCG Aboriginal and Torres Strait Islander Programs team was ‘their passion to make a difference’ and contribute towards successful outcomes through utilising their individual skills. In 2018, GC2018 RAP was awarded the Queensland Premier’s Reconciliation Award.

GOLDOC and OCG implemented initiatives within their organisations to increase cultural awareness such as:

- promotion of word of the week in traditional Yugambeh language and renaming of common spaces and meeting rooms to incorporate Yugambeh names.
- activities to promote cultural protocol throughout GC2018 functions and activities, including development of Acknowledgement of Country and Welcome to Country guidelines and processes.
- cultural awareness training for OCG and GOLDOC staff to improve cultural capability.

3.3.1 Borobi

Borobi (koala in the local Indigenous Yugambeh language) was the popular GC2018 mascot. Borobi’s distinctive paw prints were created by Chern’ee Sutton, a contemporary Indigenous artist whose heritage lies with the Kalkadoon people of Mount Isa.

Borobi’s paws represent each country of the Commonwealth in the campsites or meeting places that appear on his feet, with GC2018 represented as the main campsite and including a male and female athlete. On Borobi’s hands, the wavy lines of the finger tips represent the 11 days of competition, and the scattered dots represent spectators from all over the world.





3.3.2 Queen's Baton Relay

The Queen's Baton was an Indigenous-inspired, modern design using macadamia wood, which is endemic to the Gold Coast region and an important plant for local Indigenous people, and reclaimed plastic. The paper on which Her Majesty, The Queen's message was written was made from spinifex paper, a paper that is extensively used in traditional Indigenous culture.

For the first time in history, First Nation Elders were invited to participate in the QBR commencement

3.3.3 Medals and other artwork

The GC2018 Games medals were designed by Aboriginal artist Delvene Cockatoo-Collins (pictured). Delvene is a local Nunukul, Ngugi and Goenpul woman of Quandamooka Country, who lives on North Stradbroke Island. When Delvene designed the medals, she drew inspiration from the stories shared within her family. Delvene explained that the medal designs represent the soft sand lines which shift with every tide and wave:

Like tides, the achievements of athletes are special but fleeting. But they're marked forever with the shells brought to the tidelines. The medal ribbons represent strands of yungair (freshwater reed), which are woven to form a pattern of triangles to represent South East Queensland and the Gold Coast area.

ceremony at Buckingham Palace with Her Majesty, The Queen, in attendance. Yugambah Elders Patricia O'Connor and Uncle Ted Williams attended Buckingham Palace to carry the spirit of reconciliation at the launch of the QBR delivering an invitation to all First Nations Peoples of the Commonwealth to join in the celebrations of the Games on Yugambah land. The scene was then recreated when the same Elders accompanied His Royal Highness, Prince Charles and the Duchess of Cambridge to the stage during the GC2018 opening ceremony.



The lead artist and designer on the GC2018 Commonwealth Games RAP artwork, Jenna Lee, is a proud Larrakia woman from Brisbane-based Indigenous creative agency Gilimbaa. Jenna Lee's artistic practice is strongly influenced by her heritage as she takes inspiration from traditional artwork, styles, drawing on the rich artistic practices of her Larrakia ancestors. The artwork provided a focus for sharing the message of reconciliation and promoting the commitment to reconciliation undertaken as part of GC2018.



**THE ARTWORK STORY
WITH SHARED VISION,
TOGETHER IN UNITY, WE
MOVE FORWARD WITH
ENERGY, AND LEAVE
OUR LEGACY.**

The journey begins with a vision, a vision for a reconciled Australia, where we gain strength in the knowledge and respect we share with one another. Learning from the truth of our past we look to the future with excitement and energy for all it can bring. Strong in culture and purpose, our energy sustains us on the journey where, united as a nation, we take small steps together, leaving behind a legacy for all that follow of a reconciled and vibrant future.

Jenna Lee also collaborated with Commonwealth Games Australia and R.M. Williams showcasing her artwork designs in the Australian Team uniforms.

“

It is a massive opportunity for me, and it's really special that the work puts culture front and centre.

Jenna Lee, Indigenous artist

”



3.3.4 GC2018 Ceremonies

The GC2018 Opening Ceremony showcased Aboriginal and Torres Strait Islander languages, cultures and histories. Significant consultation with the Indigenous community was undertaken to deliver active and meaningful inclusion of Aboriginal and Torres Strait Islander narratives within GC2018 ceremonies.

Key ceremonies highlights included:

- The Welcome to Country for the Opening and Closing Ceremonies led by Elder Patricia O'Connor and Uncle Ted Williams, and accompanied by Yugambah future leader representatives Sharnie O'Connor and Clinton Brewer.
- The Parade Track – an epic-scale artwork created by Torres Strait Islander artist Brian Robinson, representing the universe in which we live and share. A video interview with Brian Robinson explaining the concept of the artwork was also shown as part of the preshow and to the athletes in the waiting area so they had an appreciation of the significance and meaning of the design.
- Countdown: A 65,000 year countdown sequence – Welcome to the oldest living culture on Earth.
- The raising of the Aboriginal and Torres Strait Islander flags.
- The Smoking Ceremony conducted by Indigenous artist and Yugambah man Luther Cora with three generations of his family.
- White whale, Migaloo with projected artwork designed by Delvene Cockatoo-Collins.
- Bangarra Dance Theatre's 'Totem', performed with Aboriginal and Torres Strait Islander young people and Elders from across the Yugambah Nation.



3.3.5 GC2018 events

During the Games, examples of events celebrating Aboriginal and Torres Strait Islander cultures were:

- Inclusion of in-person Welcome to Country activities at key games events and Welcome to Country videos shown at all other Games events
- Aboriginal and Torres Strait Islander flags were displayed at every GC2018 venue - a first ever for Commonwealth Games in Australia
- GOLDOC and OCG RAP teams hosted a networking event for Elder representatives from Gold Coast and other host cities before attending the Opening Ceremony
- Reception to celebrate the success of the GC2018 RAP on 14 April 2018 at Commonwealth House, Gold Coast. The event recognised, acknowledged and promoted the rich heritage, traditions and culture of Aboriginal and Torres Strait Islander peoples of Australia. The event showcased the various outcomes and opportunities delivered through the GC2018 RAP including employment and training opportunities, Indigenous business procurement, art, tourism and hospitality outcomes and business development.

3.3.6 Traditional Indigenous Games

The Traditional Indigenous Games initiative delivered Traditional Indigenous trails in six locations across Queensland – Gold Coast, Brisbane, Townsville, Cairns, Sunshine Coast and Toowoomba. These trails are giving people the chance to try traditional games that were played by Indigenous children.

The Traditional Indigenous Games is an opportunity for locals and visitors to learn about Aboriginal and Torres Strait Islander cultures in a fun, healthy and active way through play. As a result of the success of the Traditional Indigenous Games, additional trails have been installed in South East Queensland.



3.3.7 Festival 2018

Aboriginal and Torres Strait Islander and First Nations were central to the Festival 2018 program. One of the Festival 2018 creative principles was to deliver a powerful Aboriginal and Torres Strait Islander and First Nations presence across the program. It was to be meaningful, engaged and respectful, and developed in conjunction with and in response to the needs of the community.

The Festival 2018 Creative Lead team worked closely with the IWG, GOLDOC RAP team, and other artists and community members to develop the program. They engaged extensively to curate a strong, proud and culturally appropriate program of performances and art works showcasing the diversity of Aboriginal and Torres Strait Islander and First Nations arts and culture.

Beginnings was a spectacular musical theatre and dance piece delivered as part of Festival 2018 in Cairns engaging more than 300 local community members. *Beginnings* retold the local story of the region performing to a sell out 3000 capacity audience. Also in Cairns, an exhibition of contemporary Indigenous culture titled *Mixed Blood*

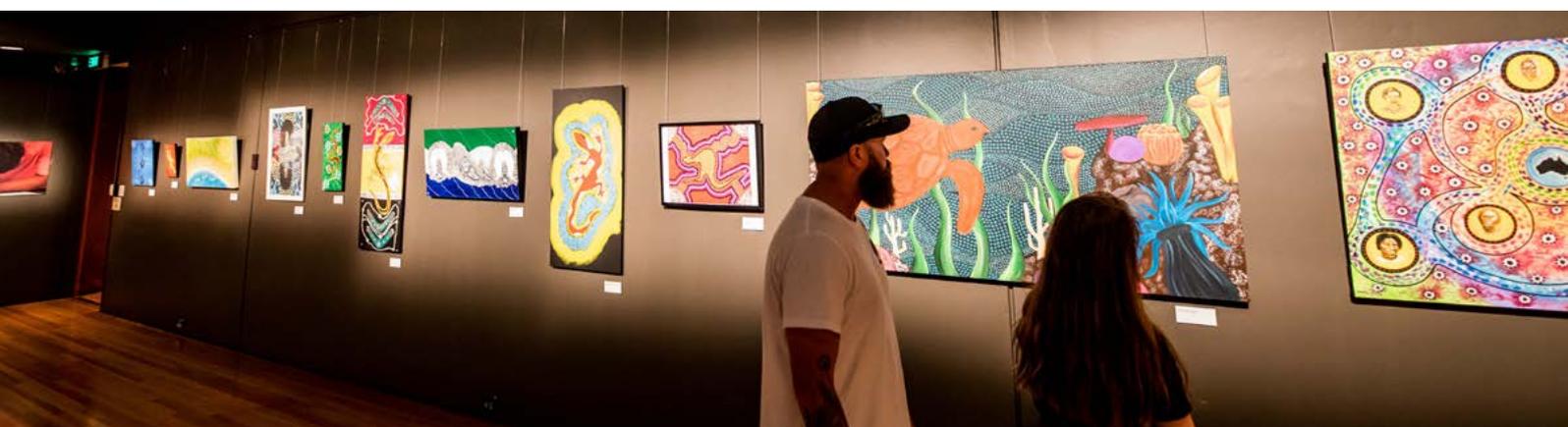
was presented as part of Festival 2018 and featured ten Cairns-based Indigenous artists from tribes across Queensland.

See my Story was an initiative developed in partnership with the Department of Child Safety, Youth and Women to engage Aboriginal and Torres Strait Islander young people within the Brisbane and Cleveland Detention Centres to showcase their artwork through an exhibition as part of Festival 2018 in Brisbane.

Chapter 6, Art and Culture highlights Festival 2018 achievements.

3.3.8 Skylore: Aboriginal and Torres Strait Islander Astronomy

Skylore: Aboriginal and Torres Strait Islander Astronomy tells stories about the constellations and how they relate to culture. The exhibition was launched on 20 March 2018 and due to its popularity, is now a permanent exhibition in the Brisbane Planetarium. This is the first permanent exhibition of Aboriginal and Torres Strait Islander astronomy in Australia. Between March and May 2018 about 35 000 people visited the *Skylore* exhibition.



4 OPPORTUNITIES

While all of the GC2018 RAP outcomes have been achieved, there is an opportunity to further the achievements of the GC2018 RAP. Additional funding has been provided to continue the Meeanjin Markets, with another successful event held in December 2018. The Commonwealth Games Federation and Commonwealth Games Australia has given the Yugambah Museum permission to use the intellectual property rights to Borobi to promote Indigenous language and culture. These initiatives contribute to the Queensland Government's RAP, along with ongoing economic benefits for Indigenous businesses, with monitoring and reporting of outcomes continuing in the GC2018 Final Evaluation Report.

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners worked together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

GC2018 achievements that provided greater opportunities for Aboriginal and Torres Strait Islander people and promoted an increased awareness and understanding of Aboriginal and Torres Strait Islander cultures are highlighted on page 157.



Benefit ID**Aboriginal and Torres Strait Islander Initiatives
Achievements – Benefit and related outcomes****Status****31****GC2018 provides greater opportunities for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture**

- More than \$14 million in GC2018 contracts and other additional revenue for Aboriginal and Torres Strait Islander businesses.
- GC2018 created more than 800 employment and training opportunities for Aboriginal and Torres Strait Islander peoples.
- About 160 Aboriginal and Torres Strait Islander businesses engaged in Creating Tracks and 14 Indigenous businesses participated in the Small Business Development Program.
- Indigenous Volunteer Support Program successfully supported 28 Aboriginal and Torres Strait Islander peoples from across Queensland to participate in GC2018.
- Diabetes Queensland's prevention project and Deadly Choices Commonwealth Games Sports program provided an opportunity for Aboriginal and Torres Strait Islander peoples to participate in sporting activities and traditional games.
- Five Aboriginal and Torres Strait Islander GC2018 Ambassadors.
- Forty-eight schools throughout Queensland involved in Reconciliation in Queensland School program to promote reconciliation through cultural understanding and respect for Aboriginal and Torres Strait Islander cultures.
- Delivered the inaugural Meeanjin Markets, engaging 59 Aboriginal and Torres Strait Islander businesses and attracting about 10 000 people to the markets. A second Meeanjin Markets were held in December 2018.
- About a quarter of Festival 2018 events involved Aboriginal and Torres Strait Islander content, with 78 partnerships with Aboriginal and Torres Strait Islander communities and 21 per cent of Festival 2018 artists identifying themselves as Aboriginal and Torres Strait Islander.
- Promotion of cultural protocol throughout GC2018 functions and activities.
- The Opening Ceremony, and Festival 2018 showcased Aboriginal and Torres Strait Islander languages, cultures and histories
- The Queen's Baton Relay included inspiration of local Aboriginal culture and the GC2018 Games medals were designed by an Aboriginal artist.

Legend: Completed Ongoing Not achieved

TAKE THE PLUNGE

4 - 15 April

Festival 2018



Getty Images

ARTS AND CULTURE

1 AT A GLANCE

Festival 2018, the arts and culture program for the Gold Coast 2018 Commonwealth Games (GC2018), was the largest arts and culture event ever hosted in Queensland.

The bold and ambitious 12-day program held in the Gold Coast, Brisbane, Townsville and Cairns featured more than 550 events and attracted over 1.1 million attendances.

Festival 2018 extended the Commonwealth Games beyond sport into a public celebration of arts, culture and lifestyle. It took the Games into public spaces, parks, beaches and waterways. It provided opportunities for visitors to experience Queensland's lifestyle, culture and creativity. For Queenslanders, it provided opportunities to celebrate creativity and cultural diversity as part of the broader Commonwealth Games event.



More than **1.1 million** attendees across Qld

24+ Festival locations across Queensland

553 events across Qld

\$10+ million direct expenditure to local economies



68% of events created in Qld



THE **One Million Stars to End Violence PROJECT**

2.4 million stars woven in 15 countries across the world

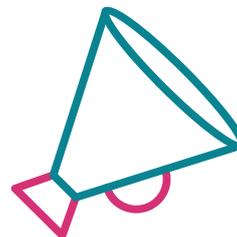
240 000 visitors to One Million Stars installation in King George Square

5400+ attendees

100 speakers from Commonwealth nations



CELEBRATING THE WOMEN OF THE COMMONWEALTH



4505 total performers including **3294** from Queensland

24 Australian premieres and **42** international premieres

25% of the state-wide program included Aboriginal and Torres Strait Islander performers or content



2 FESTIVAL 2018

Festival 2018 was part of the Embracing 2018 Legacy Program, designed to ensure Queensland realised lasting benefits from hosting the Games.

Festival 2018 was developed around ten creative principles. All events were commissioned and programming was designed around the creative principles, encouraging exceptional and engaging content, opportunities for positive change, a diverse and inclusive range of voices and opportunities for active community participation.

FESTIVAL 2018 CREATIVE PRINCIPLES

Arts and Culture

At the centre of Festival 2018 will be art and cultural activities that enhance the cultural life of the Host and Event Cities.

Quality

Festival 2018 aspires to deliver exceptional and engaging content that has been achieved through high quality processes and an integrated approach.

Change

Festival 2018 will inspire opportunities for positive change across cultural, social, political, human and environmental areas.

Balance

Festival 2018 creative content will be delivered with a broad balance of artistic and cultural pursuits, sourced from artists locally, nationally and internationally; with creative content that appeals to a broad range of audiences.

Diversity and Inclusivity

Festival 2018 will be delivered by a range of voices, inclusive and respectful of culture, gender, ability and representation.

Celebration

Festival 2018 will inspire hope, optimism and a sense of occasion.

Engagement – Community

Festival 2018 will be community focused – providing ample opportunities for communities (particularly children and their families) to actively participate in creative experiences that celebrate Commonwealth values and relationships.

Engagement – Image

Festival 2018 creative content will present a contemporary and positive image of the Host City and Event Cities, and of Queensland, that reflects the diversity of local culture and lifestyle.

Indigenous and First Nations

Festival 2018 will deliver powerful Aboriginal and Torres Strait Islander and First Nations presence across the program. It will be meaningful, engaged and respectful, and developed in conjunction with and in response to the needs of the community.

Transformation

Festival 2018 creative content will be selected where it can contribute towards supporting and strengthening the local creative sector by nurturing collaborations, increasing profile

3 ACHIEVEMENTS

Festival 2018 was held across 12 days in the Gold Coast, Brisbane, Townsville and Cairns. Festival 2018 was organised by the Office of the Commonwealth Games (OCG) in collaboration with the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) and local government authorities in Cairns, Townsville, Brisbane and the Gold Coast.

GC2018 provided a unique opportunity to commission iconic public art that embraced the Games experience. Public artwork was commissioned in all Games event cities.

3.1 Festival 2018 Highlights

The Festival 2018 program celebrated Queensland's culture within an international context, with a particular focus on celebrating Queensland's Indigenous cultures. Across the Festival 2018 program, more than 25 per cent of activities included Indigenous performers or content. Of the 553 events conducted during the festival, 68 per cent were created in Queensland, 22 per cent were created interstate and 10 per cent were created overseas.

The Queensland Government commissioned international performance analysts Culture Counts to conduct an independent evaluation of Festival 2018.¹ The Festival 2018 evaluation found 88 per cent of surveyed respondents rated their Festival 2018 experience as excellent or good, and that 81 per cent are more likely to attend arts and cultural events in the future following their experience during GC2018.

It also found that visitors who went to Festival 2018 alone (excludes GC2018 sports) contributed \$10.2 million in expenditure across the Host and Event Cities.

Notably, 93 per cent of respondents found Festival 2018 to be of strong importance to the local area, and 90 per cent agreed that their Festival 2018 experience made them feel positive about the community's future.

Audiences considered the Festival 2018 program to be of high quality with international, national and local performers, and they also applauded the diversity of performances showcasing local culture and lifestyle.

The event brought a high calibre of performers to Queensland, with local Queensland talent accounting for 73 per cent, bolstered by artists and performers from interstate and international. The study found 89 per cent of artists, performers and organisations involved in the festival believed it would create new opportunities for artists, and allowed artists to collaborate with others.

The evaluation also found Festival 2018 provided jobs for artists and arts workers, and increased the artists' profile and engagement with audiences. The festival's development programs also assisted and supported emerging artists and encouraged the development of partnerships with Aboriginal and Torres Strait Islander communities.

¹ Queensland Government, Festival 2018 Gold Coast 2018 Commonwealth Games Arts and Culture Program Evaluation Report, 2018



“

Many of the productions that we commissioned are actively working to confirm other opportunities for presentation and touring. Some we know have already had other presentation opportunities in other cities.

As for the industry as a whole, to have participated and created work within such a significant event, provides enormous opportunities for growth and development. The works that were made by local artists in particular during the festival were world-class.

**Louise Bezzina, Artistic Director,
Bleach* Festival**

”

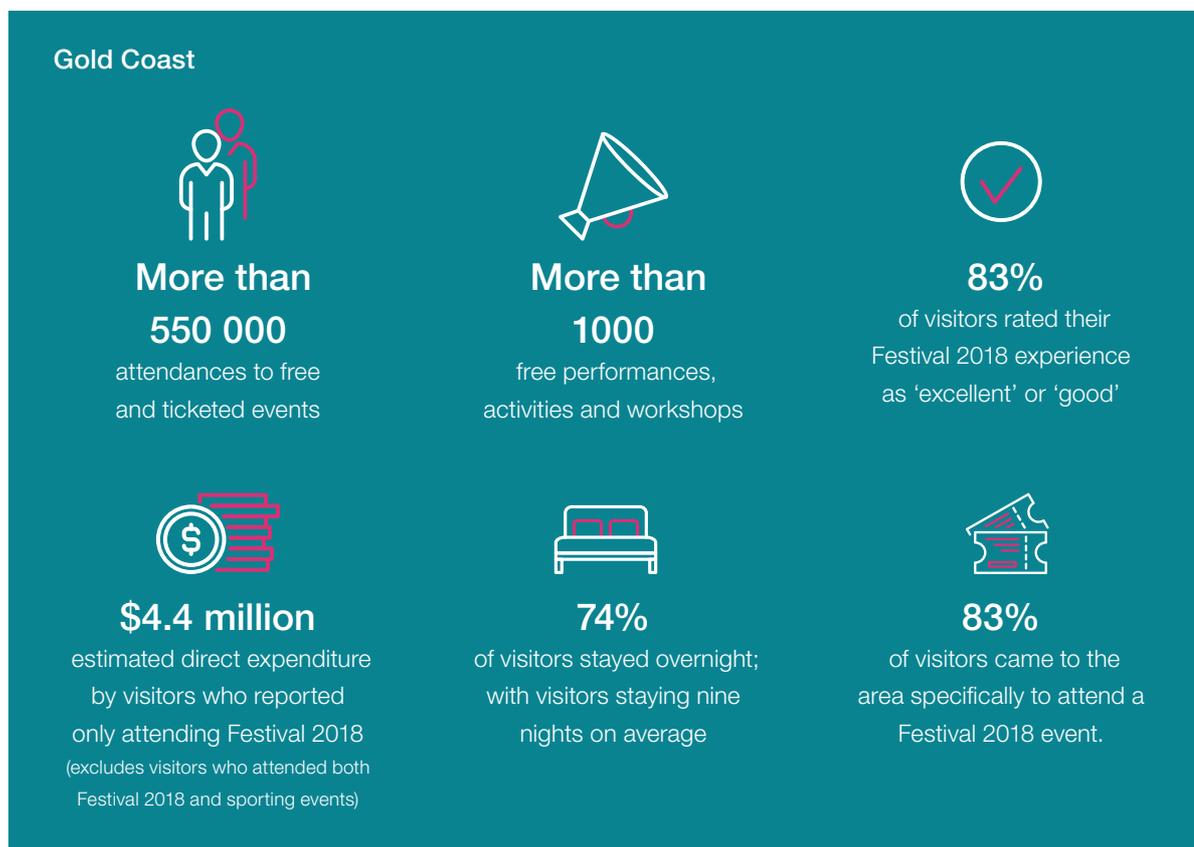


3.2 Festival 2018 on the Gold Coast

Festival 2018 on the Gold Coast was a bold, aspirational 12-day program of music, theatre, dance and visual arts that showcased diverse voices and cultural perspectives. The program reached a broad audience, with over 550 000 attendances from 166 000 unique visitors to more than 1000 free performances throughout the city.

Locals, tourists, sports fans and frequent arts-goers flocked to vibrant Festival 2018 hubs at Surfers Paradise and Broadbeach, where a constant stream of activity in three acts – Encounters, Change and Aspire – complemented the Commonwealth Games sporting program. Boardwalks, waterways, streets, beaches and other unexpected places across the coast also hosted Festival 2018 experiences.

The Gold Coast’s annual multi-arts festival, Bleach* Festival, joined forces with Festival 2018 on the Gold Coast to extend celebrations from Coomera to Coolangatta. Festival 2018 worked with Bleach* Festival organisers and City of Gold Coast to present the best local contemporary works and artists on the world stage.



3.3 Festival 2018 in Brisbane

Festival 2018 celebrated Brisbane's history and wealth of cultural diversity, and shared the iconic stories of Brisbane through the eyes and ears of emerging and established artists, as well as the local community.

Festival 2018 Brisbane invited the audience to encounter something different and aimed to leave attendees with an experience that would last a lifetime. The Festival Hub was located at the Cultural Forecourt in the South Bank Parklands, with activations stretching across the central business district and the laneways in between.

Other Brisbane venues included the City Botanic Gardens, King George Square and multiple locations throughout the CBD.

Festival 2018 in Brisbane also included the three-day Women of the World (WOW) Festival event and the One Million Stars to End Violence (OMS) installation.

The Queensland Government announced in March 2019 its support to bring WOW Festival back to Queensland for three years from 2020.



3.4 Festival 2018 in Cairns

Festival 2018 in Cairns was set against the iconic Cairns Esplanade, historic Tanks Arts Centre and Munro Martin Parklands. It included a smorgasbord of cultural music, contemporary popular Australian artists, emerging and local music, and a mix of high-end visual art exhibitions.

Local companies across the performing and visual arts sector developed new work for a strong daytime program, with the programming also featuring bold new work commissions and installations, contemporary dance and interactive workshop opportunities.

Beginnings

Commissioned and presented by Cairns Regional Council for Festival 2018, *Beginnings* was a spectacular musical theatre and dance piece engaging more than 300 local community members from across both the performing and non-performing arts sectors.

Beginnings retold the local story of the region, bringing together the Indigenous and multicultural community in dance and story. Working with a largely Indigenous creative and delivery team, the performance shared a message of peace and respect for all cultures.

Beginnings attracted a diverse audience and had a 'free ticket' sell-out audience of 3000 capacity in the newly developed Munro Martin Parklands. It was widely celebrated and drew a thunderous standing ovation at its two hour conclusion.

Cairns



More than
80 000
attendances



115
performances, activities
and workshops across
five venues



400
artists and performers
with 88% local
Queensland talent



98%
of visitors rated
their experience as
'excellent' or 'good'



\$1.2 million
estimated direct
expenditure by
visitors who reported
only attending
Festival 2018
(excludes visitors who
attended both Festival
2018 and sporting events)



94%
of visitors stayed
overnight; with visitors
staying six nights on
average.





3.5 Festival 2018 in Townsville

Festival 2018 will be marked as a watershed moment for Townsville with the city and regional community embracing and celebrating the arts like never before, with arts and culture spread across three sites – Strand Park, Queens Gardens and Jezzine Barracks.

Queens Gardens hosted a creative arts, music, dance, comedy, circus, food and wine events underneath the canopy of rainforest trees. For the very first time, Townsville hosted two Spiegel tents with national and international performers. Queens Gardens included a Festival Stage, a live site, food trucks, an Indigenous gathering place and arts workshops, bringing the site to life.

The historically significant Jezzine Barracks was the perfect backdrop for the opening and closing events, including a traditional Indigenous smoking ceremony and a military Beating the Retreat Ceremony.

Uncontained

Uncontained at Strand Park was an ambitious and imaginative concept that surpassed expectations. Towering shipping container constructions dominated the site and container artworks by local, national and international street artists surprised and delighted visitors. The stage at *Uncontained* hosted a range of performers as well as big screen vision and documentary pieces by local students. Artist markets, art and writers' workshops and children's activities were also delivered in this space.

Townsville



**More than
90 000**
attendances



163
performances, activities
and workshops across
three Festival sites



700
artists and performers,
with 81% local
Queensland talent



93%
of visitors rated Festival
2018 experience as
'excellent' or 'good'



80%
of visitors stayed overnight;
with visitors staying six
nights on average

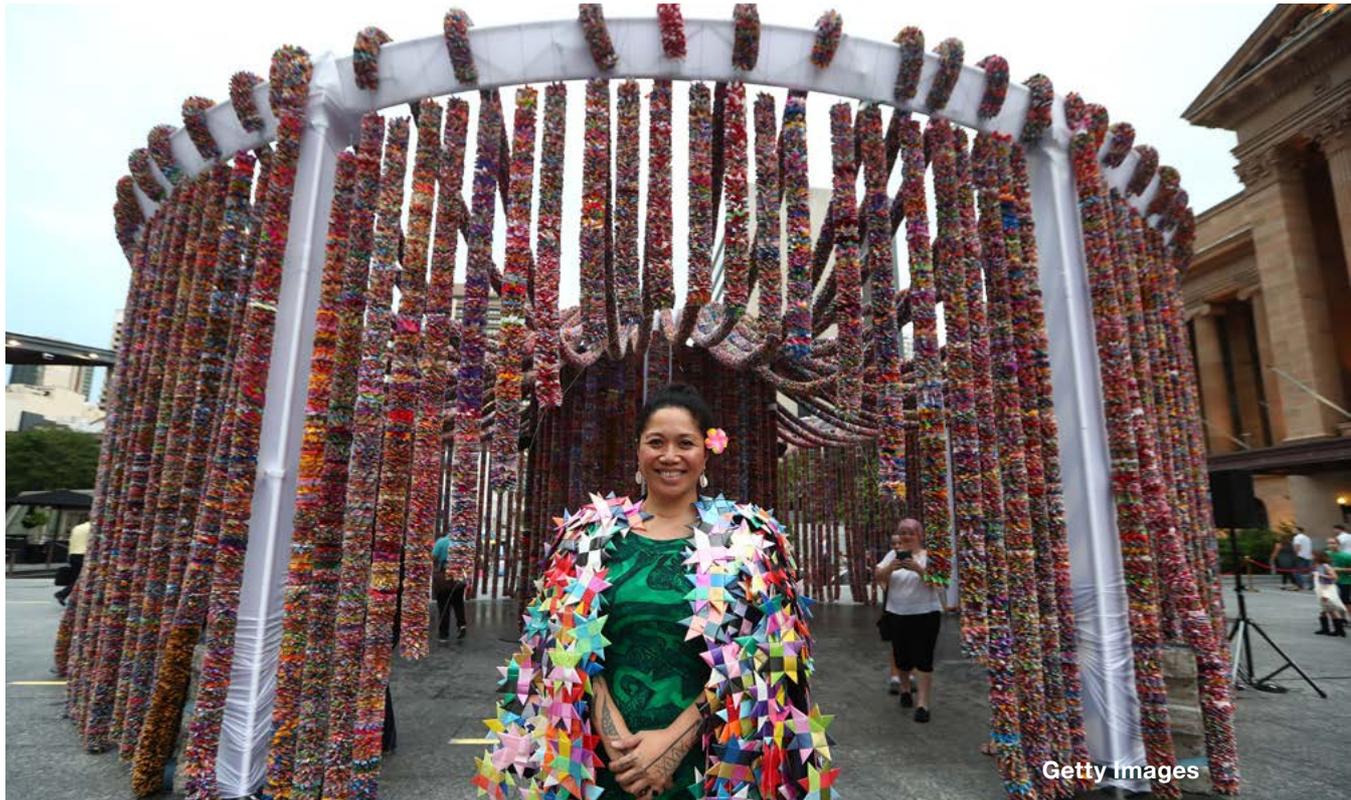


83%
of visitors came to the
area specifically to attend a
Festival 2018 event.

3.6 Generate Regional Arts Program

Many Queensland artists were supported by the City of Gold Coast and the Queensland Government through jointly funded initiatives in preparation for Festival 2018. To enable local Gold Coast artists to leverage Festival 2018 opportunities, professional development was offered to locals with emerging creative and cultural talent. The three year Generate Program saw selected artists generate, develop and feature creative and bold ideas in Festival 2018.

This creative platform not only inspired a memorable arts and cultural program, but also supported local arts and culture by providing long-term benefits through professional development for Gold Coast artists.



3.7 One Million Stars

Around 240 000 people experienced the wonder of the One Million Stars to End Violence (OMS) installation in Brisbane's King George Square at Games-time. The global weaving movement OMS inspired thousands of individuals and groups across hundreds of communities to weave stars as a form of peaceful activism against violence and to be used in a temporary public art installation.

Approximately 2.4 million stars were contributed to the project, which well exceeded the one million star target set by the founder, artist Maryann Talia Pau. Star weaving provided a mindful, joyful and creative practice for people. Many groups and communities participated in support of personally relevant social causes.

The One Million Stars installation in King George Square, featuring one million of the overall 2.4 million stars, was viewed by more than 240 000 people as part of Festival 2018 from 29 March to 15 April 2018.

The record-breaking installation, presented by the Museum of Brisbane and Lumen Cloud, highlighted the communities' collective statement for peace and the Commonwealth Games Federation's values of Humanity, Equality and Destiny. Stars were used to create smaller satellite installations in Townsville, Cairns, Brisbane and the Gold Coast during Festival 2018.



3.8 Women of the World (WOW)

The Women of the World (WOW) Festival was three-days of fun, laughter, inspiration and reflection on what it means to be a woman in today's world. WOW at Festival 2018 featured 100 speakers from across the Commonwealth and included performances, exhibitions, workshops, speed mentoring and stories from some of the most remote areas of the globe.

Taking place at Brisbane's iconic Powerhouse, WOW was attended by over 5400 people, including Her Royal Highness the Duchess of Cornwall who is the Global Patron of the WOW worldwide movement.

WOW explored topics as diverse as African dance and accidental activism, as well as offering a model for future Commonwealth Games hosts to continue advancing gender equality as a major global issue.

Ninety-seven per cent of surveyed attendees agreed that WOW contained exceptional and engaging content, and 84% that WOW inspired positive social, cultural and political change.

3.9 Public Art

GC2018 provided an opportunity to commission iconic public art that celebrated the Games experience and provided a legacy of the GC2018 arts and cultural program. Games Partners invested in local arts and culture including public art across GC2018 event and host cities. Significant public artwork commissions included signature Gateway Artwork pieces in the Gold Coast, Cairns and Townsville, the *Commonwealth Star* – All Eyes on Us and public art in the Brisbane Botanic Gardens in Mount Coot-tha.

ALL EYES ON US - THE COMMONWEALTH STAR

The Commonwealth Star celebrated the GC2018 experience through an iconic public art commission that transformed place, embraced the GC2018 event and was artistically inspired by sport. The artwork reflected and embodied the Commonwealth Game's values of humanity, equity and destiny, and delivered a meaningful public art legacy for the Gold Coast into the future.

Australian Artist Stuart Green was commissioned to deliver "*All Eyes On Us – The Commonwealth Star*". The artwork is a colourful abstract and gestural expression inspired by a starting gun's blast, tropical fruit, flowers and the stars.

The artwork was installed on the Surfers Paradise Esplanade immediately before GC2018. While there was a strong connection to GC2018, the artwork is a sophisticated and enduring piece which will be a valuable asset to the City's public art collection for many years to come.



4 OPPORTUNITIES

Festival 2018 was a significant investment in the arts sector, delivering growth and development to creative industries, and leaving a positive legacy. It demonstrated Queensland's capability in hosting a multi-venue stimulating arts and culture event, showcasing the state's creativity and capturing the unique lifestyle and culture of Queensland and its communities.

Festival 2018 is already creating a legacy for new events in Queensland. In December 2018, Townsville announced a new annual arts and cultural festival - Northern Australia Festival of Arts to be held in July 2019. It is promoted as a festival for locals and visitors to celebrate Townsville's rich cultural life in tropical North Queensland.

“

We are going to build on the success of Festival 2018, which was a party the likes of which the city had never seen before.

Cr Jenny Hill, Mayor of Townsville

”

Legacy programs that developed local creative talent and the experiences and artists' feedback from Festival 2018 have provided an opportunity to grow the creative industry in the Gold Coast and in Queensland. The creative sector achievements will continue to be monitored as part of GC2018 final evaluation in 2023.

“

The number of artists that participated in the festival, shows the nation that we have a truly vibrant and strong sector. The opportunity to be part of the festival demonstrates a significant milestone for many artists as well as the opportunity for investment to make new work that will go on to have another life.

**Louise Bezzina, Artistic Director,
Bleach* Festival**

”

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading

up to and during the Games and will continue to be tracked until 2023.

Highlighted below are key outcomes contributing to celebrating Queensland's creative talent and culturally diverse communities. The growth of local creative industries in the Gold Coast will continue to be monitored and reported in the GC2018 Final Evaluation Report in 2023.

| Benefit ID | Arts and Culture Achievements – Benefit and related outcomes | Status |
|------------|---|---|
| 21 | <p>Local creative industries drive growth in the Gold Coast economy</p> <ul style="list-style-type: none"> About 3300 or 73% of Festival 2018 artists were from Queensland. 83% of Festival 2018 artists and 85% of audiences agreed that Festival 2018 supported and strengthened the local creative sector. Ten Gold Coast artists participated in the three-year Generate Program providing professional development to maximise Festival 2018 opportunities. In the Gold Coast, creative industries employed 3284 people in 2017. |  |
| | <ul style="list-style-type: none"> Analysis of creative industries in the Gold Coast through to 2023. |  |
| 30 | <p>Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> <ul style="list-style-type: none"> Festival 2018 was created around ten creative principles encouraging engaging content, opportunities for positive change, a diverse and inclusive range of voices and opportunities for active community participation. More than 1.1 million Festival 2018 attendances. Festival 2018 surveys found that: <ul style="list-style-type: none"> » 95% agreed that they would attend a similar event in the future. » 93% found Festival was important to the local area. » 90% agreed that their experience made them feel positive about the community's future. » 88% rated their experience as excellent or good. » 81% more likely to attend arts and cultural events in the future. More than 5400 attendees to Women of the World three-day festival. About 240 000 people experienced the wonder of the One Million Stars to End Violence Installation. Public art installations were commissioned in the Gold Coast, Brisbane, Townsville and Cairns. |  |

Legend:  Completed  Ongoing  Not achieved



SPORT AND HEALTHY LIFESTYLES

1 AT A GLANCE

The Gold Coast 2018 Commonwealth Games (GC2018) was more than just an unforgettable sporting event—it provided a unique opportunity to inspire the community to lead a healthier and more active lifestyle.

The Embracing 2018 Legacy Program for GC2018 aspired to build active, engaged and inclusive communities by motivating people to move more, value their health, and be active. The Legacy Program also supported Queensland's sport and recreation industry to cater for active communities.

From fitness in local parks and halls, through grassroots clubs to elite sporting pathways, GC2018 supported more than 200 000 people from all walks of life and abilities to find ways to be physically active and embrace a healthy lifestyle. Workshops to assist more than 1100 sports clubs and sports officials were also delivered.

GC2018 sports equipment was put to good use after the Games with 20 000 assets gifted to schools, councils, sporting organisations and communities across Queensland. This reinvestment of GC2018 assets is helping communities to deliver sports programs and grow participation, develop future sports stars and nurture sporting excellence for Queensland athletes.

On the Gold Coast, new and improved travel options are encouraging the local community to get active using new transport infrastructure as a result of GC2018.

Healthy and Active Lifestyles

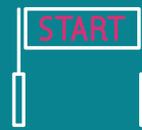
Embracing 2018

XXI COMMONWEALTH GAMES
THE LEGACY PROGRAM



Over \$2.3 million

in grants given to not-for-profit and government partners to deliver sport and lifestyle programs across the county



Over \$260 000

spent on delivering sporting club capacity building initiatives, for over

110 participants

Over 123 000

GC2018 themed Nature Play Passports, to encourage outdoor play, distributed to Qld children



Over \$430 000

in grants provided for Aboriginal and Torres Strait Islander-targeted healthy and active initiatives



More than **200 000 participants** in over **100 healthy and active projects**



Over 2700 participants

in the 10,000 Steps GC2018 Venues virtual walking challenge

Over 200 people attended Embracing 2018 Sports Officiating Forums



Over 13 000 runners in 20 new parkrun sites across the country



24 QLD councils granted over \$800 000, for 38 health and fitness programs

and events across all regions of Qld



Over 100 organisations

gifted over 20 000 sports equipment items, to be used across 80 locations in Queensland



\$107 000

to support accessible sport and fitness initiatives

Items have been distributed as far as north as Torres Strait, as far south as Goondiwindi and the Gold Coast, as far west as Mt Isa

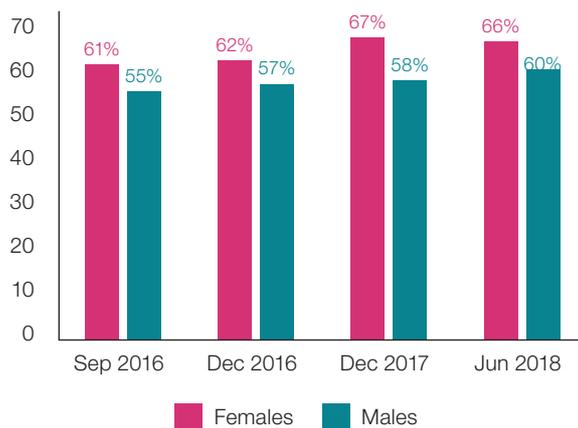


2 ACTIVE QUEENSLANDERS

Increased levels of physical activity can bring wide-ranging health and social benefits for adults and children. Recent research of Queensland participation in physical activity¹ found adult levels of participation slightly increased between 2016 and 2018 with 66 per cent of females and 60 per cent of males participating in physical activity at least three times a week in 2018. Participation levels in physical activity is significantly lower for children (0-14 years), with 20 per cent of females and 25 per cent of males participating in physical activity at least three times a week.

Walking, gym activities and jogging/running were the most popular activities for adults in Queensland. The most popular activities for children were swimming, soccer and dancing.

Figure 7.1 Queensland adult participation in physical activity (at least three times a week)



Glasgow 2014 Commonwealth Games Final Evaluation² reported that as a result of Glasgow hosting the Commonwealth Games in 2014, there was evidence of improved infrastructure (places), resources (people), increased participation at Glasgow Life venues, new pathways and increased opportunities.

GC2018 Partners aimed to have more children and adults participating in sport and active lifestyles before, during and after the Games. The Embracing 2018 Healthy and Active programs engaged key target groups, include those with lower levels of participation in physical activity, including:

- people or communities who are not active
- Aboriginal and Torres Strait Islander people

Queensland Adults



90% adults participated at least once in 2018

81%

participated at least once per week

63%

participated at least three times per week

Queensland Children

72%

of children participated at least once in 2018



57%

of children participated at least once per week

22%

of children participated at least three times per week

- people with a disability
- regional communities
- culturally and linguistically diverse people
- people from low socio-economic communities
- children.

Following GC2018, the level of interest in watching and participating in sports appears to be positive.

For example, the Gold Coast Marathon which was held five months after GC2018 was the busiest in its 40 year history, attracting 60 000 people seeing an increase of 13 per cent on the previous year. Learn to swim class enrolments at the Gold Coast Aquatic Centre have increased by 300 per cent since GC2018.

¹ Australian Sports Commission, AusPlay survey results, 2018

² Scottish Government, Glasgow 2014 Commonwealth Games legacy: final evaluation report April 2018

3 ACHIEVEMENTS

GC2018 supported local communities to lead healthier and more active lifestyles and delivered initiatives to support the sport and recreation industry to better cater for grassroots through to high performance. Across the Embracing 2018 Legacy Program, more than \$2.3 million in grants were given to not-for-profit and government partners to deliver sport and lifestyle programs across the country. The Embracing 2018 Legacy Program engaged with priority target groups including more than \$430 000 in grants provided for Aboriginal and Torres Strait Islander-targeted initiatives and \$107 000 to support accessible sport and fitness initiatives.

“

The Commonwealth Games Sport and Healthy Lifestyles program provided everyday people the opportunity to embrace their health by supporting inclusive programs like 10 000 steps, nature play for the young and new parkrun activities. There was something for everyone at whatever level they were at.

Julie McDonald OAM, GC2018 Legacy Advisory Committee member

”

3.1 GC2018 Sports Assets

The legacy of GC2018 is living on in schools and organisations throughout Queensland with about 20 000 items of sporting equipment gifted to sporting groups and communities. More than 100 high-performance organisations, grassroots sports clubs, community groups, schools and councils benefited from the reuse of GC2018 equipment.

All GC2018 sports assets were allocated and ranged from elite infrastructure used for the Games sporting competition such as squash courts and hurdles, to everyday sports equipment like timing devices, ladders and leaf blowers.

Among the recipients were:

- PCYC Queensland was gifted GC2018 sports equipment including gymnastics, weightlifting, boxing, netball, squash and beach volleyball to centres across Queensland.
- Whitsunday Weightlifting Association was gifted plates, barbells, bar loaders and calibrated scales just in time for the club's hosting of events at the North Queensland Games in 2018.
- The Commonwealth Games netball floor will be transported to regional areas across the state to host major netball events, including Firebirds games.

GC2018 SPORTS ASSETS ASSISTING HOCKEY PLAYERS IN REMOTE AND REGIONAL QUEENSLAND

Hockey Queensland can now spread the love of their game to remote and regional communities thanks to new assets received from GC2018 Sports Assets Program.

The organisation received items such as nets, goalposts and technical equipment to support the sport across Queensland and boost their Remote and Indigenous Hockey Program.

“

The longer term benefits of this equipment will have a very positive impact on the development of hockey in this state.

Sue McLatchey, Operations Manager, Hockey Queensland

”

ATHLETICS TRACK AND SQUASH COURT GIFTED TO CANTERBURY COLLEGE

Thanks to the Gold Coast 2018 Commonwealth Games, the world's most technologically advanced athletics track has been installed at Canterbury College at Waterford.

The school received six lanes of the international standard athletics track and three elite standard squash courts.

The new assets will significantly increase participation both from school students and community members within the Logan area and will provide a facility where competitions can be held and athletes can experience world-class standard equipment.



The athletics running track from GC2018 has also been repurposed across Queensland. Sixty-one organisations, including 50 Queensland State schools received and have reinstalled sections of GC2018 athletics track. The tracks are being converted to long jump run ups, running tracks and high jump tracks and strength and conditioning surfaces.



A SECTION OF GC2018 RUNNING TRACK NOW MANLY STATE SCHOOL'S LONG JUMP TRACK

Forty metres of GC2018 running track is now providing a new world-class certified long jump track for students at Manly State School

“

It's a fabulous facility ... for the children to use and imagining winning gold!

Clayton Carnes, School Principal, Manly State School

”

GYMNASTICS QUEENSLAND REAPING THE REWARDS OF GC2018 GYMNASTICS EQUIPMENT

Gymnastics Australia received a full set of men's and women's equipment, as well as a full rhythmic gymnastics floor area for their High Performance Centre. The GC2018 legacy will ensure Queensland high performance athletes have the best equipment to prepare for successful performances in the 2022 Commonwealth Games, plus the 2020 and 2024 Olympic Games.

“

It also means that they're performing on the same equipment used in competitions, making it much easier to adjust as the equipment they train on is the same as what they compete on. That will be a really big benefit both for all our club athletes as well as our high performance athletes.

Kym Dowdell, CEO, Gymnastics Queensland

”



3.2 Active and healthy Queensland communities

3.2.1 Game on Queensland

Game on Queensland (GOQ) leveraged GC2018 to encourage participation in physical activity, sport and outdoor recreation across Queensland. One-off grants of up to \$15 000 for events and \$40 000 for programs were awarded to Queensland local councils leading up to GC2018.

About 60 000 people across Queensland participated in the 38 healthy and active events and programs funded by GOQ.



GET WITH THE PROGRAM AT SPLASHEZ, MOUNT ISA

The Game On Queensland program ran blocks of learn to swim lessons over the school holidays. A bronze medallion program, aqua aerobics fitness classes and squad training were offered in conjunction with the Isa Heat swim club and Swimming Queensland.

Due to the popularity of these lessons (more than 1000 attendances), Council is making steps to continue to improve community participation in similar programs.

2018: QUILPIE GETS ACTIVE: DUST, SWEAT & MINDSET

Options for exercise, physical activity and group fitness were available from this GOQ initiative. Phase 1 increased skills and training for volunteer fitness trainers who then offered free 'come and try' sessions for the Quilpie community. A virtual fitness system was also purchased and available for the community to use as part of GOQ.

“

The benefits are even flowing on to the local economy... the food stores have reported significant increases in fruit and vegetable sales.

**Lisa Hamlyn, Corporate and
Community Services Manager,
Quilpie Shire Council**

”



DEADLY FUTURES HEALTHY SPORTS CARNIVAL, PALM ISLAND ABORIGINAL SHIRE COUNCIL

The Deadly Futures Healthy Sports Carnival saw more than 450 school children from Townsville and Magnetic Island come together with Palm Island students for one of the biggest days of sports ever seen in the community. The focus of the carnival was on healthy habits and a healthy future for the people of Palm Island.

Former North Queensland Cowboys, Queensland State of Origin and Australian Test player Matt Bowen and Obe Geia Junior were special guests at the Obe Geia Challenge rugby league carnival. Former athlete Cathy Freeman was a special guest for the Aunty Kathy Tarpaulin Memorial Shield.

“

It's a privilege to be involved in such a huge and successful community event and the excitement in the kids competing was contagious.

Cathy Freeman OAM

”





NORTH BURNETT MINI-COMMONWEALTH GAMES PROGRAM

The North Burnett Mini-Commonwealth Games Program gave rural communities the opportunity to participate in sporting activities ordinarily not available to them. The program included a schools Mini-Commonwealth Games and a 'come and try' initiative. The Mini-Commonwealth Games was run in 16 schools and had 1300 participants. Each school hosted a Mini-Games day where students formed teams representing their choice of Commonwealth countries.

The community halls 'come and try' events had about 800 people participating.

3.2.2 Women and girls get out, get active

The Get Out, Get Active program provided funding for community-based sport and recreation opportunities for women and girls.

The Embracing 2018 Legacy Program provided \$700 000 for an additional category of the Get Out, Get Active program delivered by Sport and Recreation Services within the Department of Housing and Public Works. This funding enabled the expansion of the program from being available to councils to also include Queensland not-for-profit incorporated community sport and recreation organisations.

Twenty-five sport and recreation organisations across Queensland received grants to deliver important initiatives for women and girls in their local communities.

MAREEBA MOUNTAIN GOATS INC – CYCLING PROGRAM FOR WOMEN AND GIRLS

A cycling skills program was delivered to woman and girls in Mareeba as part of the Get Out, Get Active grant. The program was targeted at women who haven't ridden before, or haven't gotten on a bike for a while.



SUPPORTING MULTICULTURAL WOMEN IN LOGAN TO GET ACTIVE

The Get Out, Get Active grant helped Steelers Sports and the Multicultural Sports Club in Logan City to fund two blocks of volleyball, touch football, netball and soccer activities that has so far engaged more than 150 women from culturally and linguistically diverse (CALD) backgrounds, providing participants an outlet to meet new people, get active and embrace their local community.

“

A big part of what this project has offered has also been training and employment pathways for young women from CALD backgrounds... This grant shows the phenomenal opportunity provided by the Commonwealth Games.

Kim Rollason-Nokes, Project Coordinator, Steelers Sports

”

3.2.3 Nature Play QLD Embracing 2018 Passport

A special GC2018 edition, Nature Play QLD Embracing 2018 Passport containing fun outdoor play (nature play) ideas and stickers was launched in August 2017. The GC2018-themed passports were packed full of missions and ideas to encourage children and families to get outside, play, explore and have fun, with prizes and stickers for children to stamp their passport once a GC2018 mission was completed.

The passports increase participation in outdoor, unstructured, active play from childhood which lays the foundation for lifelong healthy habits.



NATURE PLAY QLD EMBRACING 2018 PASSPORT FAST FACTS

- More than 123 000 passports distributed across Queensland
- Nearly two thirds of surveyed Nature Play QLD Embracing 2018 Passport holders reported an increase/significant increase in their child's outdoor play as a result of using the passport
- As a result of the widespread promotion of the 'Embracing 2018' themed passport, City of Gold Coast Council is continuing the passport journey creating a Gold Coast regional passport. Ipswich City Council and Brisbane City Council are also planning a regional passport.

3.2.4 Parkrun

Embracing 2018 partnered with parkrun to introduce 20 sites across Australia. These new parkrun locations were rolled out in the lead-up to GC2018, attracting about 15 000 runners.

The five kilometre parkruns are free and open to everyone, taking place in parkland surroundings, with half of the new sites pram and wheelchair accessible. Participants also have their run times recorded, giving them the opportunity to do their personal best every week. People of all ages, running ability and fitness levels are encouraged to take part – from casual joggers and juniors, to athletes.



3.2.5 10,000 Steps

The 10,000 Steps project is a health promotion program funded by Queensland Health and managed by Central Queensland University, encouraging adults to monitor and increase their daily physical activity.

As part of the challenge, GC2018-themed journeys invited participants to log and track their steps on a virtual walking tournament between the event cities (Cairns, Townsville and Brisbane) and the Gold Coast. More than 2700 participants have completed the 10,000 Steps GC2018 Venues virtual walking challenge.

3.2.6 Duke of Ed Australia

The Embracing 2018 Legacy Program's support of the Duke of Ed Australia provided funding for more than 120 disadvantaged young Australians aged 14-24 years to participate in the Duke of Edinburgh's International Award program. Get Moving with The Duke of Ed created opportunities for young people to participate in sport and physical activities to improve health and fitness and create healthy habits. It encouraged young people to get involved in a sport or other physical activity that they may not have had the opportunity to do so.

The Wiltja Anangu Secondary College, a South Australian school for Indigenous students from remote communities received The Get Moving with The Duke of Ed grant to engage young people in positive lifestyles through sport, recreation and physical activity.

Wiltja was able to support four of their students with the grant which funded them to participate in the program and access club football for their physical recreation award section.

Wiltja Boarding Manager Anthony Bennett said the program provided an incredible platform to further the non-formal education of the school's students.

“

The Get Moving bursaries have enabled four young students to continue to participate in football, which is in turn a hook that has aided their retention and engagement in school.

Anthony Bennett, Wiltja Boarding Manager

”



Getty Images

3.2.7 GC2018 community activities

About 6600 people took part in Gold Run 2018 - a five kilometre run on part of the GC2018 marathon course - at the same time the GC2018 marathon runners were racing. This was the first time an event like this was held in Commonwealth Games history. Gold Run 2018 was extremely popular, giving people an opportunity to race at the same time and on the same track as elite athletes.

GC2018 spectators were also able to participate in 'have a go' activities organised by national and state sporting organisations. The activities were free, fun, inclusive and aimed to encourage long term youth participation in sport.

3.3 Participating in Commonwealth sports

Grants through the Embracing 2018 Sports Grants Program were provided to State Level Organisations (SLO) to deliver projects that support Commonwealth Games sports and demonstrate lasting legacy benefits. Grants of up to \$80 000 targeted:

- children or adults who are not active
- education, training or sport development activities for Aboriginal and Torres Strait Islander people
- programs which decrease barriers to participation and enhance social cohesion
- coaching and officiating programs
- programs which can be replicated outside Queensland.

Thirteen Queensland state-level sporting organisations were awarded Embracing 2018 Sports Grants that enabled Queenslanders of all ages and abilities to get involved in Commonwealth Games sports at the grassroots level.

QUEENSLAND RUGBY FEMALE SEVENS STATE CHAMPIONSHIPS

Queensland Rugby Union (QRU) received a \$40 000 boost towards the Queensland Rugby Female Sevens State Championships for under-15 and under-17 girls.

“

The QRU is working on new, innovative ways to improve our girls' competitions and these state championships are the first step in cementing the legacy of our national success.

Richard Barker,
Chief Executive Officer,
Queensland Rugby Union

”

NETBALL QUEENSLAND EMPOWERING INDIGENOUS GIRLS IN REMOTE AND REGIONAL COMMUNITIES

Netball Queensland received a grant to expand their existing 2018 Diamond Spirit program that uses netball as a vehicle to empower and educate Indigenous girls in remote and regional communities.

“

We're so excited to be able to expand the program and positively impact the lives of more Indigenous women and girls in 2018.

Catherine Clark, CEO,
Netball Queensland

”



3.4 Supporting Grassroots Sports

Sporting Club Capacity

Without volunteers, most clubs and organisations could not provide opportunities to participate in sport. Recognising the contribution that sport and recreation club volunteers make to active, engaged and inclusive communities, the Embracing 2018 Legacy Program invested \$200 000 in the Sporting Club Capacity program.

GC2018 expanded Queensland Government's existing Building Active Communities Workshop (BACW) program, which provides free workshops for sport and recreation club volunteers across Queensland. Workshops covered a range of coaching, administration and planning topics improving organisational capacity and capability.

The Sporting Club Capacity initiative delivered:

- the Plan, Prepare, Perform Sport and Recreation Conference series across eight locations in Queensland in February and March 2017
- workshops in the Gold Coast, Cairns, Townsville and Brisbane to help club members provide inclusive sport and recreation opportunities for people of all abilities.

Almost 1000 people attended Sporting Club Capacity workshops and conferences. Participant feedback suggests that these sessions were beneficial to attendees.

- 93 per cent of participants indicated the knowledge they gained from the events would benefit their organisation
- 96 per cent of participants were satisfied with the events.

Sports Officiating Forums

A series of forums for officials and competition administrators were held in early 2018 in the Gold Coast, Cairns, Brisbane and Townsville. These forums were popular, attracting more than 200 attendees.

Participants were inspired by umpires, referees and other sport personalities who shared their experiences from Grand Slams, World Cups, Olympic and Commonwealth Games.

Forums targeted officials at the grassroots level, encouraging them to take the next step and go through their chosen sport's accreditation process or work towards implementing best practice strategies for recruitment and retention of officials within their organisation.

3.5 Pre-event training

About 1500 athletes and officials from across the Commonwealth arrived in Queensland before the Games to train for GC2018. Pre-event training provided an opportunity for local communities in Queensland to engage, be inspired and in some instances train with Commonwealth athletes.



Canadian Boxers training in Toowoomba attended the QBR celebration and also gave local boxers valuable experience and developed networks with Canadian boxes via sparring and combined sessions.

“

We had an amazing experience in Australia, especially Toowoomba. Toowoomba was a great part of our success at the Games.

Daniel Trepanier, High Performance Director/Head Coach, Canada Boxing

”

Somerset College on the Gold Coast hosted GC2018 pre-event training for athletics teams from Canada, Northern Ireland and Fiji. As a result of hosting pre-event training, Somerset College was able to purchase additional athletics equipment including a pole vault pit and hammer/discus cage. Since the Games, they have secured a pole vault coach which is now giving students a new opportunity to learn pole vaulting.

“

Who knows where some of these students could be after a couple of years of training. What a fantastic response to the beginning of a new program.

Howard Arbutnot, Pole Vault Coach, Somerset College

”



3.6 Active travel

For the Gold Coast, GC2018 delivered an investment in public transport providing greater connectivity with more options for active travel and public transport. Improvements included the Light Rail Stage 2, pedestrian, cycle and road network upgrades that continue to deliver ongoing benefits including reduced congestion, and better health.

Figure 7.2 highlights the growing popularity of public and active transport options in the Gold Coast with the expansion of the Light Rail network.

Figure 7.2 Public Use of public and active transport options



In line with the City of Gold Coast’s Transport Strategy 2031, the GC2018 Transport Operations Plan focused on public and active transport as the primary means of travel to GC2018 events. Free travel on public transport was offered to GC2018 ticketed spectators on event days.

Public transport, walking or cycling were encouraged as the best way to travel for spectators, providing an important opportunity to support the City’s transition away from single-occupant vehicles towards public and active transport.

BOROBI FAN TRAIL

The Borobi Fan Trail, featuring life-size Borobi sculptures was an 8.5km official walking and cycling route designed to encourage active travel to GC2018 venues.

Stretching along the Gold Coast coastline, from the Gold Coast Aquatic Centre to Broadbeach, it included points of interest and Festival 2018 sites along the route.

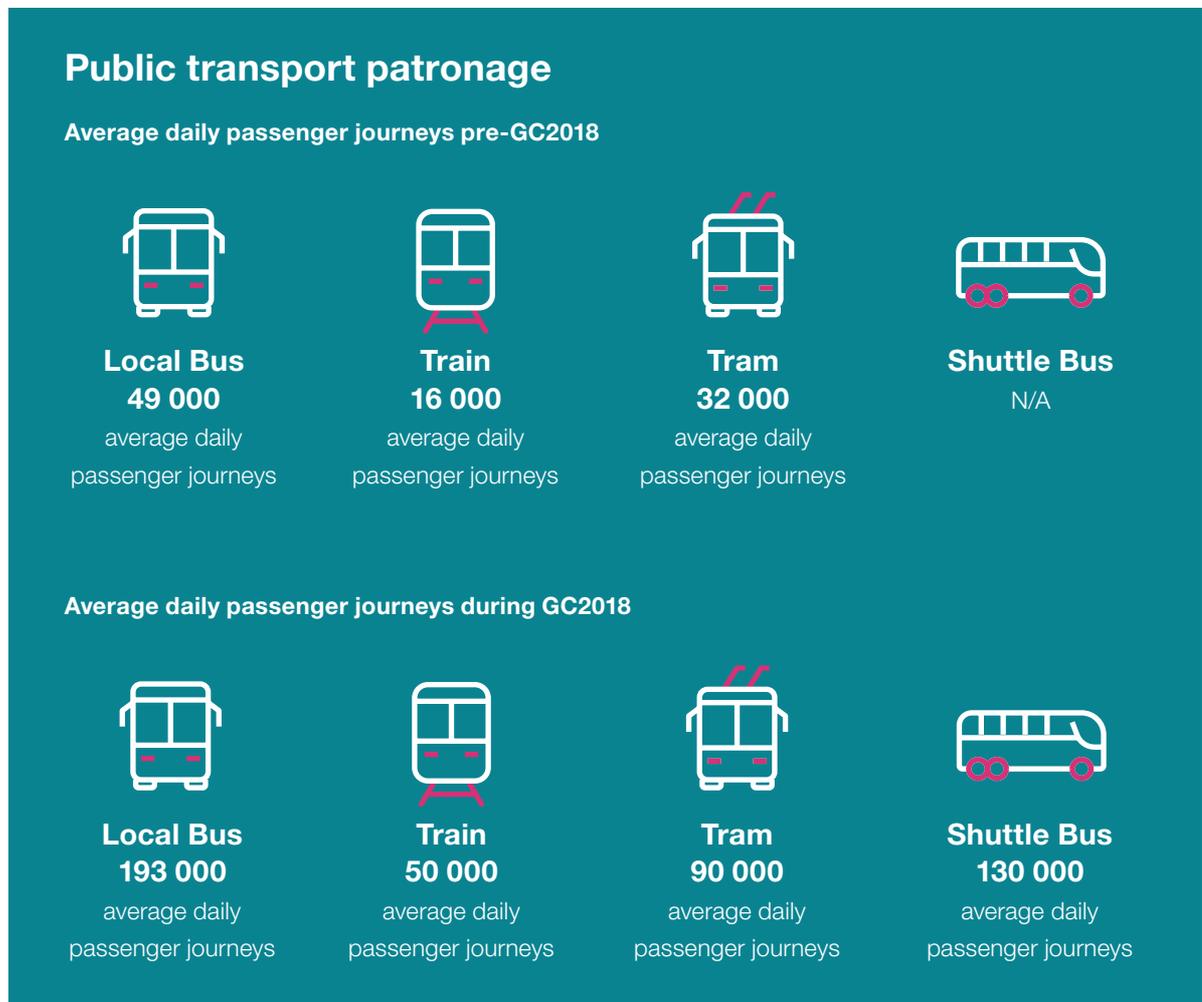
Borobi and his footprints guided spectators and visitors along the way and an interactive Borobi TAFE ‘basketball hunt’ game encouraged people to ‘check in’ at the Borobi sculptures to win prizes and see their high scores on the leader board in selected venues.

The 15 sculptures of Borobi were positioned across the Gold Coast. They were a huge success with locals, spectators and visiting dignitaries, with images popping up on social media feeds across the globe and have remained as a legacy for the Gold Coast.



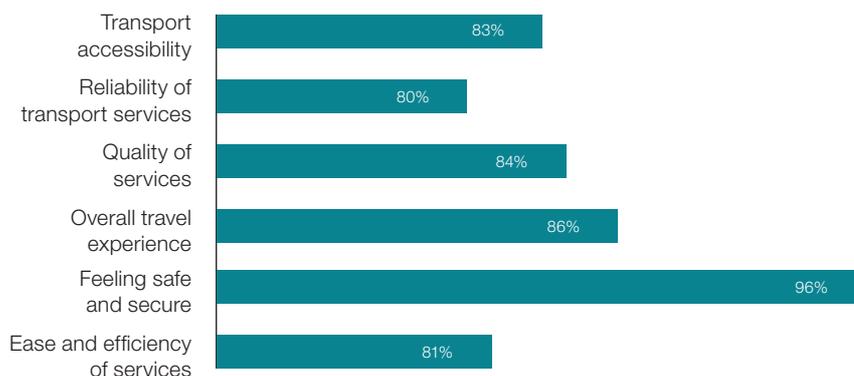
GC2018 Travel Demand Management focused on influencing travel habits by providing travel advice and support in the lead up to, during and post GC2018. The program understood the key transport pressure points, developed strategies to balance demand on the network and enabled workplaces, residents and visitors to plan ahead.

Public transport patronage before and during GC2018 show a very large spike in average daily passenger journeys during GC2018 with three times as many daily train and light rail trips and four times as many bus trips with over 130 000 bus shuttles from park and ride locations. The train figures relate to Brisbane to Gold Coast rail line only (excludes the rest of South East Queensland rail network).³



A survey of GC2018 spectators demonstrated a high level of satisfaction with public transport safety, experience, quality and accessibility (see Figure 7.3).

Figure 7.3 GC2018 Spectators - satisfaction ratings of public transport



³GOLDOC, Post-Games Sustainability Report, 2018

4 OPPORTUNITIES

By developing a safe, connected and accessible active transport network on the Gold Coast that encourages walking and cycling as alternatives to using motor vehicles, the aim is to build and sustain long-term travel behaviour changes well after the Games. The proposed Light Rail Stage 3 is an opportunity to provide greater public transport connectivity and further influence travel behaviour changes on the Gold Coast.

5 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

Highlighted on page 191 are key GC2018 outcomes in delivering healthy and active lifestyles for Queenslanders. Monitoring of travel behaviour changes of people on the Gold Coast will be reported in the GC2018 Final Evaluation Report.

| Benefit ID | Sport and Healthy Lifestyles Achievements – Benefit and related outcomes | Status |
|------------|--|--------|
| 18 | <p>GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity</p> <ul style="list-style-type: none"> Investment in new public transport infrastructure – Light Rail Stage 2 and Gold Coast rail line duplication. Investment in new bike and walking pathways on the Gold Coast. | ✓ |
| 19 | <p>GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> <ul style="list-style-type: none"> GC2018 provided free travel on public transport for ticketed spectators on event days. GC2018 Travel Demand Management program influenced traffic behaviour changes. Patronage on Light Rail on the Gold Coast has increased since the extension before the Games. | ✓ |
| | <p>Reporting from City of Gold Coast on travel behaviours in the Gold Coast.</p> | ➤ |
| 25 | <p>GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <ul style="list-style-type: none"> 20 000 GC2018 sports assets gifted to organisations, schools and community groups throughout Queensland. More than 200 000 participants in Embracing 2018 healthy and active programs. Game on Queensland supported 30 healthy and active events and programs with about 60 000 participants across Queensland. Get Out, Get Active grants delivered active program for women and girls across Queensland. More than 123 000 Nature Play QLD Embracing 2018 passports distributed. Embracing 2018 launched 20 new parkrun sites across Australia attracting more than 15 000 runners. | ✓ |
| | <p>Sport and physical activity trends and community patronage at GC2018 venues will continue to be monitored.</p> | ➤ |
| 26 | <p>GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <ul style="list-style-type: none"> More than 1100 attendees to sporting capacity building conferences and workshops. Embracing 2018 grants provided to State Level Organisations to deliver projects supporting Commonwealth Games sports. | ✓ |

Legend: ✓ Completed ➤ Ongoing ✗ Not achieved



ThunderLight Ltd

ENGAGED AND INCLUSIVE COMMUNITIES

1 AT A GLANCE

Queenslanders came together to celebrate GC2018, the biggest event Queensland has ever hosted. It was the friendly and inclusive Games where all Queenslanders were encouraged to be involved and 'share the dream'.

The Gold Coast hosted a memorable Games, showcasing the city as a spectacular, safe and friendly tourism and major event destination. Both free and ticketed GC2018 sports events and Festival 2018 programs invited the local community and visitors to get involved and celebrate.

The Embracing 2018 Legacy Program engaged communities throughout Queensland in the celebration of GC2018 including the Queen's Baton Relay celebrations.

More than 15 000 GC2018 Games Shapers volunteers made the Games a memorable experience for athletes, officials and spectators. They played a pivotal role in supporting the successful outcomes of GC2018.



Engaged and Inclusive Communities



Gold Coast's natural environment

was highlighted in GC2018 events and activities

75% of Gold Coast residents agreed that the Gold Coast is growing into a world-class city with distinct strengths



\$300 000 in grants awarded to support Queen's Baton Relay community celebrations in **51 communities** across Queensland.

Approximately 64 000 people participated in these celebrations



Girl Guides Embracing 2018 badges
over 9800 badges
earned to date



187 young people participated in Games-related Youth Parliament education initiatives in 2017



About 105 000 students from **466 schools**

engaged in Commonwealth Games learning activities



About 15 000 volunteers with **87%** rating their experience as excellent or good

Gold Coast rated with a positive reputation



2 ACHIEVEMENTS

The Gold Coast and wider Queensland communities celebrated the largest sporting event in Australia this decade. GC2018 provided a unique opportunity to deliver a lasting legacy for Queensland’s diverse communities. Embracing 2018 Legacy programs reached those in the community who may not otherwise have benefited from hosting an international multi-sport event.

2.1 Embracing Gold Coast

2.1.1 City reputation

The way in which the Gold Coast was positioned during GC2018 provided a unique opportunity to drive significant reputational change for the city. It was the chance to set a new tone for how the city was presented to the outside world – to make first impressions, change minds and make Gold Coasters proud.

A 2017 international survey on reputation of global cities including the Gold Coast found that the Gold Coast was rated with a “strong/robust reputation”.¹ This survey will be undertaken again in 2020 to examine any shift in the city’s reputation.

The positive showcasing of the Gold Coast during GC2018 and the positive experiences of visitors and media coverage contributes to strengthen the reputation of the Gold Coast. During the Games, visitors from overseas, interstate and intrastate were asked to rate the Gold Coast.²

Survey results show that the reputation of the Gold Coast was very high with 91 per cent of visitors rating the city as excellent or good. Eighty-seven per cent of visitors were very likely or likely to return and 85 per cent were very likely or likely to recommend the Gold Coast to friends and family.

Chapter Two examines the media reach and broadcast images of the Gold Coast during the Games to a cumulative global audience of 1.5 billion people. The positive national and international media coverage during GC2018 is expected to enhance the reputation of the Gold Coast.

2.1.2 Celebrating Gold Coast’s natural environment

The Gold Coast has an extensive range of exceptional natural landscapes and wildlife, from hinterland ranges to coasts and wetlands. The Gold Coast’s natural assets provided a stunning backdrop for GC2018 events. Beach Volleyball, Road Racing, Marathon and Triathlon were just a few events where the Gold Coast was showcased.

¹ Reputation Institute, RepTrak® Pulse Survey, 2017 – Gold Coast rating achieved 71.5

² Queensland Government, Gold Coast 2018 Commonwealth Games Visitor Study, 2018

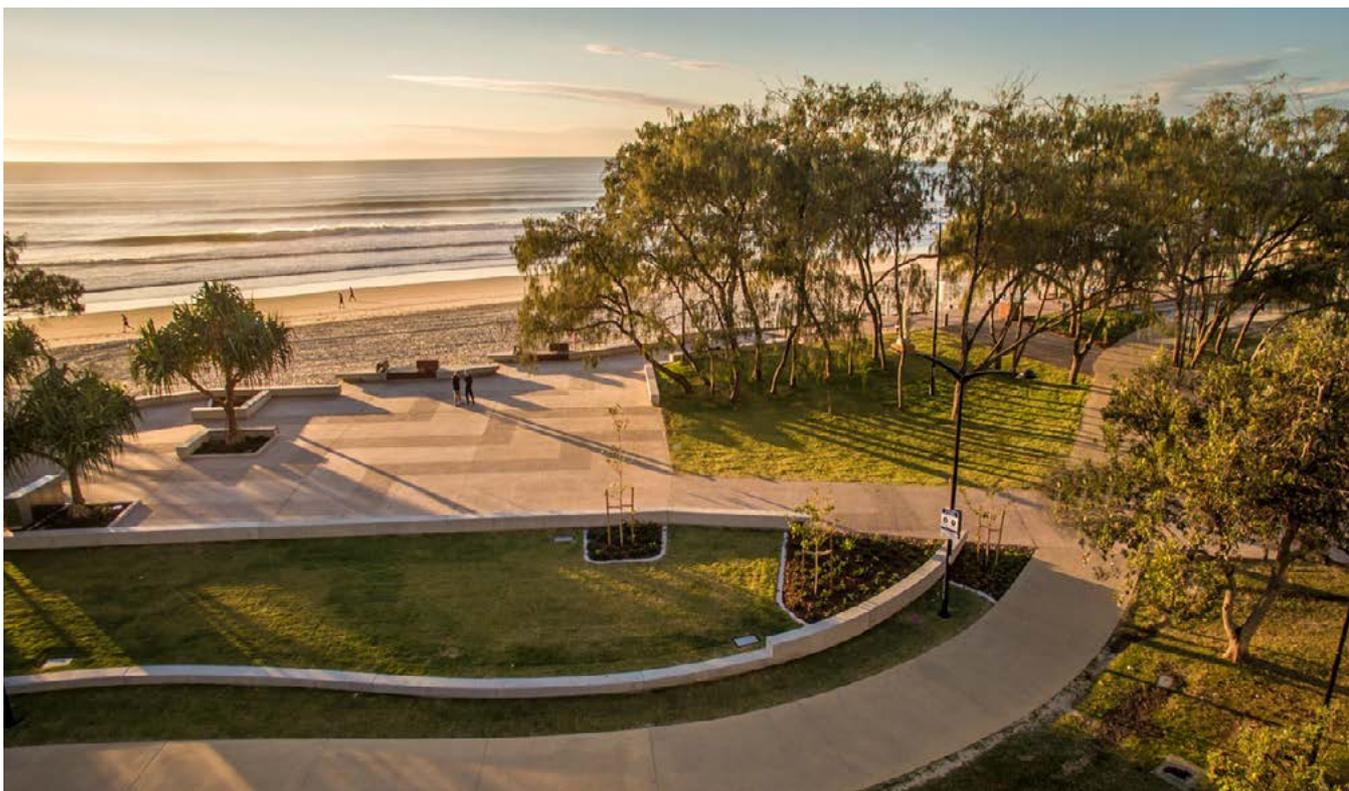


Commonwealth House was a temporary venue that was the exclusive *Trade 2018* hub during GC2018. Guests and delegates attending events at Commonwealth House were impressed by its beach-side location – allowing for a uniquely Gold Coast ‘toes in the sand’ experience.



GC2018 accelerated important works to retain and protect the Gold Coast’s natural coastal assets and iconic beaches. The Gold Coast Beach Nourishment Project increased the volume of sand available along vulnerable coastline sections before the Games. Large-scale offshore dredging and subsequent placement along vulnerable sections of the coastline guard against future storms and coastal erosion.

Kurrawa Terrace at Broadbeach is the Gold Coast’s first beachfront, fully-serviced outdoor event space. Kurrawa Terrace was funded under the Embracing 2018 Public Domain Improvement Program. During GC2018, it was an important entertainment space that offered panoramic views of Gold Coast’s beaches. Kurrawa Terrace is now an important asset of the Gold Coast that can be booked for beachfront events.



2.1.3 City pride

Engaging the Gold Coast community in both the main spectacle of GC2018 and arts, culture and legacy activities has helped to foster a sense of community pride in hosting this major event.

Gold Coast residents were surveyed on their views of GC2018 in April 2018.³ Survey results show that more than two-thirds of residents agreed that the Gold Coast would be a great host city. Forty-six per cent of local residents agreed that the Games would create great benefits and more than half agreed that GC2018 would be a great Games and create great memories (see Figure 8.1).

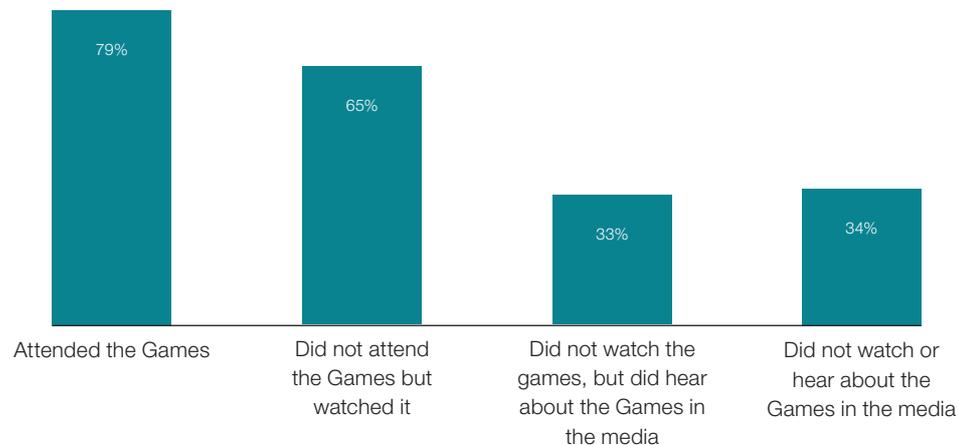
Other community sentiment results varied greatly depending on whether the respondents attended the Games, watched the Games or didn't attend or watch/ hear about the Games in the media. For example, Figure 8.2 shows around two-thirds or more of respondents who attended or watched the Games believed Games organisers were investing in the long term future of the Gold Coast, while those not engaged in the Games were less supportive of this statement.

During the Games, Gold Coast residents were surveyed on the impact of GC2018 for the Gold Coast. Figure 8.3 shows that residents felt that the greatest legacy outcome from the Games was the Gold Coast growing into a world-class city with distinct strengths (three quarters of residents agreeing with this statement).⁴

Figure 8.1 Gold Coast residents - Community Sentiment Results, April 2018



Figure 8.2 Organisers are investing in the long term future of the Gold Coast - Community Sentiment Results, April 2018



³GOLDOC, Community Sentiment Survey, April 2018

⁴Queensland Government, Gold Coast 2018 Commonwealth Games Visitor Study, 2018

Figure 8.3 Agreement with Gold Coast legacy outcomes

| Dimension | Statement | Agree |
|-------------------------|---|-------|
| World-class city | The Gold Coast is growing into a world-class city with distinct strengths | 75% |
| Active lifestyle | Most people are participating in sports and living active lifestyles | 51% |
| Respect for the culture | The community is more aware and respectful of Aboriginal and Torres Strait Islander culture | 49% |
| Business boost | Local business and employment have been boosted and will last beyond the Games | 31% |

2.1.4 City safety

Games Partners delivered a safe and secure celebration of the Commonwealth Games. It was the biggest security contingent ever deployed in Queensland to keep athletes, team officials, residents and visitors safe. The Joint Emergency Services Security Co-ordination Centre (JESCC) at Surfers Paradise was activated from 5 March to 18 April 2018 in support of the Games. The JESC is a lasting legacy of the Games and continues as the coordination centre for emergency services response to major events and incidents on the Gold Coast.

Building an enhanced safety camera network and improved network infrastructure contributed to delivering a safe GC2018. The Gold Coast safety camera network program included 242 permanent CCTV cameras in public spaces, primarily in the entertainment and business precincts of Surfers Paradise, Broadbeach, Southport and Coolangatta. The safety camera network has proven to be an invaluable asset, especially during major events in the city.

The additional cameras and enhanced network infrastructure have resulted in greater reliability, interoperability and resilience for the safety camera network, leaving a significant legacy for the Gold Coast.

2.1.5 Cultural Diversity

Cultural diversity was central to GC2018 and Festival 2018 programming. The GC2018 opening and closing ceremonies were a celebration of unity, culture and diversity – reminding participants that events such as the Commonwealth Games provide opportunities for people of all ages and backgrounds to ‘share the dream’ and showcase their talents and cultural diversity.

Festival 2018 Gold Coast audience feedback⁵ reported that 82 per cent agreed that Festival 2018 was diverse and inclusive.

As part of the Embracing 2018 Legacy Program, the Queensland Government partnered with Multicultural Families Organisation (MFO) to host two multicultural events themed ‘Launch of leaders of positive change’ to focus on identifying, responding to and preventing domestic and family violence in culturally and linguistically diverse communities on the Gold Coast. The events were held in the Gold Coast and attended by 525 people from more than 80 multicultural community groups.

“

It was amazing to see people from countries that could be at war at the moment sitting together and contributing to positive change for the Gold Coast and the country as a whole.

Multicultural Families Organisation

”

⁵ Queensland Government, Festival 2018 Gold Coast Commonwealth Games Arts and Culture Program, 2018

2.1.6 Homelessness support

Major events can cause disruptions for communities and impact on people experiencing homelessness as well as tenants in the local rental market. In response to these challenges, the Department of Housing and Public Works (DHPW) developed the GC2018 Homelessness Action Plan which included the provision of an additional 489 beds for temporary emergency accommodation, and support for existing services to provide people with meals, showers, a place to relax and a centralised place to continue to use support services. Travel cards were also supplied to help people access support services and crisis accommodation.

DHPW worked closely with the Gold Coast Homelessness Network, a group of 50 service providers for homelessness, housing, drug and alcohol, and mental health services.

A number of initiatives were also developed specifically for the Games, including:

- establishment of a Homeless Protocol for People in Public Places to help ensure respectful interactions, and that people in need were referred to relevant services
- Advance to Zero panel which works to link people in need with appropriate housing.

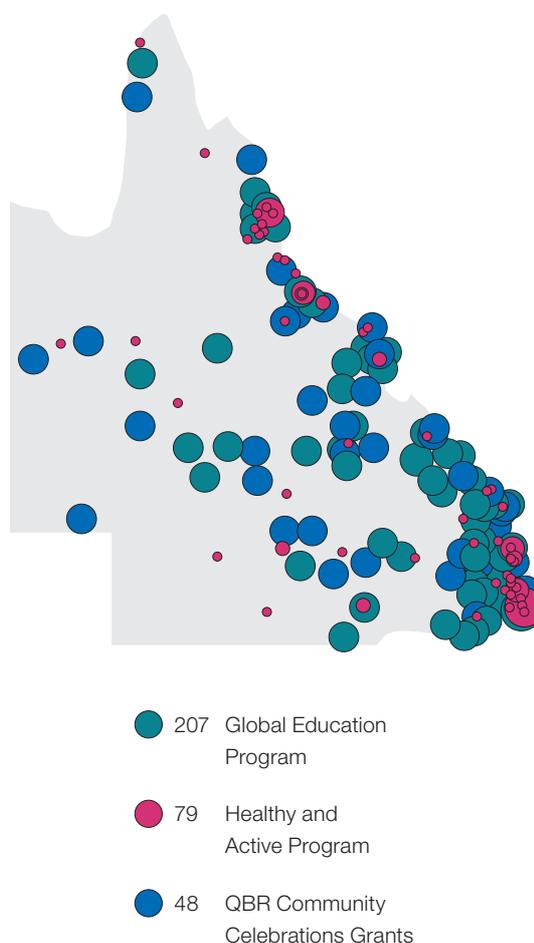
Advance to Zero continues as a GC2018 legacy. As of November 2018, Advance to Zero had found homes for 66 people in need on the Gold Coast (19 of them since the Games finished).

2.2 Embracing Queensland Communities

Communities throughout Queensland attended or supported celebrations of the Games (see Figure 8.4). The Ahead of the Games⁶ report highlights community engagement activities that occurred in the lead-up to the Games in 2017. Key community engagement initiatives undertaken in early 2018 included:

- Queen's Baton Relay (QBR) event celebrations
- 2018 Rugby League Commonwealth Championship in Redcliffe with more than 6000 spectators attending
- Townsville 3x3 Basketball Tournament
- 2018 Pride House – an inclusive space to find information and advice about wider events and activities for lesbian, gay, bisexual, transgender, intersex, queer, and other visitors
- Access to free GC2018 sporting events and Festival 2018 activities and performances
- Global Education Program activities in schools across Queensland, including linking with schools across the Commonwealth (see 2.3 Embracing Schools).

Figure 8.4 Queenslanders engaged in key Embracing 2018 programs



⁶ Queensland Government, Ahead of the Games – Evaluation report for the Gold Coast 2018 Commonwealth Games legacy program, 2017





2.2.1 Queen's Baton Relay community celebrations

The Queen's Baton Relay (QBR) commenced its Queensland journey on 3 March 2018 and spent 33 days travelling throughout the state, engaging with many regional Queensland communities.

As it travelled throughout Queensland, the QBR inspired the Commonwealth Games promise of fostering proud, active and inclusive communities. Eighty-three communities across Queensland hosted community events as the QBR travelled the state carried by more than 1800 baton bearers.⁷

Queensland communities shared in almost \$300 000 worth of community grants to welcome the Queen's Baton Relay. Funding was provided to 42 councils across 51 communities throughout Queensland to deliver local community events. These celebrations were very popular, attracting about 64 000 people.

QBR celebrations grants showcased active and healthy opportunities and provided minor infrastructure for event celebrations which continue to benefit the communities.

QBR community celebrations grants recognised the state's vibrant and diverse communities, including Aboriginal and Torres Strait Islander cultures. Participating communities received a commemorative plaque to acknowledge the Traditional Owners of the area.

⁷ GOLDOC, Post-Games Sustainability Report, 2018

2.2.2 Girl Guides Embracing 2018 Badge

Girl Guides Australia designed a special edition 'Embracing 2018 Badge' aligned with Embracing 2018 legacy principles. Girls were required to complete a number of challenges, age specific, to be eligible to earn the badge throughout 2018.

The launch of the Embracing 2018 Badge initiative occurred on the Gold Coast on 10 February 2018 and was attended by approximately 300 Girl Guides, parents, politicians and supporters.

As of June 2018, more than 11 400 badges have been awarded to Girl Guides across Australia.

2.2.3 Accessibility

The integrated para-sport program for GC2018 was the largest in Commonwealth Games history. The inclusion of people with a disability in the Games went beyond the para-sport athletes competing in the sporting events. New and upgraded GC2018 venues,

designed to the National Construction Code and the *Disability (Access to Premises - buildings) Standards 2010* (the Premises Standards) requirements for accessibility, provided a great spectator experience for everyone. Venues were accessible to all people regardless of age, family needs or mobility and included accessible features such as wayfinding signage, dedicated car parks, lifts, access ramps, widened footpaths, accessible toilets and change room facilities.

2.2.4 Young leaders

In 2017, young Queenslanders participated in YMCA Queensland Youth Parliament in Cairns and Brisbane. Students debated a series of motions relevant to GC2018 including a debate on the bid for the 2032 Olympic Games, and gained valuable leadership and public speaking skills. These mock Parliaments involved 187 young people participating in Games-related Youth Parliament education initiatives.





2.3 Embracing Schools

Engaging with schools was a key focus of GC2018 and the Embracing 2018 Legacy Program. About 105 000 students from 466 schools were engaged in Commonwealth Games themed learning activities (see Figure 8.5).⁸

The Department of Education’s Global Education Program started in 2014 in collaboration with key stakeholders and school communities throughout Australia and the Commonwealth. The program created exciting and innovative educational resources for Queensland students aligned to the Australian Curriculum using GC2018 as a context for learning. The program provided teaching and learning resources, including online resources on the Embrace Learning website.

While the Global Education Program was a state-wide engagement focus, GOLDOC launched Gold Coast Schools Connect to strengthen engagement with local schools and keep school communities informed of GC2018 events and activities.

Figure 8.5 School engagement – number of participating schools in GC2018 learning programs

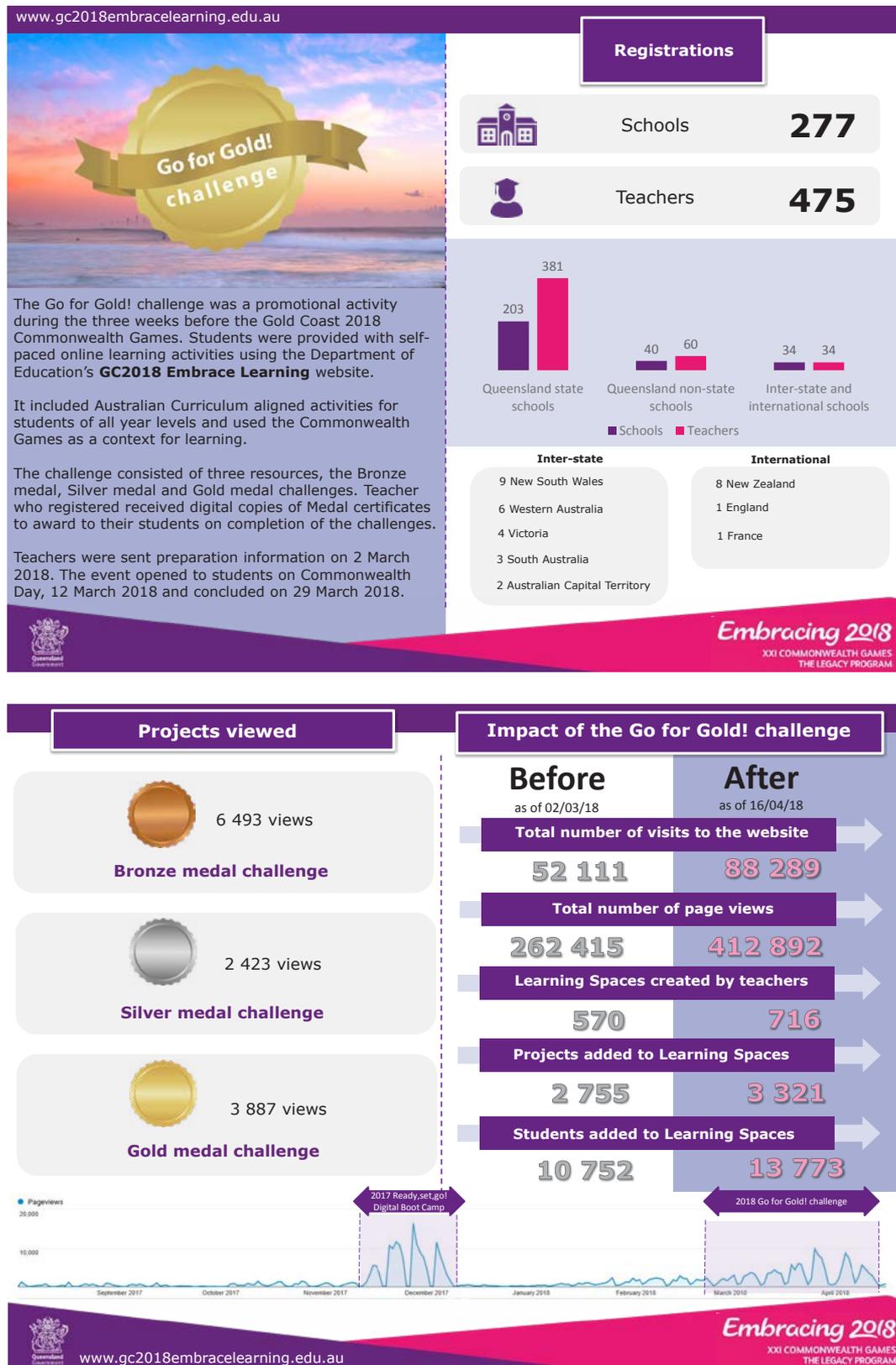


⁸ Program breakdowns cannot be added together as some schools participated in both programs. The Global Education Program statistics reflect only participation in online learning events organised through the program which required the schools to register, with some resources and activities openly available for use without registration.

An example of the success of the Global Education Program were the outcomes from the Go for Gold Challenge with 277 schools and 475 teachers registered (see Figure 8.6).

The Gold Coast Schools Connect program organised athlete ambassadors and Borobi visits to local schools as part of the program to promote GC2018 and healthy and active lifestyles. The program also gave primary school students the opportunity to create artwork that was displayed in rooms of the athletes during the Games.

Figure 8.6 Global Education Program – Go for Gold Challenge



2.4 GC2018 Volunteers

Volunteers were pivotal to the successful delivery of the Games. Over 47 000 volunteer applications were received, with approximately 15 000 GC2018 volunteer roles filled. Diversity of volunteers and volunteer roles was an important aim of the program. People of all cultures, faiths, ages and abilities were encouraged to be part of the GC2018 Volunteer Program.

Of the GC2018 volunteer applications received, 1.9 per cent of those who applied identified as Aboriginal or Torres Strait Islander, with 1.6 per cent ultimately accepting roles. In addition, 2.4 per cent of applications received were from people who identified as having an impairment or accessibility need, with 2.3 per cent accepting roles.

Queensland Government partnered with the Queensland Police Citizen Youth Clubs (PCYC) and sponsored the Indigenous Volunteer Support Program (IVSP) which supported Aboriginal and Torres Strait Islander peoples from remote and regional communities to volunteer at GC2018. Twenty-eight Aboriginal and Torres Strait Islander peoples from across Queensland participated in IVSP.

The City of Gold Coast recruited 200 Host City Volunteers to provide advice for Games visitors and act as ambassadors for the City. More than 420 Rural Fire Service and State Emergency Service volunteers supported 13 different areas of operations and coordination centres during GC2018.

As part of the GC2018 Visitor Study⁹, volunteers were asked to rate their volunteering experience. Results show volunteers enjoyed their role in GC2018, with 87 per cent rating their experience as excellent or good.

⁹ Queensland Government, GC2018 Visitor Study Gold Coast 2018 Commonwealth Games Evaluation Report, 2018



Volunteers were asked about five outcomes from their volunteering experience during GC2018 and to identify whether or not they agreed with the statements. Enjoyment, making a contribution and feeling part of the community were the most popular volunteering outcomes reported (see Figure 8.8).

Figure 8.7 Percentage of volunteers who agreed with outcomes

| Dimension | Statement | % who agreed |
|--------------|--|--------------|
| Enjoyment | I had a good time | 90% |
| Contribution | I felt like my contribution mattered | 83% |
| Belonging | It helped me feel part of the community | 82% |
| Organisation | The volunteer program was well organised | 79% |
| Confidence | I feel more confident about doing new things | 61% |
| Skills | I gained new skills | 55% |

TAFE Queensland has offered GC2018 volunteers an opportunity to apply the skills and experience gained from GC2018 towards a tertiary qualification. The take-up and outcomes of this important initiative will be examined in the GC2018 Final Evaluation Report.

The positive experience of volunteering for GC2018 has delivered record volunteering results for major events on the Gold Coast. Games Shapers helped Gold Coast Supercar 600 event organisers set a record, filling all 780 volunteer roles six weeks out from the event held in October 2018. Volunteer roles were also popular for the Gold Coast Marathon (1200 volunteers) and the Pan Pacific Masters Games held on the Gold Coast in November 2018 (almost 1000 volunteers).

3 OPPORTUNITIES

3.1 Gold Coast Reputation

Gold Coast successfully hosted GC2018, showcasing the city to local and international audiences. Additional major events secured as a result of hosting the Games are also expected to further increase Gold Coast's reputation as a major event and tourism destination. The longer term impact on the city's reputation will continue to be monitored and reported in the GC2018 Final Evaluation Report.

3.2 GC2018 Volunteers

Volunteering Queensland has been funded to utilise and build upon GC2018's volunteer applicant pool to promote further volunteering opportunities. Volunteering Queensland aims to increase volunteering rates on the Gold Coast and across Queensland as a result of this initiative.

The number of GC2018 volunteers who participated in future volunteer opportunities and volunteers who utilised TAFE's recognition of prior learning opportunities will be examined in the GC2018 Final Evaluation Report.



4 BENEFIT ASSESSMENT AND KEY OUTCOMES

To make the most of GC2018, Games Partners are working together to deliver on 31 legacy benefits under four aspirations: delivering GC2018: the Inspiring Games; creating enduring jobs and powering economic growth; accelerating the Gold Coast to a world-class boutique city; building active, engaged and inclusive communities. Progress on achieving outcomes against each benefit was tracked leading up to and during the Games and will continue to be tracked until 2023.

Highlighted below are key GC2018 outcomes in engaging the Queensland community and increasing the community's participation in volunteering. Key findings for the Gold Coast including reputation, perception of safety and increased community engagement are also included. Monitoring of the reputation of the Gold Coast and GC2018 volunteering legacy will continue to be monitored and reported in the GC2018 Final Evaluation Report.

| Benefit ID | Engaged and Inclusive Communities Achievements – Benefit and related outcomes | Status |
|------------|---|-------------------|
| 22 | <p>GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally</p> <ul style="list-style-type: none"> Gold Coast achieved the RepTrak® international reputation rating of strong/robust. 91 per cent of GC2018 visitors rated the Gold Coast as excellent or good. 87 per cent of GC2018 visitors were very likely or likely to return. 85 per cent of GC2018 visitors were very likely or likely to recommend the Gold Coast. <hr/> <ul style="list-style-type: none"> The reputation of the Gold Coast will continue to be monitored, including Reptrak® Reputation Institute results in 2020. | <p>✓</p> <p>➤</p> |
| 23 | <p>Through hosting GC2018 the perception of safety on the Gold Coast is improved</p> <ul style="list-style-type: none"> GC2018 was a safe and secure celebration. New safety camera network installed for GC2018 will remain as a legacy for the safety of the Gold Coast. | <p>✓</p> |
| 24 | <p>Gold Coast's pristine natural environment is positioned as a point of difference during GC2018</p> <ul style="list-style-type: none"> GC2018 broadcast and visitor experiences showcased Gold Coast's natural assets, including beach volleyball, road racing and marathon events. The Gold Coast Beach Nourishment project retained and protected Gold Coast's beaches. Commonwealth House and Kurrawa Terrace at Broadbeach showcased the Gold Coast's iconic beaches. | <p>✓</p> |

Legend: ✓ Completed ➤ Ongoing ✗ Not achieved

| Benefit ID | Engaged and Inclusive Communities Achievements – Benefit and related outcomes | Status |
|------------|---|--------|
| 27 | <p>GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <ul style="list-style-type: none"> Embracing 2018 Legacy Programs and engagements across Queensland communities. 83 communities across Queensland hosted community events as the QBR travelled the state carried by more than 1800 baton bearers. Community pride in hosting the Games shown by residents with three-quarters agreeing that the Gold Coast is growing into a world-class city with distinct strengths. About 105 000 students from 466 schools were engaged in Commonwealth Games learning activities. | ✓ |
| 28 | <p>GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community</p> <ul style="list-style-type: none"> 112 schools engaged in Gold Coast Schools Connect program. Free GC2018 events, community activities (eg Gold Run) and Festival 2018 events encouraged the local community engagement. | ✓ |
| 29 | <p>GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs</p> <ul style="list-style-type: none"> Diversity of GC2018 volunteers was taken into consideration in the selection of 15 000 volunteer roles (from 47 000 applicants). 87 per cent of volunteers their experience as excellent or good. TAFE Queensland has offered GC2018 volunteers accreditation from their experience during the Games towards a TAFE qualification. Volunteering Queensland has been given access to contact GC2018 volunteer applicants to promote further volunteering opportunities. <hr/> <ul style="list-style-type: none"> GC2018 volunteers who participated in the TAFE recognition of prior learning accreditation opportunity. The number of GC2018 volunteers who participate in future volunteering opportunities organised by Volunteering Queensland will be reported. | ✓ |

Legend: ✓ Completed > Ongoing ✗ Not achieved



Getty Images

GAMES GOVERNANCE AND FINANCE

1 OVERVIEW

Planning for the Gold Coast 2018 Commonwealth Games (GC2018) started in 2008 with the Queensland Government declaring its intention to bid for the 2018 Commonwealth Games on 22 August 2008.¹ With the support of the Australian Commonwealth Games Association (now Commonwealth Games Australia) and the City of Gold Coast, the official bid was lodged with the Commonwealth Games Federation (CGF) in Kuala Lumpur on 11 May 2011, while a competing bid from Hambantota, Sri Lanka was also lodged.² The Gold Coast's winning bid for the 2018 Commonwealth Games was announced at the CGF General Assembly in St Kitts and Nevis on 11 November 2011.

“

The bar has certainly been raised on a number of levels.

David Grevemberg, CEO, CGF

”

“

In 2018 we will be ready to host a unique world-class and friendly event that builds on the Commonwealth brand and enhances our city's reputation.

Former Premier of Queensland, Hon. Anna Bligh MP³

”

GC2018 was a significant investment requiring strong partnerships and best practice governance. The Games was successfully delivered on time and on budget and has provided a transformational legacy, delivering benefits for Queenslanders.

“

Gold Coast 2018 well and truly delivered on its bid promise. Inspirational 'Games of Firsts' – excellence, inclusiveness and equality.

Craig Phillips, CEO, Commonwealth Games Australia

”

Figure C.1 The GC2018 Journey outlines the entire GC2018 program from intention to bid for the Games, the 11 days of competition, through to dissolution.



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¹ Bligh, A. (2008) Gold Coast to bid for Commonwealth Games, Ministerial Media Statements, 22 August, 2008, <http://statements.qld.gov.au/statement/id/59821>

² <https://thecgf.com/games/gold-coast-2018#bid-process>

³ <http://statements.qld.gov.au/Statement/id/77625>



GC2018's
Purpose –
deliver a successful
Commonwealth
Games creating
ongoing benefits to
Queenslanders

GC2018's Strategic **Objectives:**

1. Demonstrate Queensland's ability to stage a successful, inspiring and memorable international event
2. Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability
3. Maximise long term community, sport and health benefits from GC2018
4. Strengthen Queensland as Australia's premier tourism destination

2 GC2018 PARTNERS

The Games were a success due to the support and collaboration of GC2018 partners. The delivery of GC2018 entailed a complex portfolio of work involving multiple organisations across three tiers of government and partnerships with corporate and sporting sectors.



Queensland Government



Gold Coast 2018 Commonwealth Games



The City of the Gold Coast



Australian Government

Australian Federal Government



Commonwealth Games Australia



Commonwealth Games Federation

Games Partners – roles and responsibilities

| | |
|---|--|
| Office of the Commonwealth Games | <ul style="list-style-type: none"> • The Office of the Commonwealth Games was first advisor to the Queensland Government on its investment in the delivery of GC2018 and overall portfolio management. • Oversight of the whole of Games budget, contractual and legislative obligations. • Oversight and monitoring of the Embracing GC2018 legacy program, and responsible for delivering <i>Trade 2018</i>. • Oversight of the GC2018 arts and cultural program (Festival 2018) and responsibility for state-wide program partnerships including the One Million Stars project and public art program in Event Cities. • Development and implementation of the State Protocol Plan, Event Cities Operations and Readiness Planning (C3). |
| Gold Coast 2018 Commonwealth Games Corporation | <ul style="list-style-type: none"> • A statutory body established under the <i>Commonwealth Games Arrangements Act 2011</i> to plan, organise and deliver GC2018 in conjunction with the Commonwealth Games Australia (CGA) and the Commonwealth Games Federation (CGF). • Organised all aspects of delivery of the event, including Games operations and activities within the Commonwealth Games Village and venues, under the direction of a Board which reported to the Minister for the Commonwealth Games. |
| City of Gold Coast | <ul style="list-style-type: none"> • Responsible for the majority of activities involving city operations for the Gold Coast, festival and city legacy, and asset owner of many GC2018 venues. • Entered into a Heads of Agreement with the Queensland Government detailing shared commitments, including the City's financial contribution, to the delivery of GC2018. |
| Australian Government | <ul style="list-style-type: none"> • Provided a range of pre-Games and Games-time operations services to support the delivery of GC2018. • Implemented operational support across a range of areas including security, immigration, customs, intellectual property, tourism and communications. • Agreement existed in relation to the terms of the Australian Government's financial contribution to GC2018. |
| Commonwealth Games Australia | <ul style="list-style-type: none"> • National controlling body in Australia responsible for all matters relating to the Commonwealth Games including operations, publicity and development. • The CGA entered into an agreement with the State for the Gold Coast's candidature to host GC2018 (the Endorsement Agreement). The CGF entrusted the organisation and staging of the Games to the CGA which they delegated to GOLDOC. |
| Commonwealth Games Federation | <ul style="list-style-type: none"> • Owns and controls the Commonwealth Games and all rights relating to them. • The Queensland Government, CGA, GOLDOC and the City of Gold Coast entered into a Host City Contract with the CGF which documents the contractual obligations of all partners in organising and delivering GC2018. |
| Delivery Partners - Queensland State Government agencies | <ul style="list-style-type: none"> • Queensland Police Service. • Department of Transport and Main Roads. • Queensland Health. • Queensland Fire and Emergency Services. • Queensland Ambulance Service. • Department of State Development, Manufacturing, Infrastructure and Planning. |
| Local Government Partners | <ul style="list-style-type: none"> • Cairns Regional Council. • Townsville City Council. • Brisbane City Council. |

3 GC2018 PERFORMANCE

GC2018 had an extensive suite of compliance obligations to the CGF. These obligations were outlined in the Host City Contract, the CGF Games manuals and the Gold Coast City Candidature File (the Bid Book). In December 2017, the CGF concluded its eighth and final Coordination Commission (CoCom) on the Gold Coast.

The CGF rated all eight GC2018 reviews ‘satisfied’ – the highest CGF rating possible.

GC2018 was a transformational event for the Gold Coast, event cities and communities throughout Queensland. It created new opportunities, built capacity and shaped an enduring legacy lasting well beyond the Closing Ceremony.

The performance in achieving GC2018’s four strategic objectives are reported across eight legacy themes and 31 GC2018 benefits. GC2018 benefits were agreed by Games Partners and incorporated extensive community consultation. Figure C.2 illustrates legacy themes supporting GC2018 strategic objectives.

Figure C.2 GC2018 Strategic Objectives and Legacy Themes

| | | | | |
|----------------------|--|--|--|---|
| Strategic objectives | <p>1. Demonstrate Queensland’s ability to stage a successful, inspiring and memorable international event</p> | <p>2. Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability</p> | <p>3. Maximise long term community, sport and health benefits from GC2018</p> | <p>4. Strengthen Queensland as Australia’s premier tourism destination</p> |
| | <ul style="list-style-type: none"> Inspiring Games | <ul style="list-style-type: none"> Strong economy Trade 2018 | <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander Initiatives Arts and Culture Sports & Healthy Lifestyle Engaged & Inclusive Communities | <ul style="list-style-type: none"> Tourism |
| Legacy themes | | | | |

Figure C.3 maps GC2018 benefits to legacy themes and strategic objectives. The status of benefits show:

- 19 benefits have been achieved
- 12 benefits are on track and ongoing
- all of the benefits have been achieved or remain on track to be achieved.

These results demonstrate that GC2018 is achieving the strategic objectives, with monitoring activities continuing to maximise and realise all GC2018 benefits. Ongoing benefits will continue to be evaluated and reported as part of the GC2018 final evaluation in 2023.

Achievements of benefits are reported across the eight legacy themes in the legacy section of this report. Appendix 4 examines 218 measures to determine the status of the 31 GC2018 benefits.

Figure C.3 GC2018 Objectives, Themes and Benefits

| Strategic Objectives | Benefits | Status |
|---|--|--------|
| Objective 1 Demonstrate Queensland's ability to stage a successful, inspiring and memorable international event | INSPIRING GAMES | |
| | GC2018 showcases legacy opportunities for future host cities | ✓ |
| | GC2018 attracts the Commonwealth's best athletes | ✓ |
| | GC2018 demonstrates a leading model for sustainable event delivery | ✓ |
| | GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices | ⊙ |
| | GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region | ✓ |
| | The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 | ✓ |
| Objective 2 Leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability | GROWING QUEENSLAND'S ECONOMY | |
| | Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift | ✓ |
| | GC2018 supports jobs growth over 10 years | ⊙ |
| | Queensland businesses experience significant economic uplift | ⊙ |
| | GC2018 creates opportunities to obtain new skills, training and experience | ✓ |
| | GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 | ✓ |
| | GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast | ✓ |
| | TRADE 2018 | |
| | GC2018 highlights trade and investment opportunities for Australia | ⊙ |
| | GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct (GCHKP) into a globally competitive tech hub | ⊙ |

| Strategic Objectives | Benefits | Status |
|--|---|--------|
| <p>Objective 3</p> <p>Maximise long term community, sport and health benefits from GC2018</p> | ABORIGINAL AND TORRES STRAIT ISLANDER INITIATIVES | |
| | GC2018 provides greater opportunities for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture | ✓ |
| | ARTS AND CULTURE | |
| | Local creative industries drive growth in the Gold Coast economy | ⏸ |
| | Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated | ✓ |
| | SPORT AND HEALTHY LIFESTYLES | |
| | GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity | ✓ |
| | GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars | ⏸ |
| | GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity | ⏸ |
| | GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance | ✓ |
| | ENGAGED AND INCLUSIVE COMMUNITIES | |
| | GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally | ⏸ |
| | Through hosting GC2018 the perception of safety on the Gold Coast is improved | ✓ |
| | Gold Coast's pristine natural environment is positioned as a point of difference during GC2018 | ✓ |
| | GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities | ✓ |
| | GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community | ✓ |
| | GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs | ⏸ |
| <p>Objective 4</p> <p>Strengthen Queensland as Australia's premier tourism destination</p> | TOURISM | |
| | The Gold Coast is recognised internationally as a city for elite sport | ⏸ |
| | The GC2018 Queen's Baton Relay builds engagement, trade and tourism opportunities domestically and internationally | ✓ |
| | GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland | ✓ |
| | The Gold Coast and Queensland are tourism destinations of choice | ⏸ |

Legend: ✓ Completed ⏸ Ongoing ✗ Not achieved

Status guide: Completed = achievement of the benefit, with all monitoring completed

Ongoing = measures analysed to date indicate achievement of the benefit, with further monitoring and analysis of the measures planned to continue to 2023

Not achieved = benefit not achieved

Please refer Appendix 4 for results of benefit measures



Getty Images

4 OUR PEOPLE

The GC2018 workforce played a significant role in ensuring the success of the Games. The GC2018 workforce grew from a small team bidding to host the 2018 Commonwealth Games to tens of thousands during Games-time including staff based at GOLDOC, government agencies responsible for planning and

delivery of GC2018, and volunteers who were the largest component of the GC2018 workforce.

GC2018 provided a unique opportunity for the GC2018 workforce to acquire new skills and experiences from working or volunteering in a major international event.

GC2018 VOLUNTEERS

Volunteers provided support in the lead-up to GC2018 via the GC2018 Forerunners program as well as GC2018 volunteers – who were known as the ‘GC2018 Games Shapers’. Three-hundred and thirty volunteers were involved in the GC2018 Forerunners program contributing over 35 000 hours of support. The GC2018 volunteer roles were many and varied, including specialist volunteers (to support the Sport and Medical functional areas), and generalist roles such as spectator services. A small contingent was also enlisted to support the City of Gold Coast in their broader precinct activities.

Over 47 000 volunteer applications were received, with approximately 15 000 Games Shapers roles filled. Volunteers played an important role in supporting the successful outcomes of GC2018 and contributed approximately 888 000 hours of support.

Diversity of volunteers and volunteer roles was an important aim. There was a public commitment to recruit a diverse group of volunteers with a broad array of talents, skills and experience representative of Queensland’s diverse population. The aim of the volunteer program was to provide an accessible and integrated recruitment process and work environment that broke down barriers and enabled a fair and consistent experience for all volunteers.

The success of the GC2018 Secondment Program has contributed to Leadership Board support of similar whole of Government flexible resourcing and secondment models to address Queensland Government priorities.

GC2018 has provided a unique opportunity for Queensland to draw from the experiences of hosting a major international event, expand capability of people who worked on GC2018, and to build organisational capability to successfully deliver future events. Following GC2018, the increased capacity of the Queensland volunteering sector has already delivered increased numbers of volunteers working at the Gold Coast 600, Gold Coast Marathon and Pan Pacific Masters Games.

Jobs Queensland has also developed a Workforce Legacy Planning Framework for Major Events to inform future major events organisers to achieve skills and workforce legacies. This framework identifies potential skills development and enterprise capacity building legacies from GC2018.⁵

OUR PEOPLE: GC2018 SECONDMENT PROGRAM IN QUEENSLAND GOVERNMENT

The GC2018 Secondment Program provided opportunities for Queensland Government employees to be seconded to the Office of the Commonwealth Games (OCG) and the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) to organise and deliver a truly memorable Games.

The program provided unique professional development opportunities to public servants from all Queensland Government agencies and demonstrated the flexibility and mobility of the entire public sector workforce to deliver immediate and medium term Queensland Government priorities.

The program was developed in partnership with the Queensland Public Service Commission and supported by the Queensland Government Leadership Board.

In the majority, employees' home departments funded their secondment to work in OCG and GOLDOC.

Talent was sourced from across all government agencies, with candidates invited to submit an Expression of Interest (EOI) for opportunities at level for a period of up to two years. More than 1300 applications from across the public sector were received throughout the program.

Over the life of the program, 86 secondees from 25 Queensland public sector agencies were seconded to work on the Games, with four working at GOLDOC, 64 funded by their home agency and 22 funded by OCG.

OCG management rated the success of the program in leveraging existing public sector talent to deliver the work program as good (69/100). This result is positive considering the challenges in sourcing and gaining release of some identified talent from the EOI pool and operationally delivering a unique project like GC2018.

Surveyed seconded staff reported positive experiences from participating in the program with an average rating of excellent (81/100). More than 75 per cent of staff agreed that the program supported them to increase their networks, develop their professional skills and diversify their future career options.

⁵ Jobs Queensland, Workforce Legacy Planning Framework for Major Events, 2018.



GOLDOC OUTPLACEMENT PROGRAM AND VIRTUAL CAREERS FAIR

The GOLDOC workforce was diverse, encompassing local, interstate and international people for temporary engagements of varying length. A specially tailored outplacement program was developed to support staff in finding their next job, either locally or internationally, and assist in retention until the end of the Games.

The program provided job seeking support and opportunities through in-house workshops providing assistance in interview techniques, preparing job applications and CVs, along with a virtual careers fair connecting GOLDOC staff to potential employers.

The majority of the GOLDOC workforce finished with the organisation immediately following the conclusion of the Games so the program was offered in early 2018 to ensure greatest engagement and benefit for participants.

A virtual careers fair, held on 8-10 February 2018, provided GOLDOC staff the opportunity to interact with employers, visit virtual booths with organisational information and job listings, and the ability to directly apply or chat live with representatives.

A wide mix of employers participated to meet the broad professional profile of the GOLDOC workforce. The 42 exhibitors ranged from local Gold Coast based employers and Australian and international companies with jobs based in the area, to government agencies and future major events based both in Australia and overseas.

Of most interest to the 612 virtual careers fair participants, were sporting events such as Tokyo 2020, Tough Mudder and Invictus Games, and local employer the Star Entertainment Group. The engagement of participants was high with over 2000 job applications submitted during the three day fair.

5 GOVERNANCE

Major events like GC2018 change significantly from planning to delivery, requiring dynamic adaption of governance in a changing environment. Due to the pace and the cross-partner nature of GC2018, good governance was necessary to deliver a successful Games.

The Games journey consisted of three key governance phases.

1. Phase 1: 2011 - 2014

After the 2011 winning bid announcement of the 2018 Commonwealth Games, the Queensland Government approved a high level GC2018 structure with overall responsibility sitting with the Queensland Cabinet Committee. There was no single, linear reporting line across all aspects of delivery of GC2018. Instead there were a number of potential pathways for escalation of issues and reports on progress from officer level working groups through to the Queensland Cabinet Committee.

Overall, the governance during Phase 1 was designed to ensure integration of decision making, coordination of activities and information sharing between partners at key points, while maintaining sufficient flexibility for operational planning and decision making at the local level.

2. Phase 2: 2014 - 2016

In 2014 and 2015, as Games preparations progressed and became more complex, a more comprehensive structure was developed to provide a clear escalation path for issue resolution. The governance framework was updated to include the establishment of the GC2018 Leadership Group which enhanced the collaboration and cooperation at a political level, by providing a forum for regular meetings between the Minister for Commonwealth Games, the Mayor of the Gold Coast and the Chair of GOLDOC.

3. Phase 3: 2016 - 2018

The third phase included the operational planning and delivery of GC2018. A GC2018 Portfolio Review in 2016 recommended the implementation of a revised cross partner governance framework, the GC2018 Strategic Governance Framework. The Framework consisted of three layers of governance. Each level having a relevant senior responsible officer and governance board(s):

- Strategic – Minister for Commonwealth Games
- Integration Oversight – CEO GOLDOC, CEO City of Gold Coast, Director General DITID
- Delivery Oversight – Executive Steering Committees.

Delivery oversight was structured in three streams with lead Games Partners and Delivery Agencies in place:

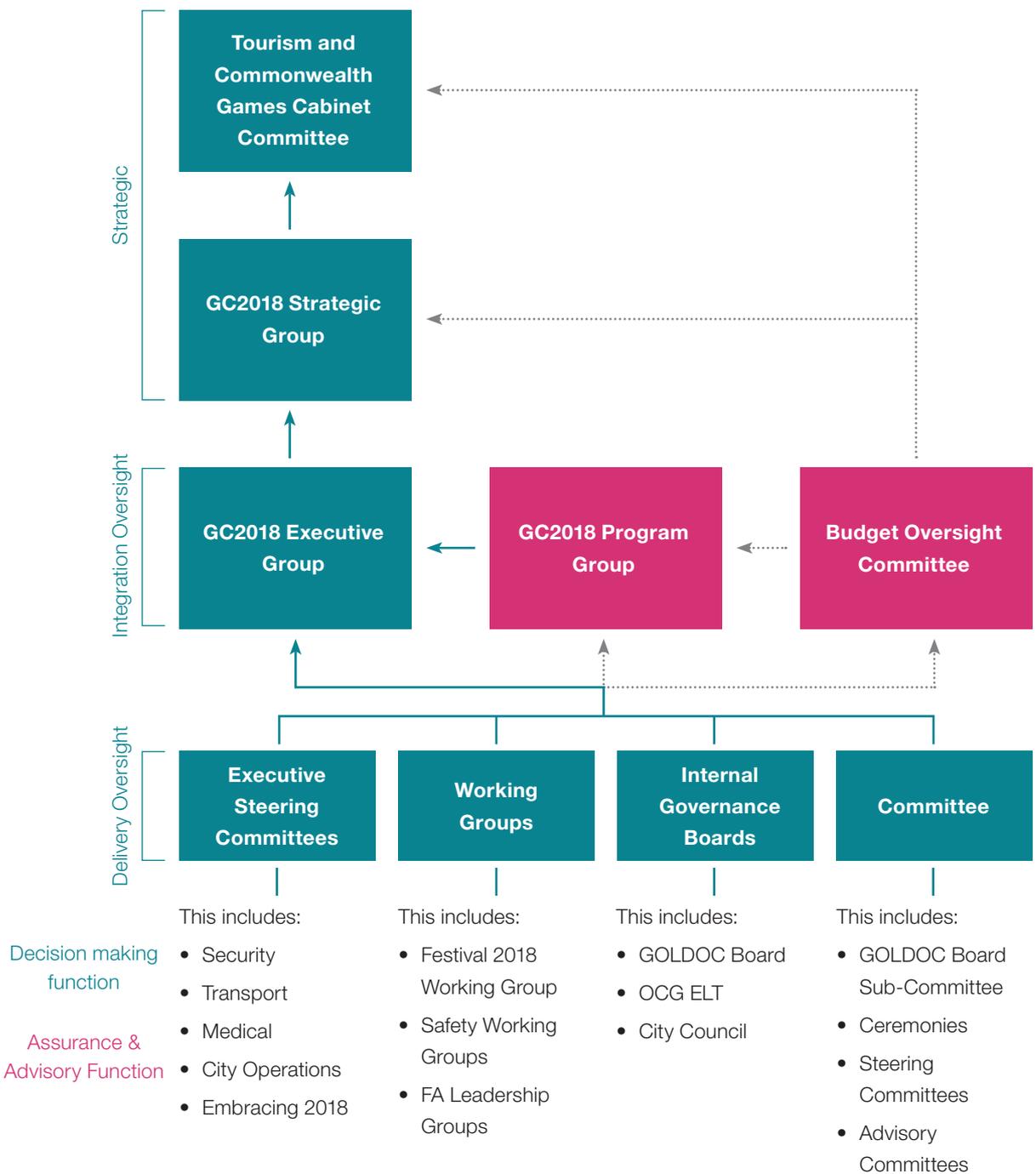
- Games Legacy Benefits - OCG
- The Event - GOLDOC
- Event City Operations – City of Gold Coast.

These three streams had clear reporting lines due to the different accountability and responsibility relationships and the legislative and contractual obligations of the partners involved.

Figure C.4 outlines the governance structure during the GC2018 operational planning and delivery (Phase 3).

Figure C.4 GC2018 Strategic Governance Structure- Operational Planning and Delivery Phase

GC2018 Portfolio Governance Framework



6 GOVERNANCE GROUPS

Governance groups that performed strategic or integration oversight roles for GC2018 are examined below.

6.1 Strategic Direction

The Strategic Governance Groups oversaw the alignment of activities with strategic objectives and identification of strategic opportunities ensuring the focus remained on GC2018 long term benefits.

The Tourism and Commonwealth Games Cabinet Committee (TCGCC) was established in March 2015 as the key strategic body providing oversight of all aspects of GC2018 delivery. TCGCC reflected the Queensland Government's role as the funding body and ultimate guarantor of GC2018, and Cabinet's role as the principal decision making body of government.

The GC2018 Strategic Group provided strategic direction, guidance and oversight of Games-wide planning and delivery of contractual obligations. The GC2018 Strategic Group had responsibility to provide guidance to Games partners as required on strategic issues relating to the Games and provide advice and information to TCGCC.

6.2 Integration Oversight

Three governance groups provided integration oversight, delivering a coordinated, efficient and effective Games.

GC2018 Executive Group

| | |
|--------------------------|--|
| Role | <p>Considered key risks and assumptions from Executive Steering Committees, in particular where there were interdependencies, and enabled resolution of cross partner strategic, operational and tactical risks and issues by facilitating coordinated decision making and communication.</p> <p>It was the responsibility of the Executive Group to identify agenda items and/or agree any issues to be referred to the GC2018 Strategic Group for noting or decision.</p> |
| Membership | <ul style="list-style-type: none"> • CEO, GOLDOC (Co-Chair) • CEO, City of Gold Coast (Co-Chair) • CEO, CGA • CEO, CGF • Director-General, DITID • Deputy Director-General, Commonwealth Games, DITID • Director, Economic Development and Major Projects, City of Gold Coast • General Manager, Planning and Readiness, GOLDOC • Director-General, TMR • Deputy Director-General, Policy, Planning and Investment, TMR • Deputy Commissioner, QPS • Assistant Commissioner, QPS • First Assistant Secretary, Office for Sport, Australian Government • Assistant Secretary, Office for Sport, Australian Government |
| Meeting frequency | <p>Bi-monthly basis or at such intervals as the group determines is necessary.</p> <p>From 2016 the Group met eight times prior to Games time.</p> <p>The Group met on a daily basis during Games operations from 20 March until 15 April 2018.</p> |

GC2018 Budget Oversight Group

Role Monitored the whole-of-program budget and financial risks associated with the planning, preparing and hosting of the Games and provided advice to the Executive and Strategic Group where necessary.

Meeting frequency

- Deputy Director-General, Commonwealth Games, DITID (Chair)
- Executive Director, Portfolio Finance and Governance, OCG, DITID
- General Manager, Finance and Business Services, GOLDOC
- Head of Finance and Administration, GOLDOC
- GC2018 Financial Controller, City of Gold Coast
- Chief Superintendent, QPS
- Executive Director, Commonwealth Games, TMR
- Assistant Under Treasurer, Queensland Treasury
- The following attended meetings as invitees:
 - » Manager, Finance, Portfolio Finance and Governance, OCG, DITID
 - » Audit Manager, Queensland Audit Office (Observer)
 - » Executive Director - Project Delivery, Department of State Development
 - » GC2018 Program Controls Manager, City of Gold Coast

Meeting frequency Monthly basis or at such intervals as the group determined
From 2016 the Group met 21 times (as at 18 September 2018).

GC2018 Program Group

Role The Program Group's role was to consolidate information for decision by the GC2018 Executive Group where escalation was required. The Program Group was not a decision making forum in respect to delivery of the Games.

The Group provided a consolidated set of prioritised issues and risks across the GC2018 Program for Executive Group noting and decision. It consolidated reporting of progress against key milestones in individual agency programs and noted upcoming media opportunities and public activities to the Executive Group.

Membership

- Executive Director, Portfolio Finance and Governance, OCG, DITID (Chair)
- Director, Monitoring and Evaluation, Portfolio Finance and Governance, OCG, DITID
- Head of Program and Risk Management, GOLDOC
- Executive Director, Commonwealth Games, TMR
- General Manager Delivery, GC2018 Commonwealth Games, Economic Development and Major Projects, City of Gold Coast
- Chief Superintendent, Operations Coordinator, Commonwealth Games Group, QPS
- Senior Director, Health Disaster Management Unit, Aeromedical Retrieval and Disaster Management Branch, Prevention Division, Queensland Health
- The following attended meetings as invitees:
 - » Program Manager, Monitoring and Evaluation, Portfolio Finance and Governance, OCG, DITID
 - » Superintendent, Program Manager, Coordination and Readiness, QPS
 - » GC2018 Program Controls Manager, City of Gold Coast
 - » Commonwealth Games, TMR
 - » Additional Games Partners and Delivery Agencies invited as required.

Meeting frequency Monthly basis or at such intervals as the group determined.
From 2016 the Group met 16 times.

6.3 Effectiveness of GC2018 Governance Groups

The strategic governance groups (TCGCC and GC2018 Strategic Group) had oversight and were effective in resolving all escalated issues. The TCGCC initially met quarterly however as the Games approached and the requirement to quickly resolve escalated issues, regular briefings were held with Cabinet members to rapidly resolve issues.

Members of Integration Oversight Governance Groups were surveyed to evaluate the effectiveness of their governance groups. Overall the survey results were very positive with members across all groups responding that the governance groups were effective in meeting performance objectives with no negative responses received.

GC2018 Executive Group

Members either strongly agreed or agreed

- ✓ Group had achieved its objectives
- ✓ Process and procedures were effective
- ✓ Frequency of meetings was adequate
- ✓ There was appropriate membership
- ✓ They understood their roles and responsibilities
- ✓ Meetings were chaired effectively
- ✓ Relationships with members were productive and supported by open communication

What worked well

- ✓ Relationships
- ✓ Experience of members
- ✓ Shared objective of achieving a successful Games

What could be improved

- ✓ Regular absence of some members
- ✓ Limited time to discuss some issues
- ✓ Cooperation between parties

Budget Oversight Group

Members either strongly agreed or agreed

- ✓ Group had achieved its objectives
- ✓ Process and procedures were effective
- ✓ Frequency of meetings was adequate
- ✓ There was appropriate membership
- ✓ Roles and responsibilities were understood
- ✓ Meetings were chaired effectively

What worked well

- ✓ Collaboration
- ✓ Representative of all partners
- ✓ Effective forum to raise issues that needed to be resolved

What could be improved

- ✓ Transparency
- ✓ Financial updates provided by partners were in different formats making it difficult to analyse

Program Group

Members either strongly agreed or agreed

- ✓ Group had achieved its objectives
- ✓ Process and procedures were effective
- ✓ Frequency of meetings was adequate
- ✓ There was appropriate membership
- ✓ Roles and responsibilities were understood
- ✓ Meetings were chaired effectively

What worked well

- ✓ Ability to change to meet needs
- ✓ Problem solving
- ✓ Escalation of issues

What could be improved

- ✓ Location of meetings (Brisbane)
- ✓ Timeliness of stakeholder reports

General comments included

- ✓ Continuity of stakeholders beneficial
- ✓ Important part of collective effort in support of GC2018
- ✓ Well managed and right level of membership
- ✓ Merit in establishing a similar group for future projects with cross-departmental engagement and delivery

7 MANAGING RISKS

Major events face a broad range of risks due their sheer scale and nature. For GC2018, effective risk management was a priority to achieve GC2018's strategic objectives.

Strategic Risk Management Framework

A Strategic Risk Management Framework (SRMF) was developed to support cross partner identification and management of Games wide risks. Principles of the Australian/New Zealand Standard ISO 31000:2009 risk management and principles and guidelines (AS/NZS ISO 31000) were applied to the framework.

The framework was adopted by Games Partners, Delivery Agencies and organisations who had a delivery responsibility under the GC2018 portfolio of work.

Strategic Risks (Games-wide risks) were those risks which, across the portfolio of GC2018 activity, projects and programs, could impact on the achievement of GC2018 strategic objectives.

Risks were identified by Games Partners or Delivery Agencies, reviewed and recommended for consideration by the GC2018 Program Group and escalated for noting or action to the GC2018 Executive Group and GC2018 Strategic Group.

In accordance with the SRMF, Games Partners and Delivery Agencies managed program and operational risks within their respective organisations utilising their established risk management practices, and escalated risks with a focus on cross partner interdependencies and interrelationships that required attention or resolution.

Risk information was shared as soon as feasible with the GC2018 Executive Group, Program Group and impacted Games Partners or Delivery Agencies when:

- A new Games-wide risk was identified
- Conditions of an existing risk changed
- The Games risk profile was potentially impacted
- Immediate attention was required, and
- A risk was to be closed.

GC2018 Games wide risk reporting included the following:

To the **Tourism and Commonwealth Games Cabinet Committee** -

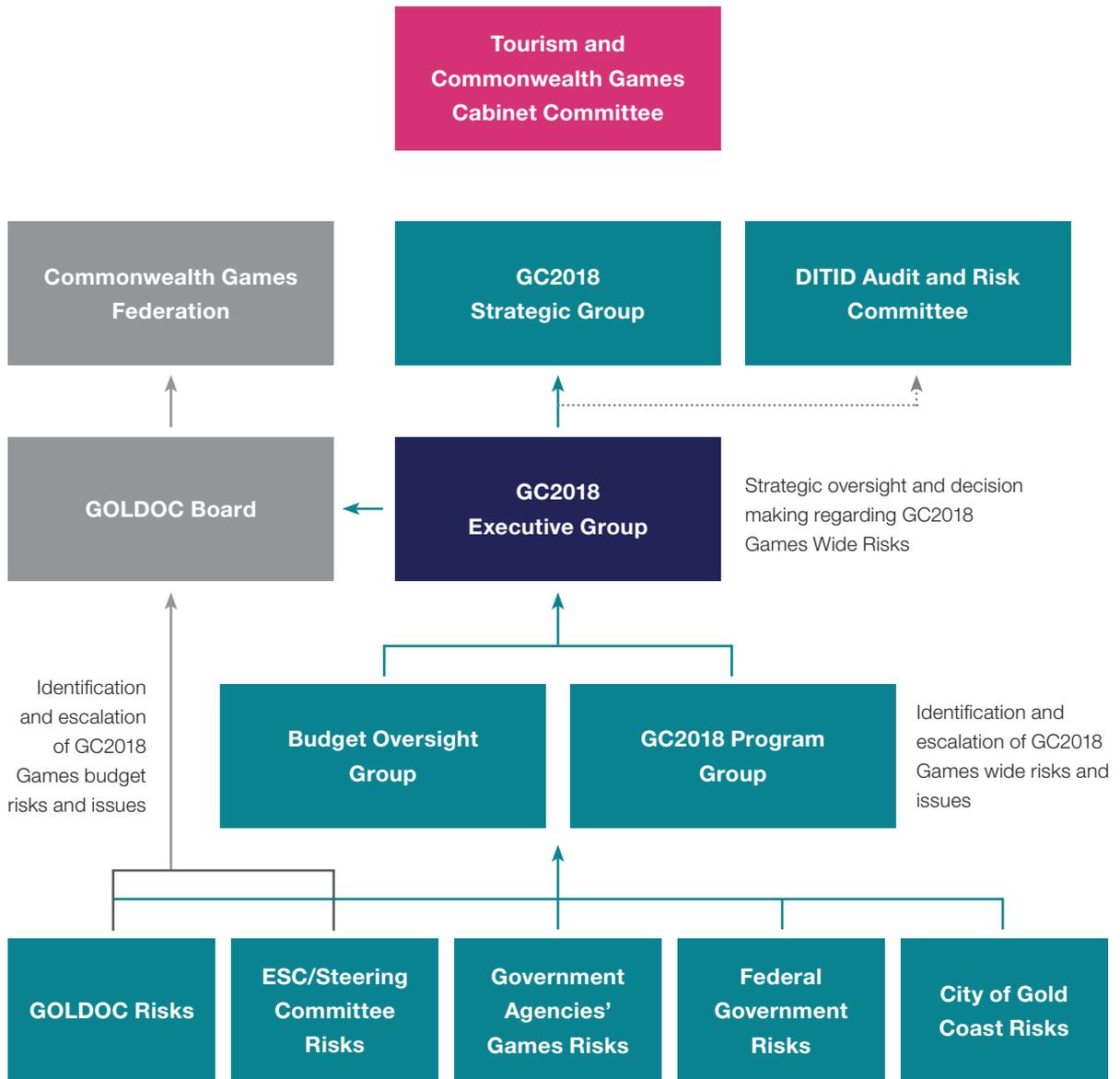
- List of the top priority Games-wide risks
- Summary of associated mitigating action plans and the owner for each action plan
- Focus on Games-wide risks that require imminent action.

To the **GC2018 Strategic Group and GC2018 Executive Group** -

- Monthly Program Group report
- Aggregated risk analysis and budget impact of risks through reports provided by the Program Group and Budget Oversight Group
- Focus on Games-wide risks with cross partner interdependencies and interrelationships that required escalation or decision-making.

Key delivery risks were monitored by governance bodies in place for Functional Areas, providing delivery oversight. Operational risks were monitored by each individual program and project through Executive Steering Committees and escalated where required to the GC2018 Program Group.

Figure C.5 Risk Management and Reporting Process



Responsible: All Delivery Agencies

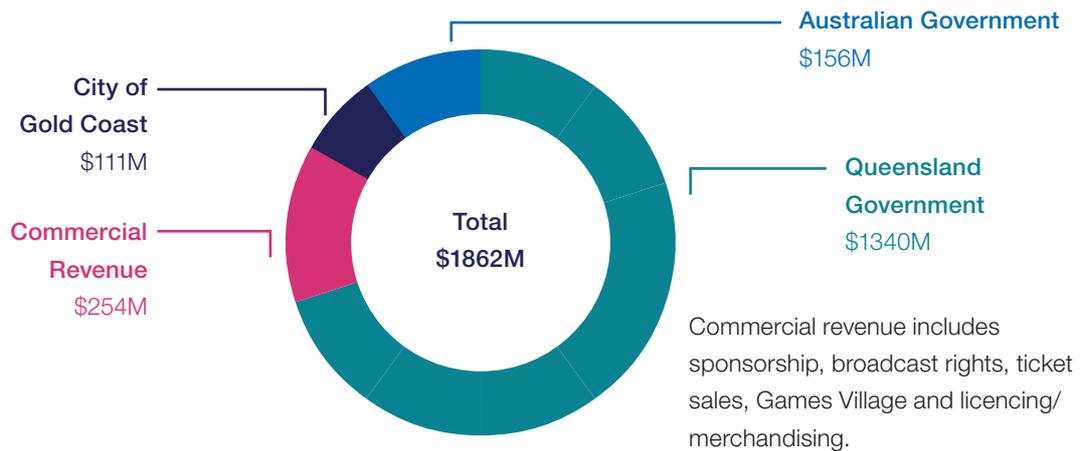
Accountable: Minister for Innovation, Tourism Industry Development and the Commonwealth Games

Consulted: All Delivery Agencies through the GC2018 Program Group and the monthly reporting. DTESB Audit and Risk Committee (as required)

Informed: GOLDOC Board, Working Groups, Executive and other Steering Committees, Tourism and Commonwealth Games Cabinet Committee

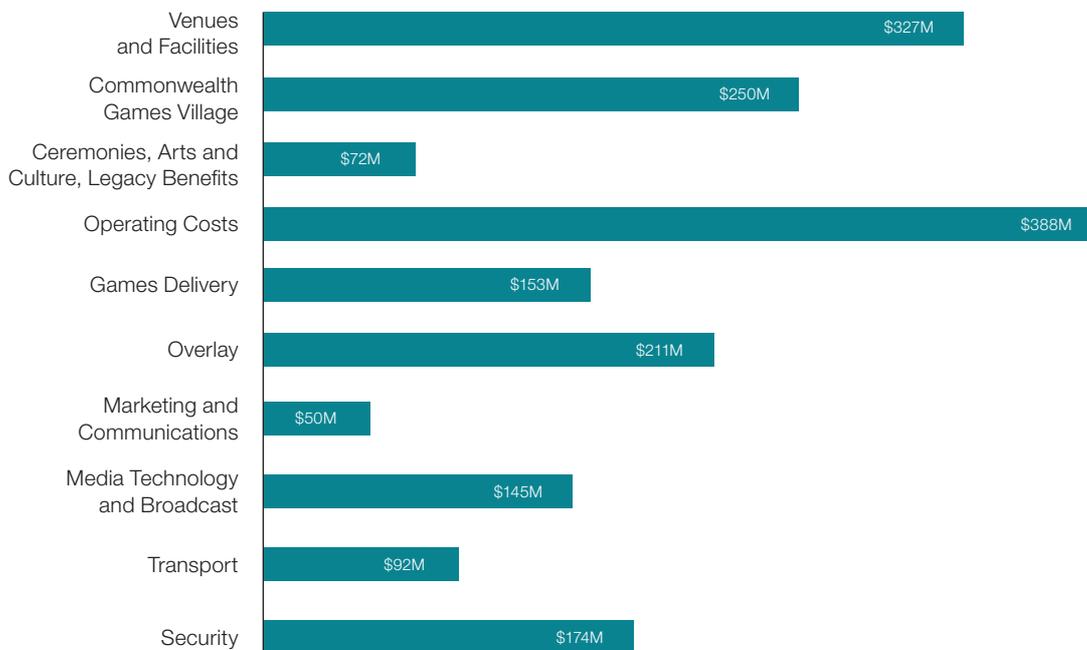
8 FINANCIAL HIGHLIGHTS

How much we invested into GC2018 (revenue)



GC2018 Expenditure

Expenditure on the Commonwealth Games from 1 January 2012 to 31 December 2018 was \$1862M which was \$167M under budget.



Expenditure and Revenue Profile

| |  Revenue |  Operating Expenditure |  Infrastructure and Facilities Expenditure |
|--------------|---|---|---|
| 2011-12 | - | 18 | - |
| 2012-13 | 0 | 15 | 10 |
| 2013-14 | 21 | 20 | 44 |
| 2014-15 | 22 | 34 | 74 |
| 2015-16 | 128 | 84 | 161 |
| 2016-17 | 86 | 181 | 149 |
| 2017-18 | 257 | 925 | 49 |
| 2018-19 | 9 | 9 | 89 |
| Total | 523 | 1286 | 577 |

The delivery of GC2018 was multi-jurisdictional and multi-agency. Under the Host City contract, the Queensland Government was responsible for underwriting costs associated with the Games. Accordingly the whole-of-Games budget (Games budget) was a Queensland Government budget that took into account cash contributions from other Games Delivery Partners as well as commercial revenues and allocated funding as required to GOLDOC and various government agencies (local, state and federal).

The Games budget is categorised into functional types of operating expenditure as well as infrastructure costs. A \$99 million operational contingency was withheld from allocations made to Games Delivery Partners and was managed centrally by the Queensland Government to ensure that funding would be available as needed to meet urgent needs of any Games Delivery Partner at Games time. This contingency fund was also used to harness savings as they materialised. As a result of strong budget management, the contingency fund was maintained and in total \$167 million was able to be returned to the Queensland Government from the overall Games project.

The Games budget was framed in anticipation that government agencies would utilise existing resources to help meet Games priorities that aligned with their core business. For example, it was anticipated that the Queensland Police would use its existing resources to plan for its security responsibilities during Games time. Similarly Department of Transport and Main Roads (DTMR) would plan for its responsibility to provide public transport and where DTMR held

capital budgets for transport infrastructure this would be utilised to pay for transport infrastructure even though projects may have been undertaken early to facilitate a successful transport response for the Games. Local government were also expected to utilise existing resources to meet their responsibilities during games time. The Australian Government contributed from their existing resources across a number of services. These costs were outside of the Games budget but to assist understanding of the totality of resources required to deliver a successful Commonwealth Games, details of significant contributions are included in the notes to the Special Purpose Financial Report at Appendix 5.

The Games was projected to cost the Queensland Government \$1.507 billion. The actual total net cost to the Queensland Government from the Games budget was \$1.340 billion (89 per cent of the total budget forecast). Key contributing factors included:

- GOLDOC earned revenue of \$254 million which was five per cent more than budget.
- Infrastructure was delivered ahead of time, met the requirements for lasting community benefit and cost \$577 million which was four per cent less than budget.
- The City of Gold Coast contributed \$112 million in cash toward the budget and the Australian Government contributed \$156 million in cash toward the budget.

Full details of the finances of the Games are included in an audited Special Purpose Financial Report which is included at Appendix 5.

8.1 GC2018 Sponsors

GC2018 sponsors included the following official partners, official supporters and official suppliers:

Official Partners

The Star Gold Coast
Griffith University
TAFE Queensland
Longines
Optus
Atos
Woolworths

GC2018 Official Supporters

KPMG
MinterEllison
SEEK
Ticketek
Aggreko
Hard Yakka
Brisbane Times
RGS Events
Cisco
Gold Coast Bulletin
Moreton Hire
Lendlease
XXXX
The Royal Australian Mint

Rapiscan Systems
Elastoplast
Allianz Australia
Facebook

GC2018 Official Suppliers

Centium Software
Y&R
MediaCom
GL events ExpoNet
Tourism Australia
Diadora
Isentia
Thrifty
Cockram Construction
Winc
Technogym
Speedo
Sold Out Events
Sting
DB Schenker
Motorola Solutions
Spieth Gymnastics
Gold Coast Airport

Aura Sports
Incognitus
Queensland X-Ray
Eleiko
CSG
Brisbane Airport
TFH Hire Services
Hamilton
Harvey Norman Commercial QLD
Coates Hire
First Aid Accident & Emergency
Kelly Services
SportsTech Australia
Norwest Productions
Ottobock
RM Williams
Benchmark Scaffolding
Coca-Cola Amatil
Zen Catering
Leonardo
Seven Network
FLIR
Peters Ice Cream
Symantec

9 DISSOLUTION

Under the *Commonwealth Games Arrangements Act 2011* a dissolution date may be prescribed no later than 18 months after the closing ceremony of the Games. The revised date for dissolution of GC2018 was set by regulation for 31 December 2018.

Contractual dissolution obligations are outlined in the Host City Contract, the Endorsement Agreement and the CGF Global Overview Games Manual. In alignment

with these obligations, each Games Partner and Delivery Agency was responsible for managing the transition and dissolution of their respective programs.

In preparation for dissolution, policies were developed to ensure efficient management of assets and realisation of legacy benefits.

The dissolution included the transition and handover of program outcomes and legacy benefits to CGF and the next host of the Commonwealth Games, Birmingham 2022.



CASE STUDY **Transfer of Knowledge GC2018 Debrief Program**

The Commonwealth Games Federation's (CGF's) Gold Coast 2018 debrief in Birmingham ran from 18-20 June 2018. The debrief was a commitment of CGF's Knowledge Transfer Program to Birmingham 2022 and included presentations, discussions and workshops on areas such as legacy planning, venue development and management, government relations, security, sponsorship, transport and community engagement.

Representatives from GOLDOC, Queensland Government and Gold Coast City Council participated in discussions with Birmingham City Council, the West Midlands Combined Authority and the United Kingdom Government's Department for Culture, Media and Sport.

“

We're delighted to welcome colleagues from the CGF and the Gold Coast as preparations build to host the next edition of the Games in just four years' time.

Ian Reid, Interim Chief Executive, Birmingham 2022

”



APPENDICES

APPENDIX 1

GC2018 MEDAL TALLY

| Rank | Nation | Gold | Silver | Bronze | Total |
|------|---------------------|------|--------|--------|-------|
| 1 | Australia | 80 | 59 | 59 | 198 |
| 2 | England | 45 | 45 | 46 | 136 |
| 3 | India | 26 | 20 | 20 | 66 |
| 4 | Canada | 15 | 40 | 27 | 82 |
| 5 | New Zealand | 15 | 16 | 15 | 46 |
| 6 | South Africa | 13 | 11 | 13 | 37 |
| 7 | Wales | 10 | 12 | 14 | 36 |
| 8 | Scotland | 9 | 13 | 22 | 44 |
| 9 | Nigeria | 9 | 9 | 6 | 24 |
| 10 | Cyprus | 8 | 1 | 5 | 14 |
| 11 | Jamaica | 7 | 9 | 11 | 27 |
| 12 | Malaysia | 7 | 5 | 12 | 24 |
| 13 | Singapore | 5 | 2 | 2 | 9 |
| 14 | Kenya | 4 | 7 | 6 | 17 |
| 15 | Uganda | 3 | 1 | 2 | 6 |
| 16 | Botswana | 3 | 1 | 1 | 5 |
| 17 | Samoa | 2 | 3 | 0 | 5 |
| 18 | Trinidad and Tobago | 2 | 1 | 0 | 3 |
| 19 | Namibia | 2 | 0 | 0 | 2 |
| 20 | Northern Ireland | 1 | 7 | 4 | 12 |
| 21 | The Bahamas | 1 | 3 | 0 | 4 |
| 22 | Papua New Guinea | 1 | 2 | 0 | 3 |
| 23 | Fiji | 1 | 1 | 2 | 4 |
| 24 | Pakistan | 1 | 0 | 4 | 5 |
| 25 | Grenada | 1 | 0 | 1 | 2 |
| 26 | Bermuda | 1 | 0 | 0 | 1 |
| 26 | Guyana | 1 | 0 | 0 | 1 |
| 26 | British Virgin Is. | 1 | 0 | 0 | 1 |
| 26 | Saint Lucia | 1 | 0 | 0 | 1 |
| 30 | Bangladesh | 0 | 2 | 0 | 2 |
| 31 | Sri Lanka | 0 | 1 | 5 | 6 |
| 32 | Cameroon | 0 | 1 | 2 | 3 |
| 33 | Dominica | 0 | 1 | 1 | 2 |
| 34 | Isle of Man | 0 | 1 | 0 | 1 |
| 34 | Mauritius | 0 | 1 | 0 | 1 |
| 34 | Nauru | 0 | 1 | 0 | 1 |
| 37 | Malta | 0 | 0 | 2 | 2 |
| 37 | Vanuatu | 0 | 0 | 2 | 2 |
| 39 | Cook Islands | 0 | 0 | 1 | 1 |
| 39 | Ghana | 0 | 0 | 1 | 1 |
| 39 | Norfolk Island | 0 | 0 | 1 | 1 |
| 39 | Seychelles | 0 | 0 | 1 | 1 |
| 39 | Solomon Islands | 0 | 0 | 1 | 1 |

APPENDIX 2

GC2018 PROJECTS AND BENEFITS

| | |
|----------------------------------|---|
| ASPIRATION 1 | Enduring jobs and powering economic growth |
| ASPIRATION 2 | Accelerating the Gold Coast to a world-class boutique city |
| TRANSFORMATIVE INITIATIVE | Diversification of the Gold Coast economy via the Health and Knowledge Precinct |

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| Gold Coast Health and Knowledge Precinct | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 14 GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct into a globally competitive tech hub |
| Parklands redevelopment (Commonwealth Games Village) | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 5 GC2018 is leveraged to encourage Australian and Gold Coast communities to implement more sustainable practices such as reuse and recycling 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 |
| Trade 2018 – Gold Coast 2018 Commonwealth Games Trade and Investment Program | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 3 The Gold Coast is recognised internationally as a city for elite sport 9 GC2018 highlights trade and investment opportunities for Australia 10 The GC2018 Queen’s Baton Relay builds engagement, trade and tourism opportunities domestically and internationally 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 14 GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct into a globally competitive tech hub 20 GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast 22 GC2018 is leveraged to enhance the city’s reputation locally, nationally and internationally 24 Gold Coast’s pristine natural environment is positioned as a point of difference during GC2018 |

| Project | CGF impact area and Games Benefits linkages |
|---------|---|
|---------|---|

| | |
|---------------------------------------|--|
| Tourism Legacy Action Plan | |
|---------------------------------------|--|

CGF impact area **Prosperity**

Games Benefits

- 5 GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices
 - 12 Queensland businesses experience significant economic uplift
 - 13 GC2018 creates opportunities to obtain new skills, training and experience
 - 15 GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland
 - 16 The Gold Coast and Queensland are tourism destinations of choice
 - 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities
-

| | |
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| Be My Guest | |
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CGF impact area **Prosperity**

Games Benefits

- 11 GC2018 supports jobs growth over 10 years
 - 13 GC2018 creates opportunities to obtain new skills, training and experience
 - 15 GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland
 - 16 The Gold Coast and Queensland are tourism destinations of choice
 - 22 GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally
 - 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities
 - 28 GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community
 - 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated
 - 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture
-

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| Be Games Ready | |
|-----------------------|--|

CGF impact area **Prosperity**

Games Benefits

- 8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift
 - 12 Queensland businesses experience significant economic uplift
 - 13 GC2018 creates opportunities to obtain new skills, training and experience
-

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| Accessible and Inclusive Tourism | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>7 The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>15 GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland</p> <p>16 The Gold Coast and Queensland are tourism destinations of choice</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>28 GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community</p> |

TRANSFORMATIVE INITIATIVE Enhancing the underlying infrastructure of the City

| Project | CGF impact area and Games Benefits linkages |
|-------------------------------------|---|
| Gold Coast Aquatic Centre | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>11 GC2018 supports jobs growth over 10 years</p> <p>12 Queensland businesses experience significant economic uplift</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> |
| Carrara Sports Precinct | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>11 GC2018 supports jobs growth over 10 years</p> <p>12 Queensland businesses experience significant economic uplift</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> |
| Coomera Indoor Sports Centre | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>11 GC2018 supports jobs growth over 10 years</p> <p>12 Queensland businesses experience significant economic uplift</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> |

| Project | CGF impact area and Games Benefits linkages |
|------------------------------------|--|
| Queensland State Velodrome | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |
| Gold Coast Hockey Centre | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |
| Broadbeach Bowls Club | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |
| Belmont Shooting Complex | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |
| Nerang Mountain Bike Trails | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| Sports Super Centre | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance |
| Oxenford Sound Super Stage 9 | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 |
| Gold Coast rail line – duplication Coomera to Helensvale | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity |
| Smith Street additional lanes | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity |
| Gold Coast major road upgrade program | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| Gold Coast light rail - Stage 2 | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 11 GC2018 supports jobs growth over 10 years 12 Queensland businesses experience significant economic uplift 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity |
| Public Domain Improvement Program (PDIP)- Last Mile Streetscape | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 23 Through hosting GC2018 the perception of safety on the Gold Coast is improved |
| PDIP - Image and Look Last Mile | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 23 Through hosting GC2018 the perception of safety on the Gold Coast is improved |
| PDIP - Broadbeach Event Space Deck | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 |
| PDIP – Smart City Infrastructure | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 |
| PDIP - Pedestrian Link - Broadbeach South Light Rail Station to Pratten Park | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <ul style="list-style-type: none"> 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity 19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars |

| Project | CGF impact area and Games Benefits linkages |
|--|--|
| PDIP - Pedestrian Link - Southport to Surfers Paradise | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity</p> <p>19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> |
| PDIP - Pedestrian Link - Nerang Station to Nerang Broadbeach Road | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity</p> <p>19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> |
| PDIP - Cycle Parking at Games Venues | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity</p> <p>19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> |
| PDIP - Last Mile Wayfinding | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> |
| PDIP - Broadbeach South Transport Hub Extension | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity</p> <p>19 GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars</p> |

| Project | CGF impact area and Games Benefits linkages |
|--|--|
| PDIP - Captain Burke Park Fitness Equipment Upgrade | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> |
| PDIP - Outdoor Table Tennis | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> |
| PDIP - Way Finding Signage | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| PDIP - Bus Stop Accessibility | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> |
| PDIP - Grafton St Public Amenities | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> |
| PDIP - Aquafill Stations | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> |
| PDIP - Cairns Basketball Court | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> |
| PDIP – Townsville Pedestrian Link | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| PDIP - Townsville CBD Heritage Trails | CGF impact area Prosperity Games Benefits 16 The Gold Coast and Queensland are tourism destinations of choice |
| PDIP - Townsville CBD Tourism Sign | CGF impact area Prosperity Games Benefits 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated |
| PDIP - Gym Equipment | CGF impact area Prosperity Games Benefits 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity |
| PDIP - Gateways Public Art Project | CGF impact area Prosperity Games Benefits 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated |
| PDIP – Gold Coast Aquatic Centre/ Broadwater - Deck and Footpath | CGF impact area Prosperity Games Benefits 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 |
| PDIP - Nerang Station to Carrara Pedestrian Link | CGF impact area Prosperity Games Benefits 17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 18 GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity |
| PDIP – Host and Event Cities Public Art | CGF impact area Peace Games Benefits 6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated |

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| PDIP – Embracing our Stories (RAP) | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |

| | |
|----------------------------------|---|
| ASPIRATION 3 | Delivering GC2018: the inspiring games |
| TRANSFORMATIVE INITIATIVE | GC2018 is the platform to unite communities and strive for gender equality and an end to domestic and family violence |

| Project | CGF impact area and Games Benefits linkages |
|--|---|
| Host City Festival 2018 | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region</p> <p>21 Local creative industries drive growth in the Gold Coast economy</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>28 GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community</p> <p>30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> |
| Event Cities Festival 2018 | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> |
| WOW (Women of the World) at Festival 2018 | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region</p> |
| One Million Stars | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region</p> |

| Project | CGF impact area and Games Benefits linkages |
|--|--|
| Generate Program – Generate Artist Grants | CGF impact area Prosperity Games Benefits 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated |
| Griffith Review: Commonwealth Now | CGF impact area Peace Games Benefits 6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated |
| Sustainable Events: Transforming the Gold Coast into a Sustainable Events Destination | CGF impact area Prosperity Games Benefits 1 GC2018 showcases legacy opportunities for future host cities 4 GC2018 demonstrates a leading model for sustainable event delivery 5 GC2018 is leveraged to encourage Australian and Gold Coast communities to implement more sustainable practices such as reuse and recycling 6 GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region 16 The Gold Coast and Queensland are tourism destinations of choice 22 GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally |
| Queen's Baton Relay Celebrations | CGF impact area Peace Games Benefits 7 The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 10 The GC2018 Queens Baton Relay builds engagement, trade and tourism opportunities domestically and internationally 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities |
| 2018 Pride House Gold Coast | CGF impact area Peace Games Benefits 7 The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| Gold Coast Multicultural event | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Homelessness Protocol for GC2018 | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Global Education Program | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>1 GC2018 showcases legacy opportunities for future host cities</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Borobi Boogie | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Queensland School Sports Championships | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Borobi Primary Schools Tour | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Creative Generation - Share the Dream | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| Ready, Set, Go! Digital Bootcamp | CGF impact area Sustainability Games Benefits 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities |
| Early Years Show and Share social media campaign | CGF impact area Sustainability Games Benefits 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities |
| Community Engagement | CGF impact area Sustainability Games Benefits 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities |

TRANSFORMATIVE INITIATIVE Recognise, respect and celebrate Aboriginal and Torres Strait Islander cultures

| Project | CGF impact area and Games Benefits linkages |
|--|---|
| Reconciliation Action Plan (RAP) | CGF impact area Prosperity Games Benefits 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| Aboriginal and Torres Strait Islander Community Engagement Plan | CGF impact area Prosperity Games Benefits 7 The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| RAP - Indigenous business development programs | CGF impact area Prosperity Games Benefits 8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift 13 GC2018 creates opportunities to obtain new skills, training and experience pride in Gold Coast and Queensland communities 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |

Project

CGF impact area and Games Benefits linkages

RAP - Employment and Training

CGF impact area **Prosperity**

Games Benefits

- 5 GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices
- 12 Queensland businesses experience significant economic uplift
- 13 GC2018 creates opportunities to obtain new skills, training and experience
- 15 GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland
- 16 The Gold Coast and Queensland are tourism destinations of choice
- 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities

RAP - Creating Tracks – Business development and support for Indigenous Tourism, Hospitality and Artists

CGF impact area **Prosperity**

Games Benefits

- 8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift
- 12 Queensland businesses experience significant economic uplift
- 13 GC2018 creates opportunities to obtain new skills, training and experience
- 15 GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland
- 16 The Gold Coast and Queensland are tourism destinations of choice
- 24 Gold Coast's pristine natural environment is positioned as a point of difference during GC2018
- 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated
- 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture

RAP – Creating Tracks – Meeanjin Markets

CGF impact area **Sustainability**

Games Benefits

- 8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift
- 12 Queensland businesses experience significant economic uplift
- 13 GC2018 creates opportunities to obtain new skills, training and experience
- 21 Local creative industries drive growth in the Gold Coast economy
- 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| RAP - Indigenous Volunteers Support Program | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>29 GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| RAP - Traditional Indigenous Games | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| RAP – Cultural Capability | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| RAP – Reconciliation in Queensland Schools | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| RAP - Embracing Our Stories Brisbane - Sky Lore Indigenous Astronomy | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |

Project **CGF impact area and Games Benefits linkages**

| | |
|---|---|
| RAP - Embracing our stories Cairns - Indigenous Interpretive Signage | CGF impact area Peace Games Benefits 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| RAP - Embracing our stories Townsville - Indigenous Interpretive Signage | CGF impact area Peace Games Benefits 30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| RAP - Here, my story | CGF impact area Peace Games Benefits 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| RAP – Diabetes QLD | CGF impact area Peace Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |
| RAP - Institute of Urban Indigenous Health - Deadly Choices | CGF impact area Peace Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities 31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture |

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| RAP - First Nations People Program | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>9 GC2018 highlights trade and investment opportunities for Australia</p> <p>30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |

| | |
|-------------------|---|
| RAP – DJAG | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>30 Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
|-------------------|---|

| | |
|----------------------------------|---|
| ASPIRATION 3 | Building active, engaged and inclusive communities |
| TRANSFORMATIVE INITIATIVE | More Queensland children and adults participating in sport and active lifestyles before, during and after the games |

| Project | CGF impact area and Games Benefits linkages |
|---|--|
| Get Out, Get Active: Embracing 2018 Community Grants Program | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> |
| Sporting Club Capacity Initiative | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> |

| Project | CGF impact area and Games Benefits linkages |
|--|--|
| Game On Queensland | CGF impact area Sustainability Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance 27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities |
| Duke of Edinburgh International Award Legacy Project | CGF impact area Sustainability Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity |
| Nature Play Legacy Project | CGF impact area Sustainability Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance 28 GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community |
| QRU Pacific Islander Community Engagement and Capacity Building Program (PICEP) | CGF impact area Sustainability Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance 27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities |
| 10,000 Steps challenges | CGF impact area Sustainability Games Benefits 25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity |

Project CGF impact area and Games Benefits linkages

| | |
|--|---|
| Embracing 2018 Sports Grants | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities</p> <p>31 Provides greater opportunities for Aboriginal and Torres Strait Islander People and promotes increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| Pre-event training | <p>CGF impact area Prosperity</p> <p>Games Benefits</p> <p>1 GC2018 showcases legacy opportunities for future host cities</p> |
| Velodrome and Gold Coast Sports and Leisure Centre mementos | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Complementary Events – Activations and Community Events | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Youth Parliaments | <p>CGF impact area Peace</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| 'My Games 2018' digital fundraising platform | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities</p> |

| Project | CGF impact area and Games Benefits linkages |
|---|---|
| Girl Guides Australia – Commonwealth Games Badge | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>7 The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities</p> |
| QAS4Schools | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> |
| Gold Coast Clay Target Club – Junior Development Program | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> |
| QRU Indigenous Jersey Bursary | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>31 Provides greater opportunities for Aboriginal and Torres Strait Islander People and promotes increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |
| Parkrun 4everyone | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity in the Gold Coast and Queensland communities</p> |

Project CGF impact area and Games Benefits linkages

| | |
|---|---|
| <p>Sports Officiating Forums</p> | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>29 GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs</p> |
| <p>Disability Inclusion Legacy Project</p> | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>28 GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community</p> |
| <p>Embracing 2018 Sports assets Legacy program</p> | <p>CGF impact area Sustainability</p> <p>Games Benefits</p> <p>3 The Gold Coast is recognised internationally as a city for elite sport</p> <p>4 GC2018 demonstrates a leading model for sustainable event delivery</p> <p>13 GC2018 creates opportunities to obtain new skills, training and experience</p> <p>17 GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2</p> <p>25 GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity</p> <p>26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance</p> <p>27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities</p> <p>31 GC2018 provides greater participation for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture</p> |

Project

CGF impact area and Games Benefits linkages

INAS Global Games

CGF impact area **Sustainability**

Games Benefits

- 1 GC2018 showcases legacy opportunities for future host cities
 - 8 Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift
 - 22 GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally
 - 26 GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance
 - 27 GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities
-

APPENDIX 3

MAJOR AWARDS AND RECOGNITION FOR GC2018

Australian Institute of Sport, December 2018

Winner:

Best Sporting Moment – Kurt Fearnley and para-sport integration

Winner:

Award for Leadership – Craig Phillips (Commonwealth Games Australia)

Winner:

Sport Australia Award: Celia Sullohern, Madeline Hills and Eloise Wellings (Athletics)

High Performance Program of the Year – Cycling Australia

Team of the Year – Kookaburras (Hockey).

2018 Sport Australia Media Awards

Best Sports Coverage Award, 7 February 2019

Winner:

Network Seven

Human Rights Award, December 2018

Winner:

Government Award - GOLDOC

Queensland Sport Awards 2018, November 2018

Winner:

Sport Event of the Year category - Gold Coast 2018 Commonwealth Games

Australian Event Awards, November 2018

Winner:

Best Sporting Event – Gold Coast 2018 Commonwealth Games

Winner:

Best Exhibition, Trade or Consumer Show category – Trade 2018

Winner:

Best Achievement in Event Education and Training category - TAFE Queensland for their Gold Coast 2018 Commonwealth Games Training Partnership

Finalist:

Best Cultural, Arts or Music Event category – Festival 2018

Queensland Tourism Awards, November 2018

Bronze award winner:

Outstanding Contribution by a Volunteer or Volunteer Group – GC2018 Games Shapers

Queensland Premier's Awards for Excellence 2018, November 2018

Winners (three were all named joint winners in the Performance category):

QPS and PSBA – Commonwealth Games Group

QFES Commonwealth Games Project Team

DTMR and QPS - GC2018 Transport Coordination Centre

2018 Australian Business Awards, November 2018

Winner:

Service Excellence category – TAFE Queensland (achievements in providing vocational education and training design and delivery services to the Gold Coast 2018 Commonwealth Games)

Prime Minister's Awards for excellence in public sector management – October, 2018

Winner:

Gold Award and Collaboration Award – Queensland Police Service's Operation Sentinel

Sport Australia Hall of Fame – October 2018

The Don Award:

Kurt Fearnley

Hall of Fame Inductee:

Sam Coffa AM

2018 Australian Institute of Project Management

Winner:

Queensland award for Organisation/Change Management – Queensland Police Service, Commonwealth Games (NP)

The Australasian Evaluation Society (AES), September 2018

Winner:

Evaluation and Monitoring Framework for the Embracing 2018 Legacy Program

Queensland Reconciliation Awards 2018, June 2018

Winner:

Premier's Reconciliation Award - GC2018 Reconciliation Action Plan

Australian Pride in Sports Award, June 2018

Achievement Award:

Most Improved in the Annual Pride in Sport Index - GOLDOC

Good Design Australia Awards, May 2018

Winner:

Product Design – Designworks Brisbane for design of Queen's Baton

Human Rights Award, December 2017

Finalist:

Business Award - GOLDOC

Gold Coast Urban Design Awards, November 2017

Winner:

Excellence in Urban Design Award – Parklands Project

Queensland Premier's Awards for Excellence 2017, November 2017

Winner:

Performance – Department of State Development for GC2018 Venues Program

International Green Interior Awards, July 2017

Commendation:

Large Office – GC2018 Headquarters

Queensland Regional Architecture Awards: Gold Coast/Northern Rivers, March 2017

Winner:

Building of the Year – Coomera Sports and Leisure Centre

Architecture and Design Magazine's 11th Annual Sustainable Building Awards 2017

Finalist:

Interior Architecture – GC2018 Headquarters

**Green Star Interiors Pilot Rating Green
Building Council of Australia, December 2016**

4 Star Green Star Rating:

GOLDOC for Ashmore headquarters

**Queensland Premier's Sustainability Award,
November 2016**

Highly commended:

Sustainability – GOLDOC

Australian Business Award, August 2016

Winner:

Australian Business Award for

Sustainability - GOLDOC

**GC2018 Athletes Village – Gold Coast Health
and Knowledge Precinct**

PIA Queensland Commendation for Great Place
(Cardno, AAA)

Queensland Minister's Award for Urban Design
(AAA, Lat27, Grocon)

AIA Gold Coast Regional Commendation for
Urban Design (AAA, Lat27, Grocon)

AIA Queensland Karl Langer Award for Urban
Design (AAA, Lat27, Grocon)

AILA Queensland Landscape Award for Civic
Landscape (Lat27, AAA, DesignFlow)

Australian Urban Design Awards Shortlisted for
Built Projects – City & Regional Scale (AAA, Lat27)

UDIA Queensland President's Award (Grocon)

UDIA Queensland Award of Excellence for
Master Planned Development (Grocon)

UDIA Queensland Award of Excellence for
Consultant's Excellence (Cardno/AAA)

6 Star Green Star Communities Rating

6 Leaf EnviroDevelopment Rating from the
Urban Development Institute of Australia.

Coomera Sports and Leisure Centre

Gold Coast/Northern Rivers Regional
Architecture Awards "Building of the Year"
(BDA Architecture with Peddle Thorp Architects)

Gold Coast Sports and Leisure Centre

The Australian Institute of Architects (RAIA)
National Commendation for Interior Architecture

Australian Steel Institute (ASI) QLD and NT Steel
Excellence Awards - Buildings – Large Projects
(Awarded to BVN in association with Bligh Tanner
and Steel Fabricators Australia)

The Australian Institute of Architects (RAIA) Qld
Chapter GHM Addison Award for Interior Architecture

The Australian Institute of Architects (RAIA)
Qld Chapter The COLOURBOND Award for
Steel Architecture

The Australian Institute of Architects (RAIA)
Qld Chapter Public Architecture Commendation

The Australian Institute of Architects (RAIA) Qld
Chapter Gold Coast Regional Commendation -
Public Architecture

The Australian Institute of Architects (RAIA) Qld
Chapter Gold Coast Regional Commendation -
Interior Architecture

APPENDIX 4

BENEFITS ASSESSMENT

| Benefits | | | Measures | | | |
|--|---|--------|----------|---------|--------------|-------|
| ID | Description | Status | Complete | Ongoing | Not achieved | Total |
| INSPIRING GAMES | | | | | | |
| 1 | GC2018 showcases legacy opportunities for future host cities | ✓ | 18 | | | 18 |
| 2 | GC2018 attracts the Commonwealth's best athletes | ✓ | 2 | | | 2 |
| 4 | GC2018 demonstrates a leading model for sustainable event delivery | ✓ | 8 | | | 8 |
| 5 | GC2018 is leveraged to encourage Gold Coast communities to implement more sustainable practices | ⊙ | 1 | 2 | | 3 |
| 6 | GC2018 is a platform to unite Commonwealth countries on peace, prosperity and sustainability related issues of critical importance to the host nation's region | ✓ | 1 | | | 1 |
| 7 | The Commonwealth Games profile as a diverse and inclusive event is enhanced through GC2018 | ✓ | 4 | | | 4 |
| GROWING QUEENSLAND'S ECONOMY | | | | | | |
| 8 | Awareness, capacity and capability building of Queensland businesses for GC2018 resulting in enduring economic uplift | ✓ | 7 | | | 7 |
| 11 | GC2018 supports jobs growth over 10 years | ⊙ | 2 | 2 | | 4 |
| 12 | Queensland businesses experience significant economic uplift | ⊙ | | 1 | | 1 |
| 13 | GC2018 creates opportunities to obtain new skills, training and experience | ✓ | 10 | | | 10 |
| 17 | GC2018 creates opportunities for permanent legacy benefits from infrastructure improvements, including the Gold Coast light rail stage 2 | ✓ | 4 | | | 4 |
| 22 | GC2018 is leveraged to build the education sector and knowledge economy to become a defining industry for the Gold Coast | ✓ | 5 | | | 5 |
| TRADE 2018 | | | | | | |
| 9 | GC2018 highlights trade and investment opportunities for Australia | ⊙ | 7 | 1 | | 8 |
| 14 | GC2018 is a catalyst for accelerating the transformation of the Gold Coast Health and Knowledge Precinct (GCHKP) into a globally competitive tech hub | ⊙ | | 5 | | 5 |
| ABORIGINAL AND TORRES STRAIT ISLANDER INITIATIVES | | | | | | |
| 31 | GC2018 provides greater opportunities for Aboriginal and Torres Strait Islander people and promotes an increased awareness and understanding of Aboriginal and Torres Strait Islander culture | ✓ | 12 | | | 12 |
| ARTS AND CULTURE | | | | | | |
| 21 | Local creative industries drive growth in the Gold Coast economy | ⊙ | | 2 | | 2 |
| 30 | Through GC2018 creative talent and culturally diverse communities throughout Queensland are celebrated | ✓ | 10 | | | 10 |

| Benefits | | | Measures | | | |
|--|---|--------|----------|---------|--------------|-------|
| ID | Description | Status | Complete | Ongoing | Not achieved | Total |
| SPORT AND HEALTHY LIFESTYLES | | | | | | |
| 18 | GC2018 provides the city with more options for active travel and public transport resulting in greater connectivity | ✓ | 6 | | | 6 |
| 19 | GC2018 accelerates travel behaviour change on the Gold Coast to encourage more people out of their cars | ⌚ | 8 | 6 | | 14 |
| 25 | GC2018 inspires Australians to become healthier and happier through an active lifestyle and physical activity | ⌚ | 3 | 3 | | 6 |
| 26 | GC2018 is leveraged to support the sport and recreation industry to better cater for active communities from grassroots to high performance | ✓ | 5 | | | 5 |
| ENGAGED AND INCLUSIVE COMMUNITIES | | | | | | |
| 22 | GC2018 is leveraged to enhance the city's reputation locally, nationally and internationally | ⌚ | 1 | 14 | | 15 |
| 23 | Through hosting GC2018 the perception of safety on the Gold Coast is improved | ✓ | 1 | | | 1 |
| 24 | Gold Coast's pristine natural environment is positioned as a point of difference during GC2018 | ✓ | 2 | | | 2 |
| 27 | GC2018 is a catalyst for increased sense of inclusivity, diversity and community pride in Gold Coast and Queensland communities | ✓ | 30 | | | 30 |
| 28 | GC2018 is a catalyst for increased engagement and greater activation of the Gold Coast community | ✓ | 3 | | | 3 |
| 29 | GC2018 stimulates increased participation, retention and representation of diversity in volunteer programs | ⌚ | 5 | 4 | | 9 |
| TOURISM | | | | | | |
| 3 | The Gold Coast is recognised internationally as a city for elite sport | ⌚ | | 4 | | 4 |
| 10 | The GC2018 Queen's Baton Relay builds engagement, trade and tourism opportunities domestically and internationally | ✓ | 1 | | | 1 |
| 15 | GC2018 inspires greater levels of customer service on the Gold Coast and in Queensland | ✓ | 5 | | | 5 |
| 16 | The Gold Coast and Queensland are tourism destinations of choice | ⌚ | 10 | 3 | | 13 |

Legend: ✓ Completed ⌚ Ongoing ✗ Not achieved

Status guide: Completed = achievement of the benefit, with all monitoring completed

Ongoing = measures analysed to date indicate achievement of the benefit, with further monitoring and analysis of the measures planned to continue to 2023

Not achieved = benefit not achieved

Ongoing measures

| ID | Ongoing Measures |
|-------------------------------------|--|
| INSPIRING GAMES | |
| 5 | <p>Measures of Gold Coast waste and recycling rates will continue to be monitored.</p> <ul style="list-style-type: none"> • % of waste generated by City of Gold Coast administrative and operational activities • Domestic resource recovery rate for collected recyclables (%) |
| GROWING QUEENSLAND'S ECONOMY | |
| 11 | <p>The GU economic impacts 2018 report estimates the number of yearly full-time equivalent jobs supported by the Games over a nine year period to 2021/22. This measure and total Gold Coast employment will continue to be monitored.</p> |
| 12 | <p>The GU economic impacts 2018 report estimates the value of Queensland Gross State Product supported by the Games over a nine year period to 2021/22. This measure will continue to be monitored.</p> |
| TRADE 2018 | |
| 9 | <p>The <i>Trade 2018</i> evaluation report outlines the anticipated trade and investment opportunities for Queensland as a result of the program. Trade and Investment Queensland and the City of Gold Coast following up leads from the delegates who took part in the <i>Trade 2018</i> program.</p> <ul style="list-style-type: none"> • Number and value (\$) of outcomes realised |
| 14 | <p>The continued development of the GCHKP will be monitored through a range of measures.</p> <ul style="list-style-type: none"> • Value of investment in the GCHKP by lead organisation, project • Employment impact • Economic impact • Number of employees, by organisation • Number of domestic and international students |
| ARTS AND CULTURE | |
| 21 | <p>The growth of Gold Coast creative industries will continued to be monitored:</p> <ul style="list-style-type: none"> • Creative industries contribution to GDP on the Gold Coast (\$) • Number of people employed in creative industries on the Gold Coast |
| SPORT AND HEALTHY LIFESTYLES | |
| 19 | <p>Travel behaviour change on the Gold Coast will continue to be monitored through measures of intended and actual travel patterns, including public transport patronage.</p> <ul style="list-style-type: none"> • Increased % of residents likelihood of using public transport or active transport for main trip in next 12 months • Increased % of residents aware of alternatives to private vehicle travel • Quarterly Gold Coast light rail patronage • Quarterly Gold Coast bus patronage • Quarterly SEQ total patronage • % mode share shift for main trips |
| 25 | <p>Sport and physical activity trends and community patronage at GC2018 venues will be monitored.</p> <ul style="list-style-type: none"> • Adult participation in physical activity - frequency • Adult participation in physical activity – organised by club or no club involvement • GC2018 venue usage – patronage and community events |

Tourism

| ID | Ongoing Measures |
|--|--|
| ENGAGED AND INCLUSIVE COMMUNITIES | |
| 22 | <p>The reputation of the Gold Coast will continue to be monitored across a range of elements.</p> <ul style="list-style-type: none"> • Ranking and score for City Reputation internationally (G8 nations) and nationally • Familiarity with the Gold Coast internationally (G8 nations) and nationally • Recommend as a place to work internationally (G8 nations) and nationally • Recommend as a place to live internationally (G8 nations) and nationally • Rating for “Favourable Environment for Business” internationally (G8 nations) and nationally • Rating for recommend as a place to invest internationally (G8 nations) and nationally • Rating for recommend as a place to buy goods and services internationally (G8 nations) and nationally • Rating for ‘Gold Coast is a beautiful city’ internationally (G8 nations) and nationally • Percentage of the community who feel proud of the Gold Coast • Ratings for ‘Gold Coast offers a safe environment for visitors and residents’ internationally (G8 nations) • Ratings for ‘Gold Coast offers a safe environment for visitors and residents’ nationally • Perception of safety in the city • Recommend as place to visit internationally (G8 nations) and nationally • Recommend as place to attend event internationally (G8 nations) and nationally |
| 29 | <p>The GC2018 Volunteering Legacy will continue to be monitored.</p> <ul style="list-style-type: none"> • Engagement in future community volunteering opportunities • Percentage of the community engaged in volunteering • GC2018 event volunteers - enjoyed experience/valued opportunity • GC2018 event volunteers - likelihood to volunteer in the future |
| TOURISM | |
| 3 | <p>Noting the substantial achievements against this benefit already, the following measures will continue to be monitored.</p> <ul style="list-style-type: none"> • Gold Coast high performance training camps – number of teams, participants and economic impact • Gold Coast 2nd and 3rd tier sport events – number of events, participants and economic impact • International ranking of the Gold Coast as a major sporting destination – SportsBusiness Ultimate Sports Cities • International ranking of the Gold Coast as a major sporting destination – Sportcal Global Sports Index |
| 16 | <p>National and international visitor trends for the Gold Coast and Queensland will continue to be monitored.</p> <ul style="list-style-type: none"> • Number and expenditure (\$) of domestic daytrip visitors • Number average length of stay and expenditure (\$) of domestic overnight visitors • Number average length of stay and expenditure (\$) of international overnight visitors |

APPENDIX 5

GC2018 SPECIAL PURPOSE FINANCIAL REPORTS

INTRODUCTION

The purpose of the Special Purpose Financial Report (“the Report”) is to provide accountability and transparency with respect to all revenue generated and expenses incurred by the Queensland Government (“the State”) for hosting of the Gold Coast 2018 Commonwealth Games (“the Games” or “GC2018”), while reflecting contributions from the Australian and local governments.

The Report comprises a two-part Statement of Total Net Cost to the Queensland Government:

- 1.1 Net operating cost to the Queensland Government – this measures how much extra the state had to appropriate and spend on the Games over and above its normal annual operating costs. These expenses are in-part offset by operating revenues generated to arrive at an overall net operating cost.
- 1.2 Net cost of infrastructure and facilities to the Queensland Government – this measures the amount of new capital spending on required Games infrastructure and facilities. This expenditure is offset by contributions from the Australian and local governments.

The Report explains the operating expenses, operating revenue, capital expenditure and contributions of the Games compared to the revised Games budget. The revised budget incorporates strategic budget decisions approved by the Queensland Government since the original budget was prepared in 2011 and approved during

the 2011-12 Mid-Year Fiscal and Economic Review (MYFER). Since that time, the Queensland Government has reported the Games budget as its net contribution to the Games. The revised budget enables greater comparability to actual performance with variances explained in the Notes.

It was anticipated that government agencies would utilise existing resources to help meet Games priorities that aligned with their core business. This is consistent with the basis on which the budget was prepared. The contributions from agency operating budgets are disclosed in the Notes. These are the expenses incurred by government agencies in hosting the Games that are over and above the normal commitments and budgeted expenses they would otherwise have incurred.

The Report has been prepared by the Department of Innovation, Tourism Industry Development and the Commonwealth Games.

The head office and principal place of business of the department is 1 William Street, Brisbane, Queensland 4000.

For information in relation to this Report, please call: 13 QGOV (13 74 68) (Queensland callers only) or (07) 3333 5231 (outside Queensland).

The Report has been audited by the Queensland Audit Office.

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1 STATEMENT OF TOTAL NET COST TO THE QUEENSLAND GOVERNMENT

1.1 Net operating cost to the Queensland Government for the period 1 January 2012 to 31 December 2018

| | Notes | Revised Budget (\$m) | Actual (\$m) |
|--|---------------------------|----------------------|--------------|
| Operating expenses | 2.1.6.1 | | |
| Ceremonies | 2.1.7.1 | 39 | 40 |
| Arts and Culture | 2.1.7.2 | 25 | 24 |
| Games Legacy Benefits | 2.1.7.3 | 9 | 8 |
| Corporate & Administration | 2.1.7.4 | 68 | 68 |
| Workforce | 2.1.7.5 | 244 | 252 |
| Games Operations | 2.1.7.6 | 143 | 139 |
| City Operations | 2.1.7.7 | 17 | 14 |
| Venue & Village Overlays | 2.1.7.8, 2.2.3.4 | 221 | 211 |
| Marketing & Communications | 2.1.7.9 | 53 | 50 |
| Media, Technology & Broadcasting | 2.1.7.10 | 142 | 145 |
| Transport | 2.1.7.11, 2.2.3.5 | 81 | 92 |
| Security | 2.1.7.12, 2.2.3.6 | 212 | 174 |
| Games Fees | 2.1.7.13 | 68 | 68 |
| Operational Contingency | 2.1.7.14, 2.3.1 | 99 | 0 |
| Total operating expenses | 2.2 | 1,421 | 1,286 |
| Operating revenue | 2.1.8 | | |
| Broadcasting Rights | 2.1.8.1 | 71 | 64 |
| Sponsorship | 2.1.8.2, 2.2.3.7 | 95 | 83 |
| Ticketing | 2.1.8.3 | 65 | 66 |
| Licensing & Merchandise | 2.1.8.4 | 6 | 5 |
| Australian Government Grants & Funding | 2.1.8.5 | 2 | 2 |
| Local Government Grants & Funding | 2.1.8.6 | 80 | 79 |
| Interest and Other Revenue | 2.1.8.7, 2.1.8.8, 2.2.3.8 | 4 | 36 |
| Total operating revenue | 2.2 | 324 | 336 |
| Net operating cost to the Queensland Government | | 1,098 | 949 |

1.2 Net cost of infrastructure and facilities to the Queensland Government for the period 1 January 2012 to 31 December 2018

| | Notes | Revised Budget (\$m) | Actual (\$m) |
|---|-------------------|----------------------|--------------|
| Infrastructure and facilities expenditure | 2.1.6.2 | | |
| Belmont Shooting Centre | 2.1.9.1 | 18 | 19 |
| Broadbeach Bowls Club | 2.1.9.2 | 4 | 4 |
| Carrara Indoor Stadium | 2.1.9.3 | 8 | 8 |
| Carrara Southern Precinct | 2.1.9.4 | 6 | 5 |
| Carrara - Gold Coast Sports and Leisure Centre and Precinct Works | 2.1.9.5 | 105 | 103 |
| Carrara Stadium | 2.1.9.6 | 6 | 6 |
| Coomera Indoor Sports Centre | 2.1.9.7 | 40 | 40 |
| Gold Coast Aquatic Centre | 2.1.9.8 | 41 | 41 |
| Gold Coast Hockey Centre | 2.1.9.9 | 16 | 16 |
| Nerang Mountain Bike Trails | 2.1.9.10 | 3 | 3 |
| Queensland State Velodrome | 2.1.9.11 | 60 | 61 |
| Runaway Bay Sports Super Centre | 2.1.9.12 | 2 | 2 |
| Village Roadshow – Sound Stage 9 | 2.1.9.13 | 11 | 11 |
| Games Village | 2.1.9.14, 2.2.3.2 | 264 | 250 |
| Public Domain Improvements | 2.1.9.15 | 7 | 7 |
| Other | 2.1.9.16 | 6 | 2 |
| Total infrastructure and facilities expenditure | 2.2 | 599 | 577 |
| Other government contributions for infrastructure and facilities | | | |
| Australian Government Grants & Funding | 2.2.3.3 | 154 | 154 |
| Local Government Grants & Funding | 2.2.3.3 | 35 | 32 |
| Total other government contributions for infrastructure and facilities | | 189 | 186 |
| Net cost of infrastructure and facilities to the Queensland Government | | 410 | 390 |

1.3 Total net cost to the Queensland Government for the period 1 January 2012 to 31 December 2018

| | Notes | Revised Budget (\$m) | Actual (\$m) |
|--|--------------|----------------------|--------------|
| Net operating cost to the Queensland Government | 1.1 | 1,098 | 949 |
| Net cost of infrastructure and facilities to the Queensland Government | 1.2 | 410 | 390 |
| Total net cost to the Queensland Government | 2.2.2 | 1,507 | 1,340 |

This statement should be read in conjunction with the Notes to the Financial Statement.

2 NOTES TO THE FINANCIAL STATEMENT

2.1 Basis of Preparation

2.1.1 Reporting Entity and Basis of Consolidation

The Report is a special purpose financial report. The format and accounting policies adopted when preparing the Report were determined by the Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID). As a result, the Report has not been prepared in accordance with Australian Accounting Standards and Interpretations, but has been prepared on an accrual basis consistent with generally accepted accounting principles.

The information in this Report has been accumulated from the audited financial information of public sector entities involved in delivering the Games. The Report includes all transactions for the period from the establishment of the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) on 1 January 2012 to dissolution on 31 December 2018 to reflect the total Games period.

The Queensland Government is the reporting entity. The revenue and expenses principally include the

following not-for-profit Queensland government agencies that were provided a portion of the Games budget to deliver infrastructure or operational services:

- Gold Coast 2018 Commonwealth Games Corporation – This statutory body was established under the Commonwealth Games Arrangements Act 2011 (Qld) to plan, organise and deliver the Commonwealth Games. GOLDOC was dissolved on 31 December 2018.
- Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID) that was first advisor to the Queensland Government on its investment in GC2018, delivery of legislative obligations, the Embracing 2018 Legacy Program, the State Protocol Plan and state-wide program partnerships, the GC2018 trade and investment program and oversight of Festival 2018.
- Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP) that delivered the Games Venues and Village infrastructure program.

- Department of Transport and Main Roads (DTMR) that provided transport infrastructure and services to support the Games and associated events.
- Queensland Police Service (QPS) that worked in conjunction with GOLDOC and all levels of government (national, state and local governments) to plan, coordinate and deliver security services for GC2018.
- Queensland Fire and Emergency Services (QFES) and Queensland Ambulance Service (QAS), that delivered emergency and public safety services during the Games period.

The Report also includes revenue received during the Games period from the Australian Government and local government.

All material inter-entity and intra-entity transactions have been eliminated.

The preparation of the Report required the determination and use of critical accounting estimates, assumptions and management judgements. Details of key estimates are included in Note 2.1.12.

2.1.2 Funding

The Games were funded through parliamentary appropriations, sponsorships, sales of broadcasting rights, ticketing, merchandising/licensing, and grants and other contributions from other levels of government.

2.1.3 Bid Costs

Gold Coast 2018 Commonwealth Games Bid Ltd ('bid company') was established to manage the bid process for the Commonwealth Games. The total expenditure on the bid was \$10 million and funding provided by the Queensland Government for that project amounted to \$11 million. The bid company was wound up in 2012, and the remaining funding was transferred into the Queensland Government budget for GC2018, forming part of the Queensland Government's revised budget of \$1,507 million for staging GC2018. The expenses and revenues for the bid are not included in the Report.

2.1.4 Currency and Rounding of Amounts

Amounts in this Report have been rounded to the nearest million dollars. Individual amounts may not add exactly to totals due to rounding. Amounts have been presented in Australian dollars, which is the functional currency.

2.1.5 Authorisation of Report

The Report is authorised for issue by the Director-General and Deputy Director-General, Office of the Commonwealth Games, Department of Innovation, Tourism Industry Development and the Commonwealth Games at the date of signing the Management Certificate.

2.1.6 Expense Recognition

The Report includes expenses that are directly related to the Games event, broken down into two categories. Expenditure has been recognised to the extent that it was probable that the costs were incurred by the reporting entity and the expenditure could be reliably measured.

2.1.6.1 Operating Expenses

The operating expenses for the Games have been recognised as the amount over and above those expenses the Queensland Government would have otherwise incurred in the absence of hosting GC2018. Expenses in this Report do not include resources expended by agencies under their existing budgets where the activities are within the normal duties and operations of the agencies (refer to Note 2.4).

Included within operating expenses is the cost of plant and equipment used exclusively for the Games with no legacy benefit (e.g. office, sporting and kitchen equipment).

2.1.6.2 Infrastructure and Facilities Expenditure

Infrastructure and facilities expenditure is the contribution by the Queensland Government to develop infrastructure and facilities related to the Games that both enabled hosting of the event and provided an enduring legacy for the State of Queensland. Refer to Note 2.1.9 for details on these legacy benefits. This excludes venue and village operating expenses, which have been reported as Games operations expenses.

The Games Village was delivered under a development agreement and only the expenses incurred by the Queensland Government have been reported. This includes estimated costs through to 2027-28, which cover the transition of the site post-Games to its final purpose.

2.1.7 Operating Expense Classifications

Operating expenses throughout this Report have been classified according to function, aligned to the delivery of the Games. A description of each function is provided below:

2.1.7.1 Ceremonies

Ceremonies includes all direct and indirect expenses on the opening and closing ceremonies, medal ceremonies, flag handover ceremony and the Queen's Baton Relay. Security expenses in relation to these events are classified as security.

2.1.7.2 Arts and Culture

Arts and culture includes expenses relating to Festival 2018 including the Women of the World and One Million Stars projects.

2.1.7.3 Games Legacy Benefits

Expenses incurred in realising the long-term benefits of hosting the Games including:

- The GC2018 Reconciliation Action Plan that delivered grants and programs to develop cultural awareness and provided business, employment and social opportunities for Aboriginal and Torres Strait Islander people.
- Grants to community and local government to leverage the Games to build active, engaged and inclusive communities.
- Gifts of sporting equipment to community, schools and peak sporting bodies.
- Programs to support tourism and hospitality business development.
- The GC2018 Trade and Investment Program that involved both domestic and international activities to showcase Queensland opportunities.

2.1.7.4 Corporate & Administration

This expense includes the cost of governance, finance, legal, procurement, risk management, office accommodation, training and uniform expenses for employees and volunteers, and environmental/sustainability expenses.

2.1.7.5 Workforce

This expense includes direct and indirect workforce (and on-costs) for all operational areas.

2.1.7.6 Games Operations

Games operations includes all expenses associated with sport, venue and village operations during the Games period. It includes expenses for planning and holding sports events at Games venues and in the public domain (such as road events), logistics, catering and media management.

2.1.7.7 City Operations

City operations includes non-business-as-usual expenses incurred by host and event cities associated with hosting the Games. They include but are not limited to, additional city services, community safety and ensuring that event cities are presented suitably for a large international sporting event. The City of Gold Coast was host city for GC2018. Brisbane, Townsville and Cairns were event cities for GC2018.

2.1.7.8 Venue & Village Overlays

Venue and village overlays includes expenses relating to temporary enhancements (e.g. additional seating) for each venue to host the events, and for the athletes and officials in the Commonwealth Games Village.

The Queensland Government's contribution to the development of the Commonwealth Games Village and associated project management expenses have been recognised as infrastructure and facilities expenditure.

2.1.7.9 Marketing & Communications

This expense includes communications, information, advertising and promotion for the Games. It includes expenses associated with raising general awareness as well as the ticket sales campaigns, support materials, visual identity, ambassador and mascot programs, launches and publicity, website, commercial expenses (including sponsorship servicing, ticketing and licensing expenses) and providing appropriate communications to manage any operational issues that required a multi-party resolution or public response.

2.1.7.10 Media, Technology & Broadcasting

This expense includes hosting and delivering broadcast services and associated management expenses, information systems such as timing, scoring and results as well as the Games management and administrative systems for finance, human resources, project management, procurement and logistics.

2.1.7.11 Transport

These expenses relate to the provision of a reliable, secure and efficient transport system for all Games participants including spectators, athletes, officials, media, sponsors, workforce and the Games family, as well as event traffic management.

2.1.7.12 Security

These expenses relate to the provision of police and contractors for physical security, asset protection, access control, public safety and the protection of athletes and VIPs. Costs for the Queensland Police Service reported under this category comprise operational policing costs at Games time including additional wages, allowances and accommodation costs as well as setup and operational costs of security command centres.

The state funded salaries and on costs of police working on security for GC2018 during Games time, as well as the costs of the Queensland Police Commonwealth Games Planning Unit, established in 2014-15, are not included in Games operating expenses. The funded salaries and on costs of police undertaking security (including during deployment)

are considered a normal cost of the QPS. They are reflected as in-kind contributions by the Queensland Police Service (Note 2.4.2).

The costs of the Australian Government to support security at the Games were in-kind contributions and are shown in Note 2.4.5.

2.1.7.13 Games Fees

Games fees includes fees paid to the Commonwealth Games Federation (CGF) and Commonwealth Games Australia (CGA) for hosting the Games.

2.1.7.14 Operational Contingency

Operational contingency reflects the State Contingency Fund that was funding set aside and managed centrally to meet unforeseen expenses by any of the Games delivery partners. Operational contingency was allocated to the relevant expense classification once draw down on contingency was approved. As a result, no expenses have been reported against operational contingency. For a summary of movements in the State Contingency Fund refer to Note 2.3.

Savings by Games Partners that were not required for internal reallocation were returned and added to the State Contingency Fund. This is also summarised in Note 2.3.

2.1.8 Revenue Recognition

Revenue has been recognised to the extent that it was probable that the economic benefits would flow to the reporting entity and the revenue could be reliably measured. If performance obligations were attached to contracts, revenue was recognised when the reporting entity had fulfilled these obligations.

Recognition for major activities is as follows:

2.1.8.1 Broadcasting Rights

Broadcasting rights were subject to contractual arrangements and have been fully recognised as GOLDOC has fulfilled its obligations in accordance with these arrangements.

2.1.8.2 Sponsorship

Performance obligations under sponsorship contracts have been satisfied by GOLDOC and revenue has been fully recognised. Sponsorship revenue was received in cash or through the provision of goods and services necessary for the delivery of GOLDOC's commitments for the Games. These non-cash transactions are referred to as "value in-kind" (VIK).

To the extent GOLDOC has received VIK goods or services sponsorships, GOLDOC has recognised the fair value of these goods and services as revenue. The fair value of the VIK received was recognised as an expense when the benefit was realised.

Sponsorship revenue was received from other public sector entities, including TAFE Queensland and Griffith University. This revenue has not been eliminated as it formed part of the entities' normal operational expenses.

2.1.8.3 Ticketing

Income from tickets purchased by Government departments and agencies has been included in the Report. The cost of the tickets to the reporting entity has been included where the expense related to Games time operations. For example, tickets to Games events were provided to delegates of the GC2018 Trade and Investment Program and international dignitaries.

The cost of tickets for other Queensland government agencies is not material for this Report. However, all approved government ticket allocations have been publicly declared online.

A total of 1559 tickets were purchased by Queensland government agencies (excluding TAFE).

TAFE Queensland purchased a total of 2148 tickets as the official training partner and a sponsor of the Games.

2.1.8.4 Licensing and Merchandise

Revenue relates to commercial licensing arrangements and revenue from sales of official GC2018 merchandise.

2.1.8.5 Australian Government Grants & Funding

As a key Games delivery partner, the Australian Government provided contributions to the budget for the Games.

2.1.8.6 Local Government Grants & Funding

The City of Gold Coast was host city for the Games and provided contributions to the budget for GC2018 under a Heads of Agreement with the Queensland Government dated 5 September 2013.

2.1.8.7 Interest Revenue

Interest revenue relates to interest earned by GOLDOC on cash balances held to fund Games activities.

2.1.8.8 Other Revenue

A range of insignificant revenue items are reported as other revenue. Examples include cost recoveries, proceeds from sale of assets and foreign exchange gains.

2.1.8.9 Volunteers

Delivery of the Games was enhanced by the contribution of volunteers' services. Approximately 15 000 volunteers committed to provide a wide variety of services. Some of the key services included sports operations, medical and anti-doping, spectator services and transport.

Contributions of services have been recognised only if the services would have been purchased if they had not been donated, and their fair value could be measured reliably. Where this has been the case, an equal amount is recognised as revenue and an expense.

Management has assessed the value of volunteer services that would have been purchased if they had not been donated, giving consideration to the roles performed by volunteers, the proportion of volunteers to employees and contractors during Games time, and relevant rates of pay. The value of the volunteer services, that would have been purchased, was assessed as not material and was not recognised in this Report.

2.1.9 Infrastructure and Facilities Expenditure

Expenditure incurred to build and/or provide capital improvements to infrastructure and facilities necessary for the Games has been recognised and reported separately in the Report.

Expenditure has been classified according to the major projects (i.e. infrastructure, facilities and venues) undertaken to deliver the Games.

The following is a list of the infrastructure and facilities projects undertaken for the Games:

2.1.9.1 Belmont Shooting Centre

The facility hosted the clay target, full bore, pistol and small bore shooting events and is the only shooting venue in Australia equipped to host all shooting disciplines within a single location. Works included modifications and upgrades to the existing facilities including pistol ranges, full bore venue and clay target venue. Construction was completed in April 2017.

2.1.9.2 Broadbeach Bowls Club

The club was upgraded to four international standard bowling greens including the provision of lighting to two greens, the replacement of asbestos, ditches and irrigation to all four greens. GC2018 bowls events were held at the club. The upgrade was completed in June 2016.

2.1.9.3 Carrara Indoor Stadium

The refurbishment of the existing indoor stadium will ensure a 25-year plus legacy for community sports. During GC2018 the Carrara Indoor Stadium was used as an administration centre for Games operations. The upgrade was completed in October 2017.

2.1.9.4 Carrara Southern Precinct

This precinct is a new construction and includes three new community fields with associated facilities. During GC2018 the Carrara Southern Precinct was used as a transport hub. Construction was completed in August 2016.

2.1.9.5 Carrara -Gold Coast Sports and Leisure Centre and Precinct Works

The centre holds 5350 permanent spectator seats and is designed to cater for a mix of elite and community uses. The new venue includes two sports halls connected by a public plaza, meeting and function rooms. GC2018 events held at the venue were badminton, powerlifting, wrestling and weightlifting. Construction was completed in April 2017.

2.1.9.6 Carrara Stadium

The existing stadium lighting was upgraded to international broadcast requirements. Carrara Stadium was used for the opening and closing ceremonies and athletics events during GC2018. Construction was completed in March 2017.

2.1.9.7 Coomera Indoor Sports Centre

The new centre is designed to accommodate a range of indoor sports and community facilities including eight mixed-use sports courts, a gymnastics area, change-rooms, meeting rooms, function rooms and a kiosk. During the Games, the centre was used for gymnastics competition and netball finals. Construction was completed in August 2016.

2.1.9.8 Gold Coast Aquatic Centre

The aquatic centre is an international standard aquatic facility and was used at GC2018 for swimming and diving competitions. The existing dive pool, existing 50m pool and existing 25m pool were refurbished. A new 50m competition pool and new indoor learn-to-swim pool were constructed. Other new features included construction of a dry dive facility, gym, café, kiosk, meeting rooms and crèche. The upgrade was completed in June 2014.

2.1.9.9 Gold Coast Hockey Centre

The upgrade project provided the city with a world class facility with two international standard synthetic hockey pitches that cater for elite training and competition, as well as community and club usage. GC2018 hockey events were held at the centre. The upgrade was completed in May 2017.

2.1.9.10 Nerang Mountain Bike Trails

The bike trail was constructed to meet Union Cycliste Internationale (UCI) requirements for international competition. The Gold Coast Cycle Centre was upgraded to incorporate improvements to car parking facilities, visitor access, a new amenities block and a new spectator viewing platform overlooking the existing outdoor velodrome and criterium track. All GC2018 mountain bike events were held at the venue. Upgrades were completed in February 2017.

2.1.9.11 Queensland State Velodrome

The new velodrome is Queensland's first permanent indoor track cycling venue and is the first velodrome in the world with LED sports lighting. It is designed to be a hub for cyclists of all levels and is the home of Cycling Queensland. During GC2018, track cycling was held at the velodrome. Construction was completed in September 2016.

2.1.9.12 Runaway Bay Sports Super Centre

A third synthetic hockey pitch, built to the same specification as those at the Gold Coast Hockey Centre, was built as a warm-up venue for the Games. Construction was completed in May 2016.

2.1.9.13 Oxenford Studios – Sound Stage 9

The state-of-the-art studio is Australia's largest and was constructed to meet the long term needs for film and television productions while also being a suitable venue to house the boxing, squash and table tennis competitions for GC2018. Construction was completed in April 2016.

2.1.9.14 Commonwealth Games Village

The Parklands redevelopment, which included the Commonwealth Games Village and surrounding precinct was one of the most significant legacy projects of the Commonwealth Games.

Delivery of the redevelopment was the responsibility of a private developer and managed by the Queensland Government through Economic Development Queensland (EDQ).

On 1 October 2013, control of a 29 hectare site at Parklands was transferred to EDQ for redevelopment. The redevelopment of Parklands, Southport is one of the largest urban renewal projects ever undertaken on the Gold Coast. The redevelopment provided vital infrastructure for the Games and will form the key residential, commercial and retail part of the Gold Coast Health and Knowledge Precinct.

The Commonwealth Games Village incorporated 1252 dwellings and housed 6600 athletes and team officials during the Games. The Parklands redevelopment project was a core component of the Commonwealth Games budget. Construction was completed and the Village was handed over to GOLDOC for overlay fitout in October 2017.

Government funding approved for the Parklands redevelopment project totalled \$264 million of which \$250 million is anticipated to be utilised. The budget provided for:

- Contributions to demolition, preparation and early development works
- Games overlay costs
- Rental charges for use of the Commonwealth Games Village
- Costs to support the transition of the Commonwealth Games Village to its final purpose
- Project management costs
- Land transfers
- Road upgrade to Smith Street motorway intersection for site access
- Parks, roads, sewer and stormwater infrastructure which has been handed over to the City of Gold Coast.

2.1.9.15 Public Domain Improvements

The Public Domain Improvement Program funded minor capital works to deliver a range of long lasting benefits to the community as well as ensuring the best possible experience for visitors during the Games.

Projects have been jointly funded by the Queensland Government and councils as a lasting legacy of the Games. The Queensland Government awarded grants to projects that improve accessibility, promote active and healthy lifestyles, celebrate arts and culture and drive tourism.

2.1.9.16 Other

This classification includes program wide management and communication expenses associated with the Commonwealth Games infrastructure program. Costs were not attributable to individual infrastructure projects.

2.1.10 Goods and Services Provided and Received Free of Charge or for Nominal Consideration

All goods and services provided free of charge or for nominal consideration related to GOLDOC sponsorship arrangements and have been recognised at fair value when it could be reliably determined that the goods and services would have been purchased if not provided.

The fair value of goods and services provided free of charge or for nominal consideration was recognised by GOLDOC as equal amounts of revenue and expenditure.

2.1.11 Goods and Services Tax (GST)

Revenues, expenses and assets are disclosed net of GST except where the amount of GST incurred has not been recoverable, in which case it has been recognised as part of the cost of acquisition of an asset or part of an item of outlay/expense.

2.1.12 Estimates

Expenses for the period 1 July 2018 to 31 December 2018 have been estimated based on the best information available. These expenses include the wind down and dissolution of GOLDOC at 31 December 2018, in accordance with legislation and the wind down of the Office of the Commonwealth Games within DITID.

The full project costs of the Queensland Government relating to the Parklands redevelopment were included in the Commonwealth Games revised budget. These project costs have been included in the financial report and may occur through to 2028. Expenses that are likely to occur after the publication of the Report have been based on the best information available for expected cash flows.

2.1.13 Contingent Liabilities

Contingent liabilities relate to any ongoing legal action or negotiations that have commenced but are not finalised at the time of the Report being signed. At the time of preparing this Report, there were no known contingent liabilities.

2.1.14 Events after report date

This financial report was authorised for issue by the Director-General and Deputy Director-General, Office of the Commonwealth Games, Department of Innovation, Tourism Industry Development and the Commonwealth Games on 24 January 2019.

There were no events subsequent to 31 December 2018 which would have a material effect on the information provided in this financial report.

2.2 Analysis of Games Delivery

2.2.1 Analysis of delivery of the Games by entity

The Games were delivered by activities across a range of departments and agencies. The portion of the operating expenses expended by each entity, from the revised Games budget is set out in the following table.

| Operating expenses | Notes | Revised Budget (\$m) | Actual (\$m) | Variance (\$m) |
|---|---------|-------------------------|-----------------|-------------------|
| Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) | | 1,077 | 1,041 | (36) |
| Department of Innovation, Tourism Industry Development and the Commonwealth Games | 2.2.3.1 | 112 | 118 | 5 |
| Queensland Police Service | 2.2.3.6 | 85 | 65 | (20) |
| Department of Transport and Main Roads | 2.2.3.5 | 33 | 45 | 12 |
| Queensland Fire and Emergency Services | | 11 | 11 | 0 |
| Queensland Ambulance Service | | 4 | 6 | 1 |
| Contingency | 2.3 | 99 | 0 | (99) |
| Total Operating Expenses | | 1,421 | 1,286 | (136) |

The Games budget includes all capital expenditure on infrastructure and facilities upgraded or constructed for use during the Games period.

| Infrastructure and Facilities Expenditure | Notes | Revised Budget (\$m) | Actual (\$m) | Variance (\$m) |
|--|---------|-------------------------|-----------------|-------------------|
| Department of Innovation, Tourism Industry Development and the Commonwealth Games | | 21 | 21 | 0 |
| Department of State Development, Manufacturing, Infrastructure and Planning - Venues | | 314 | 307 | (7) |
| Department of State Development, Manufacturing, Infrastructure and Planning - Village | 2.2.3.2 | 264 | 250 | (14) |
| Total Infrastructure and Facilities Expenditure | | 599 | 577 | (22) |

2.2.2 Analysis of Variations to Budget

The Report has been prepared on a basis which is consistent with the revised budget. The following tables outline the major variations between the original budget for the Queensland Government (expenses less revenue) and the revised budget. This is followed by the significant variances between the revised budget and actual net cost.

| Original Budget to Revised Budget Variations | Notes | Original Budget (\$m) | Revised Budget (\$m) |
|---|---------|-----------------------|----------------------|
| Gold Coast 2018 Commonwealth Games Bid | | 1,109 | — |
| Translation to Original budget: | | | |
| Indexation | | | 267 |
| Marketing Fees | | | 37 |
| Adjustment to Venues | | | |
| Contingency | | | 2 |
| Original Approved Budget for Queensland Government (2012) | | | 1,415 |
| Commonwealth Games Village (change in development model) | 2.2.3.2 | | 326 |
| Funding from other tiers of Government | 2.2.3.3 | | (256) |
| Security review | | | 22 |
| Revised Budget for Queensland Government | | | 1,507 |

| Expenditure | Notes | Revised Budget (\$m) | Actual (\$m) |
|--|--------------|---------------------------------|-------------------------|
| Budgeted operating expenses | | 1,421 | |
| Variations to revised budget | | | |
| Games Legacy Benefits | | | (1) |
| City Operations | | | (3) |
| Venue & Village Overlays | 2.2.3.4 | | (11) |
| Transport | 2.2.3.5 | | 11 |
| Security | 2.2.3.6 | | (38) |
| Contingency | 2.3 | | (99) |
| Other expenditure variances | | | 5 |
| | | | (136) |
| Total actual operating expenses | | | 1,286 |
| Budgeted operating revenue | | 599 | |
| Variations to infrastructure budget | | | |
| Games Village | 2.2.3.2 | | (15) |
| Venue variances | | | (8) |
| | | | (22) |
| Total actual infrastructure and facilities expenses | | | 577 |
| Total actual expenses | | | 1,862 |

| Revenue | Notes | Revised Budget (\$m) | Actual (\$m) |
|--|---------|-------------------------|-----------------|
| Budgeted operating revenue | | 324 | |
| Variations to revenue budget | | | |
| Sponsorship | 2.2.3.7 | | (12) |
| Interest and Other Revenue | 2.2.3.8 | | 32 |
| Other revenue variances | | | (8) |
| Total actual operating revenue | | | 366 |
| Budgeted other government contributions for infrastructure and facilities | | | |
| | | 189 | |
| Variations to contributions revenue budget | | | |
| Local Government Grants & Funding | 2.2.3.3 | | (3) |
| Total other government contributions for infrastructure and facilities | | | 186 |
| Total actual revenue | | | 523 |
| Total | | 1,507 | 1,340 |

2.2.3 Explanations for Major Budget Variances

Explanations have been provided for major variances. Major variances are those that vary more than ten per cent between actual and revised budget (whichever is the greater), and where the line item is more than five per cent of the total.

2.2.3.1 Department of Innovation, Tourism Industry Development and the Commonwealth Games

The variance over budget for the Office of Commonwealth Games relates to payments associated with the delivery of the Games-time Transport Operational Plan and additional Games time operational costs which were offset by interest revenue receipts.

2.2.3.2 Commonwealth Games Village

The development model for Parklands redevelopment, which included the Commonwealth Games Village and surrounding precinct, changed

in line with a government decision in December 2012. The change allowed for a joint government/private sector investment model to facilitate the establishment of a Health and Knowledge precinct.

The net budget was adjusted by \$326 million in 2012 to provide for the new development model and was subject to tender. Included in that budget adjustment was additional funding for GOLDOC for Games Village overlay costs, of which \$16m was subsequently returned to the State Contingency Fund.

As a result of the tender the budget was reduced in 2014 to the final approved budget of \$264 million for the Parklands redevelopment. Savings achieved as a result of the tender were reallocated within the overall Games budget, primarily for security.

The variation of \$15 million between actual expenditure and the final approved budget for the Games Village and surrounding precinct relates to contingency funds that were not required and were transferred back to consolidated revenue for reallocation within the State budget process.

2.2.3.3 Funding from other tiers of Government

Subject to agreements with the Australian Government and the City of Gold Coast, cash contributions to the Commonwealth Games budget were agreed as follows:

| | \$m | Total \$m |
|--|-----|-----------|
| Australian Government | | |
| Contribution to Commonwealth Games Venue Infrastructure | 154 | |
| Contribution to Commonwealth Games Legacy programs | 2 | 156 |
| City of Gold Coast | | |
| Contribution to Gold Coast Aquatic Centre redevelopment | 20 | |
| Cash contributions as Host City to overall Games operational costs | 80 | 100 |

Subsequent to the above cash contribution set out in a Heads of Agreement, the City provided additional cash funding for venue specific requirements to achieve maximum legacy outcomes for city infrastructure. This was initially budgeted at \$15 million, but reduced to \$12 million once final requirements were known.

2.2.3.4 Venue and Village Overlays

Venue and Village Overlays were under budget due to identified allowances for contractual remediation and make good of the venues and the Village not being utilised. In addition, budgeted contract allowances were not required due to the level of planning implemented.

2.2.3.5 Transport

The allocation from the State Contingency Fund to transport and variance over budget followed detailed inter-agency planning activities which determined additional funds were required to enable Games time public transport requirements, delivery of the transport overlay and the infrastructure program.

2.2.3.6 Security

Security planning was regularly reviewed during Games planning to ensure maximum public safety during the Games. Between the time that the original budget was framed and when the Games were held, the security threat level in Australia

increased. Additional funding was provided, including a reallocation of savings achieved as a result of the Commonwealth Games Village tender, to ensure an appropriate security response. The final budget underspend was due to prudent budget management, realisation of scale synergies in planning, adoption of operational innovations and collaborative planning with security partners.

2.2.3.7 Sponsorship

The original budget for sponsorship was \$80 million and was set as a component of the bid to host the Games. That target was achieved. The revised budget of \$95 million was a stretch target which was based on the Melbourne 2006 Commonwealth Games and included the application of indexation on top of the original target.

2.2.3.8 Interest and Other Revenue

The significant factor in this positive variation of \$39 million was additional interest which was earned on cash balances held by GOLDOC to fund the Games.

2.3 State Contingency Fund allocations

2.3.1 State Contingency Fund

The State Contingency Fund was centrally managed by the Office of Commonwealth Games and available to all Games delivery partners for any critical, unforeseen operational requirements. Games partners could request funds upon submission to and decision by the State Contingency Fund Evaluation Committee. All State Contingency Fund allocations, and savings from Games delivery partners returned to the State Contingency Fund, include:

| | Agency | Notes | \$m | \$m |
|--|---------------------------|---------|------------|-------------|
| Original Budget | | | 102 | |
| | | | Savings | Allocations |
| Commonwealth Games Village | | 2.2.3.2 | 16 | |
| Transport | | 2.2.3.5 | | 20 |
| Other | | | 1 | |
| Revised Budget | | | 99 | |
| Transport | DTMR | | 1 | 12 |
| | GOLDOC | | 2 | 2 |
| | GOLDOC/City of Gold Coast | | | 3 |
| Public Health and Safety | QPS | | 20 | |
| | QAS | | | 1 |
| Games Operations, Events and Overlays | GOLDOC | | 52 | 4 |
| Legacy | DITID | | | 3 |
| Venue and Village Infrastructure | DSDMIP | | 19 | |
| Total Variations to budget | | | 94 | 25 |
| Balance available for return to Queensland Government | | | | 167 |

2.4 Contributions by Government from Existing Resources

The Games were delivered through a partnership between the three tiers of government, GOLDOC, Commonwealth Games Australia and the Commonwealth Games Federation.

As such, the Games were a priority of government. There was an underlying assumption in making the bid for the Games that government agencies whose core business related to activities necessary to making the Games a success, would reprioritise their activities and resources to ensure a successful Games. This would be in addition to any funding in the Games budget that was available to meet requirements over and above what an agency would consider core business.

Most Queensland Government agencies assisted in making the Games a success. A number of these agencies had significant operational roles and made significant financial contributions from existing agency resources. For the purposes of this Report, a significant financial contribution is defined as in-kind contributions of at least \$5 million.

Significant in-kind contributions provided by Queensland Government agencies totalled \$204 million and in-kind contributions by other tiers of government totalled \$177 million. These contributions were in addition to cash contributions to the Games budget made by other tiers of government.

Savings achieved against the Games budget were almost sufficient to totally offset the Queensland Government in-kind contributions. These savings were not anticipated at the time of framing the budget and were the result of prudent fiscal management by all Games partners.

2.4.1 Department of Transport and Main Roads

In-kind contributions provided by the Department total \$133 million. They included costs for the following:

- Commonwealth Games transport planning unit \$119 million.
- Contributions of \$3 million to other Games

Partners for transport related services.

- Expenditure across transport branch offices totalling \$6 million, and consisting of non-labour costs of \$5 million, and labour costs of \$1 million.
- Transport Coordination centre costs of \$5 million.

In addition, the Department reprioritised its capital works program and budget to ensure that necessary transport infrastructure was completed or upgraded prior to the Games.

2.4.2 Queensland Police Service

The Queensland Police Service contributed \$56 million from their operational budget for the funded salary and on-costs of police working in the dedicated Commonwealth Games Planning Unit. This unit was established in 2014-15 and numbers increased to 110 by the start of the Games.

During Games time, the ordinary salaries of police working on security for GC2018 were funded by the Queensland Police Service while additional costs (e.g. allowances, accommodation, transport, equipment) were met from the Games budget.

2.4.3 Department of Education

In-kind contributions provided by the Department total \$5 million. They included costs for the following:

- Commonwealth Games planning unit \$1 million.
- Expenditure across a range of schools for the Long Jump Run-up track project which re-purposed sections of the GC2018 athletics tracks. Expenditure on this project is expected to total \$2 million and continue through 2019.
- Expenditure of \$2 million across Queensland for the Embracing 2018 Global Education Program to support schools to engage and connect with GC2018. This included the development of a global digital learning environment and associated curriculum materials.

2.4.4 City of Gold Coast

The City of Gold Coast was the host city for the Commonwealth Games and a signatory to contractual arrangements to host the Games. The city provided substantial cash contributions toward the Games budget and provided significant in-kind contributions of \$127 million.

The in-kind contribution covered the following areas:

- \$39 million for capital projects to improve venue infrastructure, roads, beaches and other public places.
- \$37 million to manage traffic and transport throughout the city.
- \$36 million for a range of city services to dress the city for GC2018 and provide great spectator experiences, supporting the Games and the Queens Baton Relay.
- \$22 million for economic development and major projects to enhance legacy outcomes from GC2018. This included supplier procurement training, Trade 2018 activities, improvements to network infrastructure and test events.
- \$12 million for Games planning and Games time management for the host city.
- \$11 million to deliver festival activities on the Gold Coast, art installations and cultural displays as part of the GC2018 Arts and Culture program.

These costs were partially offset by contributions from the State Government Commonwealth Games budget of \$30 million for Games time operational expenditure. The contributions of \$30 million are recognised as Games expenditure in the Report.

2.4.5 Australian Government

As a delivery partner, the Australian Government contributed approximately \$50 million as in-kind contributions to the Commonwealth Games project including:

- \$3 million for Australian Government coordinated planning.
- \$34 million for Australian Defence Force security support.
- \$2 million for anti-doping programs.
- \$12 million for a range of services from other Commonwealth agencies.

In addition, the Australian Government provided cash contributions of \$154 million toward Games Venue projects and \$2 million toward legacy programs. This was recognised as a contribution to the Games budget.

The Gold Coast light rail stage 2 was constructed as a significant Gold Coast infrastructure project and was brought forward to assist with transport needs for the Games. The project was jointly funded by three tiers of government with the Australian Government contributing \$95 million toward the completion of this project. The Gold Coast light rail was not a component of the GC2018 budget.

The Australian Government provides high performance funding to sport programs. A total of \$109 million was provided to sport programs that were competing at the Games including \$16 million to support athletes in the lead up to GC2018. High performance sport program funding was not a component of the GC2018 budget.

2.4.6 Whole of Government Resource Sharing Model

Other Queensland Government agencies provided in-kind staffing resources valued in total at \$10 million to the project. These staff were provided through the Queensland Whole-of-Government Resource Sharing Model which enabled staff to build experience through the Games and contributed a wide range of expertise to GOLDOC and the Office of Commonwealth Games in Department of Innovation, Tourism Industry Development and the Commonwealth Games.

DIRECTOR-GENERAL AND DEPUTY DIRECTOR-GENERAL'S DECLARATION

We certify that the attached special purpose financial statements for the Gold Coast 2018 Commonwealth Games have been prepared in accordance with the basis of preparation disclosed in the notes to this Report.

We further state that, in our opinion, the information set out in the Statement of Total Net Cost to the Queensland Government and the notes to and forming part of the Special Purpose Financial Report, presents fairly the financial contributions by the Queensland Government to the Commonwealth Games for the period 1 January 2012 to 31 December 2018.

We are not aware of any circumstances which would render any particulars included in the special purpose financial statements to be misleading or inaccurate.



Damien Walker

Director-General

Department of Innovation,
Tourism Industry Development
and the Commonwealth Games



Kerry Petersen

Deputy Director-General

Office of the Commonwealth Games

Department of Innovation,
Tourism Industry Development
and the Commonwealth Games

Brisbane
7 February 2019

INDEPENDENT AUDITOR'S REPORT

To the Minister for the Commonwealth Games

Report on the audit of the financial report

Opinion

I have audited the accompanying special purpose financial report of the Gold Coast 2018 Commonwealth Games ('the Games').

In my opinion, the financial report:

- a. presents fairly the Games financial performance for the period 1 January 2012 to 31 December 2018
- b. complies with the financial reporting framework described in Note 2.

The special purpose financial report comprises the statement of total net cost to the Queensland Government for the period 1 January 2012 to 31 December 2018, notes to the financial statement including summaries of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional

and Ethical Standards Board's APES 11 0 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter- basis of accounting

I draw attention to Note 2 to the special purpose financial report, which describes the basis of accounting. The special purpose financial report has been prepared at the request of the Minister of Commonwealth Games ('the Minister'). As a result, the special purpose financial report may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Responsibilities of the entity for the financial report

The Director-General of the Department of Innovation, Tourism Industry Development and the Commonwealth Games ('Director-General') is responsible for the preparation of the special purpose financial report that presents fairly in accordance with the financial reporting framework described in Note 2, and for such internal control as the Director-General determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In fulfilling this responsibility, the Director-General determined that the basis of preparation described in Note 2 is appropriate to meet the requirements of the Minister.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Director-General regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Brendan Worrall

Auditor-General

Queensland Audit Office Brisbane

Brisbane

11 February 2019



