



2032 City of Logan Legacy Roadmap

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Acknowledgement of Country

Logan City Council acknowledges the Traditional Custodians of the land, water and country we now call the City of Logan. We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples across the city.

List of Abbreviations

DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
OCOG	Organising Committee for the Olympic Games
NOC	National Olympic Committee
NPC	National Paralympic Committee
IOC	International Olympic Committee
TIQ	Trade and Investment Queensland

Acknowledgement

Logan City Council engaged SPORTFIVE/EKS (EKS) to create a Roadmap that guides our ambition for the 2032 Olympic and Paralympic Games (the Games), identifies opportunities for the city, and provides a plan to achieve such benefits.

The Roadmap considers wider opportunities for the City of Logan resulting from the Games and positions the city to maximise benefits. EKS worked with Logan City Council branches and stakeholders to create a Legacy Roadmap that focuses on short-term and long-term legacy opportunities.



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Overview

Logan City Council has worked on a 2032 City of Logan Legacy Roadmap with the assistance of external consultants (SPORTFIVE/EKS) to guide Council's ambition for the Brisbane 2032 Olympic and Paralympic Games in Logan.

The Roadmap identifies potential opportunities for the city and provides a clear plan on how to realise such benefits looking towards 2032 and beyond.

The 2032 Brisbane Olympic and Paralympic Games provides a once-in-a-lifetime event that can act as a catalyst for positive change in the City of Logan.

Although the Games themselves occur over a short period of a few weeks, planning and the delivery of infrastructure, athletes, goods and services, events, hosting and supply chains can take years to plan and develop.

As a local government in the Greater Brisbane area, the Games presents unique opportunities to develop the whole South East Queensland region and to reposition ourselves. Greater Brisbane will be seen as one city and will aspire to be presented as a global city full of innovation, talent, hospitality, culture and liveability. The City of Logan has an opportunity and responsibility to contribute to the tapestry of what makes up Greater Brisbane.

To maximise and leverage the opportunity, the 2032 City of Logan Legacy Roadmap contains 19 initiatives, designed to generate comprehensive and lasting benefits in the 10 years leading up to 2032, and 10 years after.

The primary objectives of the Roadmap



Delivery of new community facilities and infrastructure



Stimulating economic growth



Improving the health of Logan residents



Leveraging the cultural diversity of the Logan community

High-priority legacy initiatives that support Logan City Council priorities and existing programs have been identified, including the Logan Central Precinct Development opportunity.

The Olympic Games opportunity

The Olympic Games surpasses any other event in scale, reaching a global audience and generating international awareness that cannot be achieved by any other promotion.

The Olympic Games are the main engine that drives the International Olympic Committee's (IOC) ability to support sports development. The brand assets and financial resources created by the Olympic Games allow the Olympic Movement to stay active 365 days a year across the globe, promoting high-performance and grassroots sport through thousands of volunteers.

A fundamental objective of the IOC from each edition of the Games is legacy. Several long-term benefits that are common across different editions can be categorised within 7 dimensions:

1. Organised sports development
2. Social development through sport
3. Human skills, networks and innovation
4. Culture and creative development
5. Urban development
6. Environment enhancement
7. Economic value and brand equity

Being part of the region that will host the Games does not guarantee legacy opportunities for the City of Logan.

The objective of the 2032 City of Logan Legacy Roadmap is to create comprehensive and lasting benefits, measured in billions of dollars of impact across the South East Queensland region and locally in Logan.

Tokyo 2020 key statistics and highlights

More than
11,000 athletes



Athletes from
93 countries
won medals



Global
audience reach of
3.06 billion



**Increase in
sport participation**



of Tokyo adults up to 69% from 39% in 2007

JPY 1,423.8 billion (A\$15 billion)
– total Games expenditure



2032 Brisbane Bid Commitments

Themes	Priorities
<p>Great Games Stage Games in ideal conditions, with athletes at their heart, delivered effectively and efficiently, and celebrated in all nations by established and new audiences</p>	<ol style="list-style-type: none"> 1. Place athletes at the heart of the Games 2. Deliver safe sport and protect clean athletes 3. Promote the uniqueness and universality of the Games 4. Create a perfect theatre – engaging and accessible 5. Achieve optimal delivery as a reliable host
<p>Support local development and create legacy Create great legacies by enhancing our cities, regions and the nation for all who reside in and visit them by aligning the power of the Olympic and Paralympic Games with our long term plans</p>	<ol style="list-style-type: none"> 1. Accelerate delivery of urban amenity and mobility solutions 2. Promote health and well being 3. Build capacity and capability 4. Promote lifestyle as an asset 5. Promote an inclusive, diverse and welcoming community 6. Enhance sport development
<p>Engage the world Through the Games extend, consolidate and evolve our understanding of the global community and welcome all people of all nations and participate in ongoing global conversations</p>	<ol style="list-style-type: none"> 1. Reach out beyond the Olympic community 2. Deliver Oceania regional support 3. Reinforce our global sports and events hub/s 4. Enhance destination marketing 5. Strive for a peaceful and cohesive world
<p>Sustainable and resilient Leverage the call to action the Games enable, working in local and international partnerships to make the world a better and more secure place</p>	<ol style="list-style-type: none"> 1. Target enhanced policy and delivery 2. Lead through exemplar projects 3. Achieve climate positive Games 4. Develop a transferable Games resilience strategy 5. Foster international cooperation
<p>Great partnership and good governance Demonstrate to our community and those across the globe exemplary behaviours that reflect and align with Olympic and Paralympic principles</p>	<ol style="list-style-type: none"> 1. Adopt an integrated IOC/Brisbane 2032 delivery model 2. Exercise best practice governance 3. Achieve full community engagement 4. Promote athletes' rights and responsibilities 5. Achieve full alignment across government and delivery partners

Table sourced from the *Brisbane aspiring to host the Olympic and Paralympic games 2032 – IOC Future Host Commission Questionnaire Response*

Cultural Diversity

The diversity of Logan's community offers an opportunity for the city to stand out as the diversity capital of South East Queensland and Queensland. The Roadmap focuses on leveraging this diversity for legacy opportunities. Six initiatives, including sport development and creative industries, propose opportunities for Logan's multicultural community.

The Roadmap aims to:

- › engage with Logan's diverse community
- › promote its diversity
- › include targeted programs for multicultural participation in sports and physical activities
- › provide skills development and training opportunities for all members regardless of cultural background
- › showcase Logan's diversity in the Cultural Olympiad program.

The goal is to ensure lasting impact for Logan's community beyond the 2032 Games.

Positioning Logan

Logan's cultural profile and diverse community create an opportunity for Logan to differentiate itself as the multicultural capital of South East Queensland and Queensland. This may enable Logan to leverage the community to establish connections with National Olympic Committees (NOCs) and other international stakeholders in the Olympic and Paralympic movement due to the language and cultural heritage links.

Logan's diversity can provide an image to the world when the world visits physically or by broadcast both before and during the Games, of a diverse population of volunteers, employees, contractors, and spectators.

NOCs may choose to locate in or near Logan for training in the lead up to the Games, and as a residence during the Games period. Countries will come to Logan because their people are here. Tourists will feel welcome and will want to visit Logan because their people are here and their culture is represented well.

28% of people in Logan were born overseas

18% of people speak a language other than English at home

4% of people have Australian First Nations ancestry



Methodology

A four-stage process was followed to develop the Roadmap, which involved research and analysis of past Games and events, understanding the priorities of Logan City Council, identifying legacy initiatives aligned with Council's goals, and consulting with Council directorates and branches. The result is an initial roadmap of Legacy initiatives, which serves as the foundational step in implementing the Games legacy plan. The Legacy Roadmap will be presented to the community later this year for feedback and input.

Games Legacy Plan



Legacy Roadmap

The Legacy Roadmap includes proposed initiatives including the identification of implementation steps and timelines to guide the next phases.



Feasibility Plan

To implement the Roadmap, there are activities identified for further detailed analysis to determine feasibility and/or buy in from key stakeholders.



Implementation Plan

Subject to adjustments to business as usual programs and determination of feasibility, detailed implementation planning is required for each initiative.



Roadmap Initiatives

The Roadmap is a plan to leverage the opportunities presented by the Games to enhance Logan City Council's programs and priorities and its future city planning.

The plan identifies how the city can best participate in the Games experience and specifically how to promote Logan's cultural diversity, ensuring that Logan's diverse community and industry is included in Games and legacy opportunities.

It proposes several initiatives, including sport development, job creation, industry development, physical activity strategy, education, and tourism market development.

The legacy initiatives support a range of Logan City Council strategies and programs, enhancing what we already have and identifying new projects that can be realised with planning brought forward because of the Games.

High priority initiatives focus on stimulating economic growth and jobs for Logan residents, development of infrastructure, improving the health of Logan residents, and achieving Logan City Council's commitments to carbon neutrality.

As a high priority initiative, the Logan Central Precinct Development project, including the multi-purpose indoor venue, is a city transforming project that can now leverage several opportunities that would not be possible without the Games.

The Roadmap proposes several low to medium priority initiatives that make the building blocks for the high priority initiatives, including enhancing Logan's tourism offering, developing the Cultural Olympiad program to showcase Logan's cultural diversity, and promoting our creative community.



1 Logan Central Multi-Purpose Indoor Venue

The Logan City Council Indoor Venue Facility Analysis, completed in July 2022, identified an opportunity for a multi-purpose facility that could be used for community sport, events, meetings and conventions. It also identified Logan Central as the preferred location within the City of Logan. In April 2023 the Australian Government confirmed funding for this facility as part of the broader funding for Games capital projects.

The facility concept proposed is a multi-purpose indoor venue that could cater to a range of sports including basketball, netball, volleyball, gymnastics, futsal, badminton, wheelchair rugby and wheelchair basketball. The concept is for the venue to be around the size of 9 basketball courts, that could be used for general community use on a day-to-day basis, but also convert to a temporary 'stadium' with around 7,000 seats for hosting events. The facility will be designed for sustainability by demonstrating innovative best practice building design that reduces environmental footprint and catalyses ongoing sustainable development.

The facility will be developed by the Queensland Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), funded by the Queensland and Australian Governments, but designed and delivered in partnership with Logan City Council to ensure the facility meets community requirements.

Actions

The proposed aspirations will be brought to life through the following actions:

1.1 Venue design and business case

- > Confirm facility location
- > Develop business plan
- > Facility design brief
- > Operational model

1.2 Venue construction

- > In anticipation for future requirements, design and construct the venue with high level technology infrastructure, digital capabilities and overall IT capacity in order to host specific events (E-sports, conferences, etc)
- > Monitor venue construction as part of Project Control Group
- > Based on preliminary planning early works for construction will commence in 2025 and be completed by late 2027

1.3 Venue operation

- > Secure facility tenants and events
- > Secure lead tenants such as sports clubs, events and ancillary services providers
- > Secure regular facility users such as schools, sports federations, regular meetings

2 Disaster Management Centre

As a learning from the 2022 floods, Logan City Council identified that its contribution to the emergency response could be improved and more efficient.

A 'regional' Disaster Management Centre located in the City of Logan has been identified by Council to improve response and coordination.

The Disaster Management Centre could be used as a Games operations or command centre. As a local disaster management centre the facility communications and systems will be fully integrated into the state-wide emergency response organisations and systems. Therefore, the centre could be integrated into the state-wide command network for the Games. Operational efficiencies of the centre could be enhanced if it was co-located with some of the Games operational functions. It could be housed within the multi-purpose indoor venue or in separate office space within the precinct.

The Disaster Management Centre could be a space partially fitted out to 'stand-up' immediately, in the instance of needing to respond to a disaster and expanded quickly dependent upon the scale of the disaster.

Actions

The proposed aspirations will be brought to life through the following actions:

2.1 Develop brief of requirements

- > Engage with stakeholders and emergency services
- > Prepare brief of requirements

2.2 Identify location/site options

- > Review requirements against existing Logan City Council facilities
- > Review requirements against planned Logan City Council developments
- > Include requirements in Logan City Council business case(s) for potential projects
- > Short list site/location options for approval

2.3 Build, fit-out and operate

- > Determine Disaster Management Centre delivery model
- > Build Disaster Management Centre
- > Fit out the centre
- > Technology system integration testing
- > Simulation exercises
- > Centre fully operational

3 Logan Central Precinct Development

The delivery of the multi-purpose venue has a direct legacy benefit as a new facility and will provide more broad opportunities, at and adjacent-to Logan Central to create an integrated precinct – administration, sport and recreation, meetings and events, and wider commercial opportunities that could include:

- > Logan City Council accommodation (existing)
- > Commercial office infrastructure development
- > Short-term accommodation infrastructure development
- > Night-time economy development
- > Tourism industry stimulation
- > Creative industries stimulation
- > Meetings and events attraction

The existing Logan Central Civic and Community Precinct Plan includes:

- > Over 7,000m² of public open space
- > A range of affordable housing options with 275 dwellings
- > A range of commercial, sporting, community and cultural buildings
- > Ability to cater for workforce population of over 400 people

The broader opportunity to develop the Logan Central precinct may provide an opportunity for a commercial office building that could become Games operational office space (volunteers, OCOG, disaster management centre, sponsors, etc). There will be several thousand dedicated employees at the peak of operations in the lead up to the Games and over 70,000 volunteers required.

Alternatively, the location for Games operational office space could be in other suitable locations within the City of Logan that will still create the same opportunities noted for Logan Central.

Actions

The proposed aspirations will be brought to life through the following actions:

- 3.1 Review and update Logan Central Civic and Community Precinct Plan**
- 3.2 Advocacy for Games operations and the designation of Woodridge Train Station as an express-service stop on the Brisbane to Gold Coast rail service.**
- 3.3 Feasibility project for commercial and Games organisational opportunities**
 - > Determine if there is an opportunity for the Games organisation and related organisations to locate their offices in the City of Logan
 - > Develop commercial office concept – potential Olympic operational office space
 - > Enabling requirements for commercial development
- 3.4 Implementation phase for Olympic operational office development**
 - > Tender and construct the commercial development – Olympic operational office space
 - > Operators (volunteers, OCOG, disaster management, sponsors, etc) move in and occupy
- 3.5 Leverage the economic benefits of a growing workforce with the Olympic operational organisations (Queensland Government Administration, OCOG, Logistics, etc) office location**
 - > Related service providers nearby (food, retail, accommodation, entertainment)

4 Inclusive and culturally diverse community

The City of Logan is one of the most culturally diverse council areas in South East Queensland with 234 different ethnicities and cultural backgrounds.

As a Welcoming City, the Games could offer an opportunity to deeply engage with the multi-cultural and First Nations community as part of a city-wide project to leverage the Games and associated opportunities. Logan City Council is currently progressing an accreditation as a Welcoming City.

Connections between the City of Logan's multi-cultural and First Nations community, business and international communities could also be further developed to support investment and business attraction programs.

As at 2023, there are 206 National Olympic Committees (NOCs) that are responsible for sending competitors and officials to the Olympic Games. Creating connections between Logan's culturally diverse community and the associated NOCs that have community connections in our city could provide a level of personal connection within Logan.

The Paralympic Games have over 180 National Paralympic Committees (NPCs) representing over 4,000 athletes and team officials. Additionally, the Paralympic Games are also the world's number one sport event for driving social inclusion.

The benefits of these connections will be realised when NOCs and NPCs choose the City of Logan as a place to visit, train, or promote in the lead up to the Games and beyond.

Actions

The proposed aspirations will be brought to life through the following actions:

4.1 Promote the City of Logan's cultural diversity

- › Prepare, update and maintain key messages and communication detailing Logan's cultural diversity
- › Leverage the Welcoming City status
- › Leverage Council's Reconciliation Action Plan and Closing the Gap initiatives
- › Leverage relationships with other government stakeholders

4.2 Connect relevant NOCs and NPCs to the City of Logan community members

- › Identify multicultural groups from member nations
- › Establish key personnel connections within the City of Logan multicultural communities
- › Connect and build relationships with relevant NOCs and NPCs
- › Support engagement and servicing NOCs and NPCs as required
- › Engage and promote volunteering opportunities

4.3 Host NOCs and NPCs representatives and/or team in their communities

- › Encourage the City of Logan community to host visitors

4.4 Connect the multicultural and First Nations arts community with the Cultural Olympiad

- › Establish connections with the Cultural Olympiad organisers
- › Encourage the multicultural community to participate in the Cultural Olympiad
- › Engage with and inform City of Logan based artists and creative industries of opportunities and programs
- › Establish local cultural 'festival' that is carbon neutral and sustainable in advance of the Games

4.5 Engage the City of Logan's diverse community in Games opportunities

- › Seek diverse views on opportunities associated with the Games
- › Identify priority initiatives and opportunities
- › Establish implementation processes
- › Monitor progress and adjust direction
- › Communicate program successes and outcomes
- › Promote volunteering opportunities to all Logan residents



5 Industry development – maximise Games opportunities for local industry

Through existing Logan City Council programs, there are opportunities to deliver services to maximise the participation of Logan-based businesses in Games supply chains, and ensure the businesses are ‘business ready’ to take advantage of these supply opportunities.

For example, the businesses will need to consider the following to be compliant with future Games operational organisations (Queensland Government, OCOG, other organisations) procurement policies that are expected to include:

- › Sustainability and Environmental, Social and Governance (ESG) credentials
- › Circular economy opportunities
- › Supply chain transparency
- › Engagement with First Nations peoples
- › Workforce local employment and diversity profiles

Subject to Logan-based businesses being ready to meet these requirements, there may be a need for Council to lead or support capacity and capability building prior to the submission of tender responses to Games procurement opportunities.

As a guide to the future procurement policies of the Brisbane 2032 OCOG, the next Games host, Paris 2024, has established commitments to environmental and social innovation, where the website notes¹:

“By laying emphasis on five commitments relating to environmental and social innovation in our contracts, we are encouraging the players with the most virtuous track records in the areas we are most interested in, namely reducing carbon impacts, spurring the circular economy, working with social enterprises, integrating the long-term unemployed and people with disabilities, and creating value in local areas by encouraging small and large businesses to join forces in consortiums.

By awarding contracts to suppliers that are working on these initiatives, we will put the spotlight on the ones that are creating value beyond the goods or services they make – be it through their design, production, use or reuse.”

Actions

The proposed aspirations will be brought to life through the following actions:

5.1 Build business capacity to be able to deliver supply opportunities

- › Ensure there are programs to support businesses to build capacity
- › Connect local businesses to capacity building programs

5.2 Develop circular and low-carbon economy initiatives

- › Identify local business capability in circular and low carbon economy
- › Promote City of Logan capability and expertise in circular and low carbon economy sector

5.3 Develop Games supply chain opportunities

- › Identify potential future Games supply opportunities
- › Business network engagement to validate Games opportunities
- › Promote Games procurement opportunities to the City of Logan business networks
- › Engage with third party organisations to promote Games opportunities
- › Obtain recognition for suppliers of Games goods and services

¹ paris2024.org/en/innovating-to-purchase-for-a-purpose

6 Maximise employment of City of Logan residents by the Games Delivery Partners and suppliers to the Games

The Games Delivery Partners will have new roles and employment opportunities, for example, the OCOG could have over 3,000 staff by Games time.

Additionally, there will be suppliers to the Games and the wider group of Games Delivery Partners. Whether these suppliers are in the City of Logan or other council areas within South East Queensland, there will be employment opportunities for City of Logan residents.

There is an opportunity to work with these organisations to ensure there is visibility of the upcoming employment opportunities within the Logan community to maximise awareness.

To support the preparation of the workforce for these future jobs, Council could work with training providers to ensure they are ready to prepare trainees for the roles. Council could assist Regional Training Organisations and employment and training networks to connect to the Games Delivery Partners and suppliers to enable direct connections for trainees to the employer.

Games Delivery Partners include the Queensland Government, the Australian Government, Brisbane City Council, Sunshine Coast Council, City of Gold Coast, Council of Mayors (South East Queensland), Australian Olympic Committee, Paralympics Australia and the Brisbane 2032 Organising Committee.

Actions

The proposed aspirations will be brought to life through the following actions:

6.1 Understand the employment process of the Games Delivery Partners

- › Engage with Games Delivery Partners and major contractors
- › Seek understanding of the employment process and recruitment channels to be used

6.2 Obtain advice of long-term employment plan

- › Seek understanding of the recruitment plans – e.g. number of roles and recruitment periods

6.3 Communicate employment opportunities to Logan residents

- › Establish communication channels for Games recruitment opportunities
- › Communicate Games related employment opportunities to City of Logan residents

6.4 Connect unemployed youth and long term unemployed to job opportunities

- › Identify jobs for suppliers to the Games
- › Inform employment networks of youth employment opportunities created by the Games
- › Communicate benefits of working on the Games to attract long term unemployed youth
- › Support long term unemployed transition to employment

6.5 Increase the number of Logan residents with the skills that are required to support Games delivery and Games contracts

- › Deliver targeted programs to Culturally and Linguistically Diverse (CALD) communities
- › Engage with vulnerable groups (long term youth unemployed)
- › Liaise with training organisations to implement skill development programs
- › Work with Games Delivery Partners and major contractors to determine the training needs
- › Work with training providers to deliver suitable training for Games Delivery Partner and major contractor needs
- › Liaise to identify pathways to maximise employment for First Nations community

6.6 Increase employment of Logan residents through employment opportunities created because they obtained suitable training

- › Connect training providers to employers to align training needs



7 Logistics opportunities

The Games needs are not yet determined, but past Games indicate there could be a need for approx. 200,000m² of warehouse space, across a main distribution centre plus auxiliary distribution centres.

London 2012 Olympic Games reported 30 million items were stored and distributed from these centres.

Based on Logan's strategic location, existing logistics industry, and road connectivity, there is an opportunity for Logan to become the supply hub for the Games, with existing and/or new businesses and warehouses.

Actions

The proposed aspirations will be brought to life through the following actions:

7.1 Leverage the City of Logan's existing logistics industry to establish Logan as the logistics centre for the Games

- › Engage with Games Delivery Partners to estimate pre-Games and Games time logistics requirements
- › Engage with the logistics industry to determine interest to service Games related logistics requirements
- › Develop capability statements of the logistics service organisations
- › Work with the Games Delivery Partners to determine the feasibility of City of Logan delivering the primary logistics requirements
- › Work with the logistics industry to be more sustainable





8 Carbon neutral green city

The 2032 Olympic and Paralympic Games are committed to being climate positive*, and Logan City Council has recently been accredited as a carbon neutral organisation. Based on this, Logan City Council could use the Games to maximise awareness and recognition of this commitment and contribute to the Games' aspirations.

*The Brisbane 2032 Games commitment to being 'climate positive' is limited to the operation of the OCOG and does not commit Logan City Council or any other Councils to achieve the same objective. Achievement of climate positivity was proposed in the Submission to the International Olympic Committee (IOC) in May 2021 to be achieved, guided by the following four key principles:

- › Minimise footprint as much as possible before compensating more than 100% of residual emissions
- › Continuous improvement in emissions forecasting and measurement to support evidence-based decision making
- › Consistency and transparency across the event lifecycle to promote accountability and comparability
- › Influence to create change and delivery verifiable climate positive outcomes within host communities, including by promoting and enabling shared responsibility" (IOC Future Host Commission Questionnaire Response – May 2021)

Note that for any Games infrastructure, the commitment was as follows:

- › Games delivery partners will implement best practice industry standards in the planning, design and delivery of resilient, resource efficient, climate positive and inclusive Games infrastructure.
- › All new vertical infrastructure projects or significant upgrades will target 6 star (world leadership) Green Star for Buildings ratings from the Green Building Council of Australia, where relevant.

- › All new linear infrastructure or significant upgrades target an infrastructure sustainability (IS) rating of excellent or greater from the Infrastructure Sustainability Council of Australia.
- › As part of the Green Star and IS rating approach, capital programmes will target zero net waste and 100% renewable electricity and fuel use for construction phases and deliver assets that achieve the same in operation.
- › Games infrastructure will incorporate technologies that support low carbon operations as appropriate, for example, electric vehicle charging infrastructure" (IOC Future Host Commission Questionnaire Response – May 2021).

Actions

The proposed aspirations will be brought to life through the following actions:

8.1 Logan City Council consider adopting the climate initiatives of the Games Delivery Partners

- › Determine requirements to support the Games to be a certified carbon neutral event
- › Contribute to the whole-of-Games carbon budget development
- › Monitor and report progress – carbon neutral certification
- › Carbon neutral event status

8.2 With the South East Queensland councils, develop a Sustainable Destination Plan

- › Consult with tourism stakeholders
- › Incorporate Sustainable Destination Plan into Logan City Council Destination Management Plan
- › Implement Sustainable Destination Plan

8.3 Logan City Council maintain carbon neutrality certification

- › Maintain and enhance the carbon neutral certification

8.4 Emission reductions programme

- › Community emission reductions programme evaluation
- › Community emission reductions programme development
- › Emission reductions programme implementation
- › Emission reductions programme monitoring

8.5 Leverage whole of Games sustainability commitments

- › Wherever possible adopt Games sustainability commitments in all initiatives associated with the Games

8.6 Support the implementation of the Carbon offset program

- › Determine the annual carbon offset requirements (whole of Games carbon budget)
- › Determine Logan City Council's ability to deliver carbon offset activities which may include tree planting
- › Support the implementation of carbon offset programs that may include tree planting



9 Physical activity strategy

The IOC legacy strategy includes the dimension of ‘Social development through sport’, including health and well-being benefits from the practice of recreational sport and physical activity.

As the Games host city/region, seeking to achieve improved health outcomes through regular physical activity is an important aspiration and objective.

There is an opportunity for the City of Logan, and the wider South East Queensland region, to become leaders by implementing long term programs to increase frequency and quality of physical activity of the city’s residents over the long term, to use the Games as a catalyst for creating a healthier community. The 2032 Games is the first Games with a 10-year lead in, that will address previous challenges of insufficient time to affect sustainable changes in behaviour.

Actions

The proposed aspirations will be brought to life through the following actions:

- 9.1 Ensure all population groups are equally engaged**
 - > Target under-represented CALD groups to participate in physical activity
 - > Target under-represented age groups to participate in physical activity
- 9.2 Leverage existing Council programs and facility services**
 - > Promote existing Council physical activity programs
 - > Communicate services and programs available at Council facilities
 - > Encourage new participation in existing Council programs
- 9.3 Continue to monitor participation of Logan residents**
 - > Implement best practice measures to monitor participation of Logan residents



10 Sport development

The IOC legacy strategy includes the dimension of 'Organised sports development', including:

- › Competitive sports development (from local up to national teams)
- › Organised grassroots sports development (sports initiation, clubs, etc.)
- › Broad fan base for less known sports and events
- › Improved efficiency of the organised sports system (federations, support and governing bodies)
- › Enhanced skills of coaches, sports physicians or other specialists
- › New/upgraded sports venues used for training and competition

The IOC believe the key to a successful Olympic and Paralympic Games begins with an unrelenting focus on sport to achieve the above outcomes.

There is an opportunity for the City of Logan, and the wider South East Queensland region, to become leaders by implementing long term programs to support the development of sport and sports participation over the long term. The 2032 Games is the first Games with a 10-year lead in, that will help address previous challenges of insufficient time to implement programs and develop the resources to support increases in sport participation.

Actions

The proposed aspirations will be brought to life through the following actions:

10.1 Deliver programs to increase participation in sport by children and under-represented groups (for example, women, culturally and linguistically diverse (CALD), disabled)

- › Leverage existing state and national programs designed to increase participation in sport
- › Work with state sports associations and sports clubs to monitor participation in organised sports

- › Leverage the Welcoming City status and associated Welcoming Clubs programs to connect sports clubs with young people and families from culturally diverse backgrounds to sport
- › Work with the sports clubs and culturally and linguistically diverse (CALD) community groups to develop links and pathways for children from CALD families to experience sport
- › Work with sports clubs to develop targeted programs to girls (including incentives for clubs and parents)
- › Deliver facility upgrades to meet accessibility standards to enable disabled participation
- › Work with sports clubs to develop targeted programs to disability groups (including incentives for clubs and parents)

10.2 Promote opportunities for residents to try new sports (including emerging sports)

- › Create and implement 'festival(s)' promoting health and well-being that could include 'come and try' sports activities
- › Actively promote the council-based sports clubs, locations, and offerings

10.3 Develop capability within sports clubs to support more participants

- › Work with the City of Logan sports clubs and community to support the development of coaches, volunteers, and officials
- › Communicate Games volunteer opportunities to sports clubs
- › Attract and promote volunteering around sports engagement

11 Tourism market development – infrastructure

Developing the Logan Central precinct will provide a broader opportunity to attract critical tourism infrastructure that could include short-term accommodation, meeting/exhibition space, food and beverage offerings, and facilities for hosting events.

Additional to the Logan Central precinct, the Games may provide an opportunity to enhance the city's tourism product including the Riverine Discovery Centre and additional tourism assets.

Actions

The proposed aspirations will be brought to life through the following actions:

11.1 Short-term accommodation development

- › Industry engagement
- › Secure investment commitment to construct short-term accommodation solution(s) in the City of Logan
- › Confirm sustainability commitments to achieve Green Star certification

11.2 Venue infrastructure – event destination – sport, music festivals

- › Determine infrastructure needs for hosting events – sport, music festivals
- › Identify solutions/develop spaces for event hosting
- › Confirm sustainability commitments to meet Green Star certification

11.3 Tourism destination product

- › Identify new tourism product opportunities
- › Develop and retain new tourism products in the City of Logan

The Brisbane 2032 Olympic and Paralympic Games are estimated to generate an increase in international tourism and trade by \$4.6 billion for Queensland and \$8.5 billion nationally*.

*Statistics drawn from the the Queensland 2032 Olympic and Paralympic Games – Preliminary economic, social and environmental analysis report delivered by KPMG



12 Tourism marketing – positioning and strategy

The 2032 Games provide an opportunity, supported by infrastructure investments and tourism industry development, to use the Games to help position the City of Logan brand locally, regionally and internationally.

To maximise the opportunity that could be created, the long-term positioning needs to be developed in advance and used to guide the implementation of tourism product and services to align with the Explore Logan destination brand.

Actions

The proposed aspirations will be brought to life through the following actions:

12.1 Destination Marketing aligned to visitor experience

- › City of Logan visitor experience validation review – ensure visitor experience meets the expectations



13 Pre-Games training attraction

Logan is well placed to support the needs of NOCs and NPCs to host pre-games training camps in its existing and future sport and recreational facilities across the city, including the new multi-purpose facility in Logan Central.

The NOC and NPC requirements include athlete standard accommodation (typically twin share rooms) in close proximity to the training venue(s). The NOC and NPC venue needs will be dependent upon the size of the NOC and NPC team and the sport(s), and may require a central base with multiple venues or one integrated hub with all requirements on site.

Actions

The proposed aspirations will be brought to life through the following actions:

13.1 Map and audit of existing facilities and their status

- › Audit of Council facilities
- › Audit of non-Council facilities
- › Develop pre-Games training offer

13.2 Engage with NOCs and NPCs to secure pre-Games training

- › Promote suitable venues and hubs





14 Creative industries development

With reference to previous Cultural Olympiads, the London 2012 Games delivered the largest arts festival ever held in the UK. Staged over 3 months at more than 900 venues, it featured 12,000 events and 25,000 artists.

It is not yet known what is to be considered for the 2032 Cultural Olympiad, and will not be known for some time, but it is reasonably expected that significant cultural events and related artistic commissions will be required, creating opportunities for the City of Logan, and its emerging creative industries.

Actions

The proposed aspirations will be brought to life through the following actions:

14.1 Maximise opportunities for local artists and industries in the Cultural Olympiad

- › Establish connections with the Cultural Olympiad organisers
- › Engage with and inform City of Logan based artists and creative industries of opportunities and programs

14.2 Develop cultural industries in preparation for the Cultural Olympiad

- › Encourage the multi-cultural and First Nations community to participate in the Cultural Olympiad
- › Leverage the existing local festivals in advance of the Games

14.3 Include cultural assets as an element of the City of Logan image

- › Provide a lasting legacy for Logan's community and creative industries sector
- › Leverage the Urban Art Strategy
- › Promote Logan's rich arts, culture and heritage



15 Tourism market development – event hosting

The broader opportunity to developing the Logan Central precinct may provide an opportunity to develop a multi-purpose facility capable of hosting events, and also supporting tourism infrastructure.

Through these new facilities, the current Logan City Council Event Strategy can be leveraged and enhanced to enable Logan to attract events that cannot be accommodated in existing facilities.

In addition to the Logan Central precinct opportunities, the existing Logan sports and recreation facilities could meet the needs of the national and international sports federations, to host national, Oceania region, and international youth events. The International Sports Federations will seek opportunities to host events in South East Queensland, including youth events in the years prior to 2032, to help their athletes prepare for the conditions in South East Queensland in advance of 2032.

Actions

The proposed aspirations will be brought to life through the following actions:

15.1 Enhancement of the Logan City Council Events Strategy (2020 – 2025) – Olympic and non-Olympic sports events

- › Identify potential sport event opportunities in existing and emerging sports (E-sports, UFC, Cricket, Break dancing)
- › Determine potential sport events alignment with the City of Logan community

15.2 Promote event hosting reputation

- › Enhance the City of Logan event management expertise
- › Leverage event hosting expertise – attract additional events

15.3 Acquire and host events

- › Develop, acquire and host events



16 Economic development – attract investment nationally and internationally

Through the international attention of being a Games host city/region, the awareness of the South East Queensland region can be leveraged to promote the opportunities that could be delivered in the City of Logan for national and international businesses to invest in and/or locate operations.

Actions

The proposed aspirations will be brought to life through the following actions:

16.1 Promote the business industry profile of the City of Logan

- › Develop an investment attraction promotional toolkit

16.2 International attention of the 2032 Games raises awareness of Logan based industries

- › Develop a promotional presentation (pitch) 'toolkit'
- › Build target markets to engage international promotion

16.3 Establish coordinated approach with other trade and investment organisations

- › Expand connections with Trade and Investment Queensland (TIQ)
- › Work with TIQ to develop engagement strategies with target markets/businesses
- › Engage with target organisations with TIQ
- › Expand connections with Austrade
- › Work with Austrade to develop engagement strategies with target markets/businesses
- › Engage with target organisations with Austrade

16.4 Promote an Innovation Hub for Sports Technology

- › Build a supportive ecosystem
- › Create networking opportunities
- › Establish research partnerships
- › Build a strong talent pool – foster skilled workers in the sport technology industry by offering training and education programs, partnering with universities and vocational schools, and attracting and retaining talent through quality-of-life initiatives (night time economy, liveability)



17 Education – international student attraction

Aligned to the implementation of the proposed initiatives to attract new businesses and investments into the City of Logan, leverage new and emerging industries to attract international students to live and study in the City of Logan – secondary and tertiary.

Actions

The proposed aspirations will be brought to life through the following actions:

17.1 Promote Logan's 'education' benefits

- › Liaise with education providers and networks to promote City of Logan based opportunities

17.2 Leverage the Logan brand for student attraction

- › Use the City of Logan brand values
- › Use business as usual communication channels

18 Jobs – Creative industries and Cultural Olympiad

The Cultural Olympiad is expected to create significant demand for cultural creative projects, leading to opportunities for Logan cultural creative industries to be commissioned to prepare works for the Olympiad, and creating cultural creative industry job opportunities.

With reference to previous Cultural Olympiads, the London 2012 Games delivered the largest ever arts festival held in the UK. Staged over three months at more than 900 venues, it featured 12,000 events and 25,000 artists.

Actions

The proposed aspirations will be brought to life through the following actions:

18.1 Establish network within the Cultural Olympiad program

- › Establish connections with the Cultural Olympiad organisers
- › Engage with and inform City of Logan based artists and creative industries of opportunities and programs

19 Tourism Market Development – Industry Coordination

The Games provide host cities and regions the opportunity to position themselves on the world stage, but with a complex range of industry stakeholders, partners, and brands, the benefits will be maximised with a coordinated approach across all industry partners.

Actions

The proposed aspirations will be brought to life through the following actions:

19.1 Logan wide coordinated approach to tourism development

- › Lead coordination of the City of Logan tourism industry and destination engagement
- › Leverage partnership opportunities

19.2 South East Queensland wide coordinated approach to tourism development

- › Support a South East Queensland regional tourism destination approach
- › Represent Logan City Council in South East Queensland regional tourism forums and collaborations

19.3 Queensland and Australia wide coordinated approach to tourism development

- › Through the South East Queensland network link to the Queensland and Australian wide tourism approaches
- › Represent Logan City Council in Queensland and Australian wide tourism forums and collaborations





Next Steps

The 2032 City of Logan Legacy Roadmap is the foundational stage in the process of developing and implementing our legacy plan.

Each initiative now requires more detailed analysis to determine feasibility, engagement with relevant stakeholders and implementation plans to be refined and delivered.





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