

# Ahead of the Games

The inside story on Gold Coast 2018  
Commonwealth Games™ preparations

June 2015





## Premier's message

The 4th of April 2015 officially marked 3 years to go until the Opening Ceremony of the Gold Coast 2018 Commonwealth Games (GC2018), the largest sporting event Australia will see this decade.

The world's eyes will turn to us as 71 teams descend on the Gold Coast for 11 days of elite sporting competition. The Games will be hosted across 18 new, upgraded and existing venues across the Gold Coast, Brisbane, Cairns and Townsville. I encourage all Queenslanders to share in the excitement and embrace the opportunities that this event will bring.

Jobs are continuously being created as we prepare to host the Commonwealth Games. Queenslanders will benefit from up to 30,000 jobs in the lead up to 2018 ranging from venue construction and refurbishment through to ticketing and transportation workers.

The last 6 months have seen us reach three significant venue milestones with construction beginning on the Queensland State Velodrome, the Coomera Indoor Sports Centre and the Carrara Sports and Leisure Centre Precinct. These projects will see over 710 full-time equivalent jobs created during design, construction and delivery.

We will see opportunities for local businesses increase in the lead up to GC2018. I encourage interested businesses to register online via the business and industry portal to receive up-to-date information and training session dates. Jobs for Queenslanders are a top priority, embrace the opportunity.

It's not just about the sport, the Gold Coast, Queensland and Australia will be judged on the legacy the Games leave behind. This progress report will show you that we are on track and on budget to deliver a great Games leaving lasting benefits for all.

**The Honourable Anastacia Palaszczuk MP**  
*Premier and Minister for the Arts*

# GC2018

GC2018 will be a great Games, in a great city, leaving great memories and great benefits for all.

*Image courtesy of Stadiums Queensland*

## GC2018

### Gold Coast 2018 Commonwealth Games™

#### Date, sports and venues

From 4 to 15 April 2018, the Gold Coast will host the XXI Commonwealth Games.

The Gold Coast 2018 Commonwealth Games™ (GC2018) will be the first time the Commonwealth Games have been held in an Australian regional city and the fifth time Australia has staged the event.

#### The Event

The Gold Coast boasts a reputation for staging world-class major events but to date hasn't tackled anything of the magnitude of the Commonwealth Games.

The Commonwealth Games presents the city with an opportunity to showcase the destination that attracts more than 12 million tourists each year, but is also home to many of Australia's elite athletes.

Staging 17 sports and four para sports across 18 venues, GC2018 will attract 6500 athletes and team officials from 71 nations and territories, involve approximately 15,000 friendly volunteers and be broadcast around the world to a cumulative audience of more than one billion.

Across 11 days of competition, Games family, friends and spectators will thrill to the spectacle of world class and friendly rivalry as many of the world's greatest athletes go for gold and an opportunity to be the latest Commonwealth Games record holder.

While the Gold Coast will host the majority of competition, two sports, Track Cycling and Shooting, will be contested in Brisbane, and preliminary matches of Basketball will be held in the northern Queensland cities of Townsville and Cairns. It will be an opportunity for the cities collectively to showcase their vibrancy — kilometres of golden sandy beaches, tropical rainforests and hinterlands, and the spectrum of cultural diversity and laid-back cosmopolitan style unique to Queensland and Australia.

With under three years to go until the 4 April 2018 Opening Ceremony, planning for GC2018 is well and truly on track to deliver a great Games in a great city, leaving great memories and benefits for all.

#### The Place

The Gold Coast is one of the most diverse, year-round tourism destinations in Australia. It is essentially a 50 kilometre stretch of golden sandy beaches and headlands backing onto a lush tropical rainforest hinterland.

The city possesses a wide array of natural attractions and a broad range of well-developed tourism services and infrastructure, including theme parks, restaurants, wineries, shopping and international golf courses.

With sporting pedigree, world-class infrastructure, passionate crowds and an all-round temperate climate the Gold Coast is an ideal location to host an event.

The Gold Coast is Australia's sixth largest city and one of the fastest growing regions in the country. It is approximately 90 kilometres south of the Queensland state capital, Brisbane.





## The Sport

Boasting two national sporting teams, a bevy of international sporting stars and world-class infrastructure, the Gold Coast is home to people who consider sport and play a declaration of our lifestyle. The prospect of hosting the Commonwealth Games in 2018 is met with great excitement and enthusiasm and preparations are underway to deliver an athlete-focused Games with excellent competition in a fun and friendly environment.

The GC2018 sport program will include 17 sports and four para sports\*.

- Athletics\*
- Aquatics\*
- Badminton
- Basketball
- Boxing
- Cycling
- Gymnastics
- Hockey
- Lawn Bowls\*
- Netball
- Rugby Sevens
- Shooting
- Squash
- Table Tennis
- Triathlon
- Weightlifting\*
- Wrestling

## GC2018 brand

The Gold Coast 2018 Commonwealth Games™ (GC2018) emblem was launched to mark the five years to go milestone on 4 April 2013.

The emblem design embraces the three pillars – the place, the event and the sport – while also capturing the Gold Coast’s unique personality – positive, energetic, colourful and fun. The GC2018 brand is an invitation to celebrate an event and a place where anything is possible.

The GC2018 brand is protected by legislation including the *Commonwealth Games Arrangements Act 2011*. The rights to exclusive use of the emblem are an important asset in the sponsorship and marketing process. Protection of the brand is vital for the successful attraction of sponsors and the commercial program development.





## GOLDOC, Chair's message

With the official handover of the Commonwealth Games Federation (CGF) flag at the Glasgow 2014 Commonwealth Games a fond but distant memory, GOLDOC has forged ahead with planning to deliver a great Games in 2018.

It has been an exciting few months of intense learning and progress. In October we welcomed to the Gold Coast representatives from the Glasgow 2014 Organising Committee, Glasgow City Council and the Scottish Government to share their Games experience with our team and our Games delivery partners. Many of their recommendations have been incorporated into our ongoing plans in preparation for the transition to the operational phase of planning for the Gold Coast 2018 Commonwealth Games™ (GC2018).

I was delighted with the feedback from the second CGF Coordination Commission (CoCom) review late last year. CoCom Chair, Bruce Robertson concluded that "impressive progress had been made over the twelve months since the last review." GOLDOC and our Games partners also acknowledge his comments that the next six months are crucial with very detailed operational planning work being accelerated.

GOLDOC commenced 2015 with a staff complement of more than 60 persons and progress on fit out for the new headquarters (HQ) in Ashmore well and truly underway. The Venues and Operations team are already in situ with the remainder of the team moving progressively over the next few months. From May 2015 the Gold Coast TAFE Ashmore campus will be HQ for GC2018 and ultimately home to more than 1000 staff by 2018.

I congratulate the Minister for the Commonwealth Games, the Honourable Kate Jones MP on her appointment and look forward to working with the Minister and our Games partners in the future. We are well and truly on track, as the GOLDOC mission states, to deliver *"an athlete focussed Games with excellent competition, in a fun and friendly environment with long lasting benefits for the Gold Coast, Queensland, Australia and the Commonwealth."*

**Nigel Chamier OAM**

*Chair, Gold Coast 2018 Commonwealth Games Corporation*

# Embracing 2018

GC2018 provides a unique opportunity for the Gold Coast, Queensland and Australia to realise a lasting benefit for business, industry, sporting and community groups

## Minister's message

With less than 3 years to go until the Gold Coast 2018 Commonwealth Games (GC2018), we are focused on delivering more than just a spectacular sporting event.

We are shaping opportunities and legacy for all Queenslanders.

To this end, I have established a Tourism and Commonwealth Games Cabinet Committee to bring a new level of leadership to Games delivery. The Committee will provide coordinated and strategic direction for the delivery of GC2018 and the Embracing 2018 legacy program. It's about ensuring Queensland reaps the full benefits of the Games, including jobs and investment opportunities.

The Palaszczuk Government is developing an Arts and Culture Strategy that will help shape the exciting cultural program for GC2018. The program will capture the authentic spirit of the Gold Coast and reflect Queensland's lifestyle, culture and creativity. It's an invitation for all of us to join in as our state comes alive with the sights, sounds and experiences that are Queensland.

We are also determined to position Queensland as a premier tourism destination for domestic and international visitors. As the international spotlight turns on the Gold Coast in 2018, it's important that every player in our tourism industry has the opportunity to shine. We will support operators and industry through the Embracing 2018 Gold Coast Quality Service Project to ensure the Games leave a lasting legacy for Queensland tourism.

Already, we are starting to see the benefits. The Gold Coast has secured the 2018 World Triathlon Series Grand Final, 2017 Sudirman Cup and the 2020 World Bowls Championships – all major international sporting events that will attract new visitors to Queensland.

It's an exciting journey for all Queenslanders as we embrace the opportunities that GC2018 will bring.

### **The Honourable Kate Jones MP**

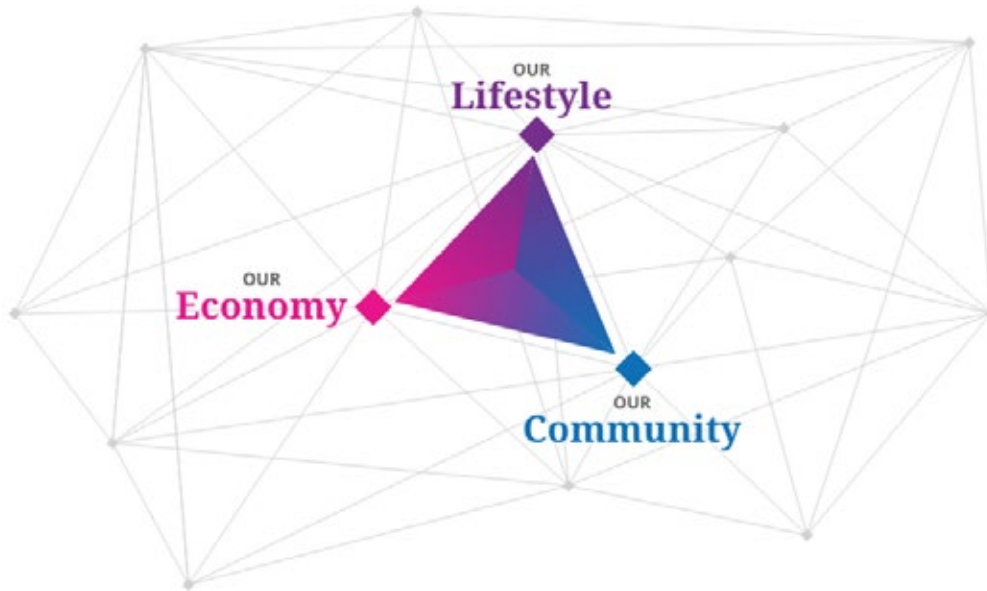
*Minister for Tourism, Major Events, Small Business and the Commonwealth Games*



## Embracing 2018 strategy and action plan

The Queensland Government in collaboration with the City of Gold Coast has released *Embracing our Games legacy: Queensland's legacy for the Gold Coast 2018 Commonwealth Games™* to realise lasting benefits from hosting GC2018.

The Embracing 2018 program is built around three interconnected themes:



**These themes will focus efforts on a range of activities to embrace the opportunities ahead and realise a lasting benefit for the Gold Coast, Queensland and Australia.**

This will be achieved by government, business, communities and individuals working closely together. The strategy is supported by an action plan that outlines statewide initiatives. The action plan will be reviewed annually with further programs and projects added on the journey to GC2018. All programs within the action plan will be evaluated and monitored.

Learnings from successful planning and delivery of the legacy program in Scotland will ensure we maximise legacy outcomes for the Gold Coast, Queensland and Australia. Glasgow has provided inspiration for us to keep realising the long-term benefits of hosting the Commonwealth Games.

With solid planning before, during and after GC2018, Queensland will continue to benefit from GC2018 long after the closing ceremony.

*"It is a great privilege to chair the Queensland Government Embracing 2018 Advisory Committee for the forthcoming Commonwealth Games."*

*"Our job is to make sure that before, during and long after the Games the people of the Gold Coast and Queensland see lasting benefits from this major event which will make our city and state the focus of world attention in 2018."*

*"The committee looks forward to continuing to meet regularly in the lead up to GC2018 and cementing a great legacy for the Gold Coast and for Queensland."*

**The Honourable Rob Borbidge AO,  
Chair for the Embracing 2018 Advisory  
Committee and former Premier of Queensland.**

## Embracing 2018 Advisory Committee

The Queensland Government established the Embracing 2018 Advisory Committee to provide advice on the development, implementation and evaluation and monitoring of the Embracing 2018 program for GC2018.

The Embracing 2018 Advisory Committee has a lead role in helping to achieve lasting benefits for the state's business sector, maximise long term community, sport and health benefits, and strengthen Queensland's standing as Australia's top tourism destination.

The committee is made up of prominent Queenslanders who have extensive knowledge and experience across a range of sectors in our community. The committee will drive outcomes from *Embracing our Games Legacy: Queensland's legacy for the Gold Coast 2018 Commonwealth Games™*.

The Embracing 2018 Advisory Committee members include:



**The Honourable Robert Borbidge AO (Chair)**  
*Former Premier of Queensland*



**Mr Andrew Baildon**  
*Dual Olympian, and five-time Commonwealth Games gold medallist*



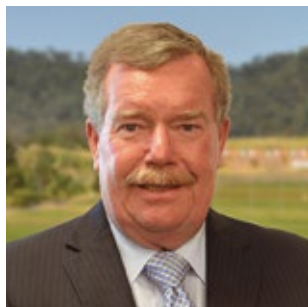
**Ms Vicki Batten**  
*CEO of FSG Australia*



**Mr Nick Behrens**  
*General Manager - Advocacy, Chamber of Commerce and Industry Queensland*



**Ms Louise Bezzina**  
*Director of Bleach Festival, the largest cultural festival on the Gold Coast*



**Mr Cam Charlton**  
*Experienced management consultant with more than 30 years as a chartered accountant*



**Ms Martine Gill**  
*Principal of Coomera Springs State School*



**Ms Julie McDonald OAM**  
*Dual Olympian and Commonwealth Games Gold, Silver and Bronze medallist*



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



**Mr Sean Ryan**  
*News Corporation Queensland State Director*



## Case studies



### Long-term benefits of GC2018 to local sports already realised

Gold Coast's hockey community is benefitting from upgraded venues for the Gold Coast 2018 Commonwealth Games™ (GC2018) before construction even begins, with Hockey Australia's Elite Junior Camp held late last year.

The fortnight-long camp took place at Keith Hunt Park in Labrador, which is set to undergo a \$14 million upgrade in readiness to host the hockey competition for GC2018.

Around 50 boys and 50 girls, all under the age of 21, were part of the National Futures Program, with many considered potential prospects for the 2016 Junior World Cups, to be held in India and Chile.

Michael Crooks, Hockey Australia's National Talent Pathway Manager, said the camps had been built around the Gold Coast to align its junior development over the next 3 years with the Commonwealth Games.

"The priority focus during the camp is on skill acquisition in a training environment with the opportunity to put those skills into practice in matches. This camp features on-turf training sessions and development workshops on a range of other

elements, including education on nutrition, anti-doping, team dynamics and psychology," he said.

"We're grateful to the Australian Commonwealth Games Association for its support in helping us fund opportunities to develop these young athletes in the lead up to GC2018."

Local clubs and schools, including the Gold Coast Hockey Association, Labrador Hockey Club, The Southport School and Griffith University supported the event.

Incentive funding was provided by the City of Gold Coast to bring the camps to the city as part of the City's Gold Coast Sport Plan 2013-2023. The plan aims to develop sustainable and inclusive sport at a grass roots level, as well as establishing the Gold Coast as a sporting events capital.

## Broadwater Parklands: An environmental win

GC2018 provides many opportunities to encourage our community to embrace a more healthy, active and sustainable lifestyle. Like the Glasgow 2014 Commonwealth Games where a 'greener legacy' was of great benefit to the community, we are already working to provide a sustainable lifestyle legacy ahead of and beyond 2018.

The \$10.5 million Broadwater Parklands Stage three redevelopment, an example of a green legacy on the Gold Coast, is due to be completed by the end of 2015 and is a key project of Embracing our Games legacy: Queensland's legacy for the Gold Coast 2018 Commonwealth Games™.

The upgrade, delivered by the City of Gold Coast in partnership with the Gold Coast Waterways Authority, will provide 30 local, full time jobs and a new parklands space for the people of the Gold Coast to enjoy.

Features will include:

- four lane regional boat ramp facility
- community building
- events space
- children's playground
- foreshore pathways
- shared facilities for the Southport Amateur Fishing Club.

With stages one and two of the Broadwater Parklands completed in 2010, the City of Gold Coast investigated further reclamation in the northern section of the parklands to accommodate future needs for additional tourism and recreational infrastructure.

A vital part of this project has been to ensure a sustainable habitat for marine life in the Broadwater. Stage one saw 500 square metres of seagrass relocated, which has since grown into an area of more than 5000 square metres.

Stage three will see more than 100,000 cubic metres of sand being dredged from Broadwater navigation channels and used to create 3.5 hectares of new parklands to the north of the Gold Coast Aquatic Centre. Local firm Element Ecology was engaged to relocate 3000 square metres of seagrass from within the reclamation area and transplant it outside the works zone. Maintaining healthy seagrass beds helps to stabilise sediments and provides nursery habitat for many marine species. Seagrass beds don't just support seaweed; they are also a vital food source for marine species including dugongs and turtles.

The success of this relocation will see the program submitted for consideration in the 2015 World Environment Day Awards where innovative and outstanding environmental programs and initiatives across Australia are recognised.

This redevelopment will help the city cater for the anticipated influx of visitors during GC2018 and provides new recreational open space for future generations of Gold Coasters. Long after the excitement of GC2018 has passed, its success will be judged by the legacy it leaves for our future.

## There is something for everyone at the Gold Coast Aquatic Centre

From a world record breaking competition pool to kid's birthday party facilities, the Gold Coast Aquatic Centre, a legacy of GC2018 in action, is already being used to the full by the Gold Coast community.

Situated on the picturesque Broadwater, the Gold Coast Aquatic Centre at Southport will provide a breathtaking backdrop to the Swimming and Diving competition during GC2018.

The \$41.39 million redevelopment was completed in June 2014, almost 4 years ahead of GC2018. The venue was delivered in time to host the Pan Pacific Swimming Championships in August 2014. This four day event had an economic impact of \$1.48 million and provided an opportunity to promote the Gold Coast to the world.

The aquatic centre has been the training ground for local swimmers and elite athletes since it was first established in the 1960s. The redevelopment was designed to accommodate a range of community users to provide real benefits before and after GC2018.

The redevelopment involved:

- refurbishing the existing 8 lane, 50 metre pool, the 25 metre pool and the dive pool
- delivering brand new facilities, including a new 10 lane, 50 metre competition pool, an elevated spectator concourse with seating for 1000 patrons, new change room and toilet facilities, and a dry dive training facility.

The venue upgrade has also facilitated new community uses, including:

- a crèche
- a café
- conference facilities
- a children's play pool
- a learn-to-swim pool.

A new fitness centre opened on site in January 2015 offering state of the art facilities, including:

- an impressive group exercise class studio with views of the pool deck and parklands
- a fully stocked gym floor area.

The centre is home to the Southport Olympic Swimming Club and learn-to-swim classes and hosts aqua aerobics and deep water running sessions 6 days a week. On top of all of these activities, the centre also offers under water hockey games!

In the three months since opening, the Gold Coast Aquatic Centre has recorded almost 80,000 visits and is currently averaging more than 730 visits per day, up from approximately 490 per day before the refurbishment.

In March 2015, the aquatic centre was awarded the 2015 Gold Coast Building of the Year Award, the People's Choice Award and a Regional Commendation at the Gold Coast/Northern Rivers Regional Architecture Awards.

## Host city

The City of Gold Coast is the host city of GC2018.

## Population

The Gold Coast's population in 2013 was 551,700 and is expected to grow by about 15,000 a year. By 2018 the population should be close to 650,000. The city is increasingly diverse, with a quarter of the population — representing 35 different nationalities — born overseas.

## Climate

The Gold Coast's climate is sub-tropical with 287 days of sunshine annually. Average summer temperatures range from 19 to 29 degrees Celsius (66 to 83 degrees Fahrenheit) and nine to 21 degrees Celsius (48 to 69 degrees Fahrenheit) in winter.

## Transport

The region is served by the Gold Coast International Airport, with frequent domestic services from Melbourne, Sydney, Adelaide and Hobart, and international services from New Zealand and Asia. Brisbane's International Airport also provides links with the USA and Europe. A rail link and the Pacific Motorway connect the Gold Coast to Brisbane.

A public bus network operates across the Gold Coast and a light rail system is operational between the Gold Coast University Hospital and Commonwealth Games Village in Southport at the northern end of the coast, to the central suburb of Broadbeach.



## Attractions and features

The Gold Coast offers an abundance of attractions including:

- 50 kilometres of beaches with an average water temperature of 22 degrees Celsius
- 260 kilometres of navigable waterways (nine times more than Venice)
- a regional Botanic Gardens and 2245 parks covering 20,000 hectares
- world heritage-listed tropical rainforest hinterland
- the largest subtropical rainforest remnant in the world and more than 100,000ha of nature reserves.
- the largest professional life guard service in Australia.
- the largest concentration of themed attractions in the southern hemisphere.
- one of Australia's fastest-growing regions.

Also benefiting from GC2018, Brisbane will host the Shooting and Track Cycling events which is approximately a 55 minute drive north of the City of Gold Coast. Cairns and Townsville will host the preliminary matches of the men's and women's Basketball competition.



## Mayor's message

The Gold Coast 2018 Commonwealth Games™ (GC2018) will lift the city onto the world stage and cement our reputation as the nation's emerging sports capital.

With 3 years to go until the biggest sporting event to be held in Australia for a decade, preparations are right on track and construction of more venues is now underway.

The City of Gold Coast is working closely with the state government and Games partners to ensure a memorable GC2018 for athletes, visitors and locals alike.

The Commonwealth Games will be a watershed moment for the Gold Coast and serve as a catalyst for other major civic projects including the Gold Coast Cultural Precinct.

GC2018 will leave behind a profound legacy for the Gold Coast, including new sporting facilities and transport infrastructure, as well as the less tangible, such as increased city pride, citizenship and community participation.

The City of Gold Coast is proud to be working with our partners to host a great Commonwealth Games that delivers lasting benefits for the people of the Gold Coast.

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

# Arts and culture

Capturing the authentic spirit of the Gold Coast and reflecting Queensland's lifestyle, culture and creativity.

*Courtesy of Sarah Keayes Photography*

The Queensland Government has developed the GC2018 Arts and Culture Strategy in collaboration with the City of Gold Coast and GOLDOC. The vision, objectives and principles set out in the strategy will be used to:

- design a program of cultural activities and events that engage Queenslanders in the Games
- showcase the very best of Queensland culture and lifestyle to the anticipated global cumulative broadcast audience of 1.5 billion.

The strategy seeks to capitalise on the Gold Coast and Queensland's cultural strengths and builds on the outcomes of community consultation recently undertaken around the state.

As well as enhancing the GC2018 experience by creating a buzz and sense of excitement throughout the host city and beyond, the cultural program will result in significant legacy benefits for local communities. The strategy:

- seeks to accelerate the growth of Gold Coast arts and culture and activate creative communities across Queensland
- provides a chance to reinvent our cultural identity and change the way Queenslanders experience and perceive local arts and culture, up to and beyond 2018.

The Glasgow 2014 Commonwealth Games demonstrated that what is happening outside the venues and around the city can greatly enhance a visitor's games experience. A vibrant arts and cultural program is vital to achieving a fun and memorable GC2018.

## Our vision

We will provide experiences that surprise, delight, unite and inspire audiences of locals and visitors alike.

We will capture the authentic spirit of the Gold Coast and reflect Queensland's lifestyle, culture and creativity.

We will offer collective experiences that contribute to a lasting Games legacy for the Gold Coast, Queensland and the Commonwealth.

## Our principles

**Community at the heart:** It's all about people. We want to connect with others in our city, in our state, in our nation and across the Commonwealth.

**Participation and inclusion:** It's about being part of something big and trying new things. There will be ample opportunities for communities to be actively involved and experience different aspects of Gold Coast and Queensland culture.

**Truly local approaches:** It's about offering genuinely authentic Gold Coast and uniquely Queensland experiences and products. High authenticity is especially important for Indigenous components of the program.

**Celebration:** It's about having fun with friends old and new. We want to enjoy the unique atmosphere and excitement of large-scale shared entertainment experiences.

**Partnership:** It's about connecting and a sense of belonging. We will collaborate to activate existing resources for a sustainable whole that is much greater than the sum of its parts.

**Transformation:** It's about renewal and growth. We will drive great legacy outcomes for the local arts sector, build on existing knowledge, experience and expertise and be generous with our learnings for future host communities.

## Our objectives

1. Celebrate the spirit of the Commonwealth through arts and culture
2. Actively engage Queenslanders in arts and culture
3. Uncover and showcase the best of our culture and our active, healthy lifestyle
4. Enhance and extend the Games experience
5. Transform local arts and culture

# Transport

A successful transport operation is critical to the success of GC2018. Delivering transport for GC2018 is a significant task and requires careful planning and smart investment.

*Courtesy of Translink*

The Draft Transport Strategic Plan identifies the strategies and operational principles for GC2018 transport to ensure athletes, officials, media, spectators, sponsors and staff can get where they need to go safely, efficiently and comfortably. It also identifies strategies to ensure local residents can go about their daily business during games time with as little disruption as possible.

Strategies are being developed for additional passenger transport services, park'n'ride, road network changes, enhanced transport coordination and communication around changes to the transport system.

The Draft Transport Strategic Plan was released for public consultation in August 2014, with 19 briefings to individuals and groups, more than 14,000 website and Facebook post views and 19 formal submissions during the month of consultation. Many of the issues raised during consultation will be addressed during the next phase of detailed operational planning. The community and key stakeholders will continue to be engaged as plans are developed and refined in the lead up to 2018.

**The draft Transport Strategic Plan is guided by the following objectives:**

## **Safety and efficiency**

- Transport services are safe and efficient, meeting the needs of the Games Family, spectators and workforce.

## **Positive transport experiences for all**

- Spectator travel provides a positive public transport experience.
- Essential users of the transport network are able to move around during GC2018 with knowledge of changes that may affect their journey.
- A positive transport experience for the Games Family through responsive, flexible and customised transport services from arrival in the city to departure.

## **Balance**

- The smart use of existing transport capacity balanced with targeted investment in new infrastructure.

## **Legacy**

- The transport strategy supports the move toward a more sustainable transport network for the City of Gold Coast and the wider South East Queensland region

### **Network enhancements to support GC2018 delivery: completed projects**

- M1 Pacific Highway additional lanes and interchange upgrades:
  - Nerang – Worongary completed 2012
  - Worongary – Mudgeeraba completed 2014
- Gold Coast University Health and Knowledge Precinct access improvements and upgrades:
  - Olsen Avenue and Parklands Drive completed 2011
  - Smith Street and Hospital Boulevard completed 2014
- Gold Coast rapid transit light rail project stage 1
  - Completed in 2014

### **Network enhancements to support GC2018 delivery: upcoming projects**

- Smith Street M1 Pacific Highway upgrade
  - Forecast to be completed 2015
- Suburban rail upgrade
  - Coomera to Helensvale track duplication is out to tender for expression of interest
- Gold Coast Airport access upgrade
  - Scope is still being determined
- Park and ride infrastructure
  - Boowaggan Road park and ride–project is being defined
  - Gold Coast Northern park and ride–project is being defined

# The Commonwealth

Understand the role of the Commonwealth Games Federation, games origins and the countries in the Commonwealth

Getty Images

## Origins of the Commonwealth Games

The Commonwealth is an association of independent and equal sovereign states.

From Africa to Asia, the Pacific shores to the Caribbean, the Commonwealth's two billion people make up 30 per cent of the world's population and are of many faiths, races, languages, cultures and traditions.

The Commonwealth Games is a unique, world-class, multi-sports event held once every four years. The Games comprise the 71 member nations and territories from six regions which include Asia, Oceania, Africa, Europe, the Americas and the Caribbean.

The first Commonwealth Games, originally called the British Empire Games, were held in 1930 in Hamilton, Canada. The Commonwealth Games are often referred to as the 'Friendly Games' and are used to inspire and connect millions of people around the world.

## Commonwealth countries

### Africa

Botswana, Cameroon, Ghana, Kenya, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Seychelles, Sierra Leone, South Africa, Swaziland, United Republic of Tanzania, Uganda, Zambia

### Americas

Belize, Bermuda, Canada, Falkland Islands, Guyana, St. Helena

### Asia

Bangladesh, Brunei Darussalam, India, Malaysia, Maldives, Pakistan, Singapore, Sri Lanka

### Caribbean

Anguilla, Antigua and Barbuda, Bahamas, Barbados, British Virgin Islands, Cayman Islands, Dominica, Grenada, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and The Grenadines, Trinidad and Tobago, Turks and Caicos Islands

### Europe

Cyprus, England, Gibraltar, Guernsey, Isle of Man, Jersey, Malta, Northern Ireland, Scotland, Wales

### Oceania

Australia, Cook Islands, Fiji, Kiribati, Nauru, New Zealand, Niue, Norfolk Island, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu

## The role of the Commonwealth Games Federation (CGF)

The Commonwealth Games Federation (CGF) is the regulatory body that is responsible for the direction, policy and control of the Commonwealth Games. The Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) is obligated to meet the requirements of the CGF and ensure that all obligations are met for GC2018.

The CGF's vision is to "promote a unique, friendly, world-class Commonwealth Games and to develop sport for the benefit of the people, the nations and the territories of the Commonwealth, and thereby strengthen the Commonwealth".

The core values that underpin the work of CGF are:

- humanity
- equality
- destiny

These values define the CGF's goal to promote and celebrate a unique, friendly and world class Games.

# Venues

New and upgraded infrastructure will provide long-lasting benefits to Queensland for many years to come and all venues are being designed to fulfil the best possible legacy for the community.

## Overview

### GC2018 Venue Delivery Program — 2014 to 2017

New and upgraded competition venues will be delivered at least 12 months ahead of GC2018. The Games will be hosted across 18 world-class venues located on the Gold Coast, Brisbane, Cairns and Townsville. In preparation for GC2018, three new world-class competition venues will be delivered and major upgrades will be undertaken to a further eight venues that will provide important sport and community facilities for South East Queensland.

The \$320 million investment into sport and community infrastructure will generate more than 1,000 jobs during design and construction phase and will drive long-term economic benefits by attracting elite athletes and world-class events to Queensland for decades to come. In addition the Commonwealth Games Village will inject an estimated \$500 million into the local economy over the next five years and will generate more than 1,500 jobs during its construction phase.

The Queensland Government has undertaken detailed planning with key stakeholders and user groups to identify the best possible sport and community infrastructure outcomes for Queenslanders. The Venue Delivery Program provides a road map for how new and upgraded competition venues will be delivered at least 12 months ahead of GC2018.



# GC2018 Venue Delivery Program

## Gold Coast venues

Broadbeach Bowls Club	
Location	Surf Parade, Broadbeach
Design and construction timeframes	Early 2014 to mid 2016
GC2018 events	Lawn Bowls
Permanent upgrades	<p>Broadbeach Bowls Club is the city's premier lawn bowls facility and will host the lawn bowls competition following an update of the facility's 4 existing greens. The lawn bowls facility will be upgraded to accommodate GC2018 competition requirements including minor building upgrades to the clubhouse facility and additional outdoor lighting for the greens.</p> <p>Design work started in early 2015 and upgrade works are scheduled to start in early 2016.</p>

Carrara Indoor Stadium	
Location	Carrara Sports Precinct, Nerang-Broadbeach Road, Carrara
Timeframes	Late 2013 to mid 2017
GC2018 events	Weightlifting
Permanent upgrades	<p>Refurbishment of this multi-purpose indoor venue will be designed to extend community usage of this facility for the next 20 years and beyond.</p> <p>In October 2013, work began to develop the venue concept designs and permanent upgrade works are scheduled to start late 2016.</p>

Carrara Sports and Leisure Centre and Precinct Works	
Location	Carrara Sports Precinct, Nerang-Broadbeach Road, Carrara
Timeframes	Late 2013 to late 2016
GC2018 events	Badminton and Wrestling
New community facility	<p>Revitalisation of the Carrara Sports Precinct will provide new and upgraded facilities for a range of elite and community sporting groups on the Gold Coast. The works include construction of the Carrara Sports and Leisure Centre and upgrades to both Carrara Stadium and Carrara Indoor Stadium.</p> <p>Early site works of the Carrara Sports Precinct started in February 2015.</p>

Carrara Stadium	
Location	Carrara Sports Precinct, Nerang-Broadbeach Road, Carrara
Timeframes	Late 2013 to early 2017
GC2018 events	Opening and Closing Ceremonies and Athletics
Permanent upgrades	<p>This world-class facility will benefit from permanent lighting and technology upgrades and construction work is scheduled to started in late 2016</p> <p>Further temporary works will take place in the lead up to GC2018 that will transform the stadium for track and field competition in addition to a warm-up athletics track.</p>



<b>Coomera Indoor Sports Centre</b>	
<b>Location</b>	Coomera Sports Park, Beattie Road, Coomera
<b>Design and construction timeframes</b>	Late 2013 to late 2016
<b>GC2018 events</b>	Gymnastics and Netball Finals
<b>New community facility</b>	<p>The Coomera Indoor Sports Centre will provide an important piece of community infrastructure for one of the Gold Coast's fastest growing regions.</p> <p>The centre will host the gymnastics competition and netball finals for GC2018.</p> <p>Early site works commenced in February 2015.</p>

<b>Commonwealth Games Village and Parklands legacy redevelopment</b>	
<b>Location</b>	Parklands, Southport, Gold Coast
<b>Timeframes</b>	Site preparation from October 2013. Early works throughout 2014. Construction from 2015 to end 2017.
<b>Facilities</b>	<p>The Commonwealth Games Village at Parklands, Southport will provide accommodation and services to athletes and team officials during the Gold Coast 2018 Commonwealth Games™ (GC2018).</p> <p>New residential development suitable for Commonwealth Games Village use and post-Games adaption for legacy mixed-use development.</p> <p>Delivery of 6500 beds (Games mode) across 1200 permanent dwellings, and permanent retail and commercial office development, minor roads, services and infrastructure, plus approximately 7 hectares of park and open space. In the longer term it will form the key residential, commercial and retail part of the Gold Coast Health and Knowledge Precinct.</p>

<b>Gold Coast Aquatic Centre</b>	
<b>Location</b>	Southport Broadwater Parklands, Marine Parade, Southport
<b>Design and construction timeframes</b>	Completed June 2014
<b>GC2018 events</b>	Swimming and Diving
<b>Permanent upgrades</b>	<p>The \$41.39 million Gold Coast Aquatic Centre redevelopment project was completed in June 2014, almost 4 years ahead of GC2018.</p> <p>This complex project involved:</p> <ul style="list-style-type: none"> <li>• refurbishing the existing 8 lane, 50 metre pool, the 25 metre pool and dive pools</li> <li>• delivering brand new facilities including a new 10 lane, 50 metre competition pool, an elevated spectator concourse with seating for 1000 patrons, new change room and toilet facilities, and a dry dive training facility.</li> </ul>

## Gold Coast venues

Gold Coast Hockey Centre	
Location	Keith Hunt Park, Labrador
Design and construction timeframes	Mid 2014 to late 2016
GC2018 events	Hockey
Permanent upgrades	This redevelopment project includes upgrades to 2 new synthetic pitches, new community facilities and improvements to existing facilities.  The design is underway with construction likely to start in late 2015.

Nerang Mountain Bike Trails	
Location	Gold Coast Cycle Centre and Nerang National Park, Hope Street, Nerang
Design and construction timeframes	Mid 2014 to mid 2016
GC2018 events	Mountain Biking
New community facility	New and upgraded mountain bike trails will provide South East Queensland with a world-class mountain bike facility. Preliminary design work is underway.

Runaway Bay Sports Centre	
Location	Sports Drive, Runaway Bay
Timeframes	Late 2014 to mid 2016
GC2018 events	Squash
Permanent upgrades	A permanent building extension will be built to this indoor facility for the purpose of hosting the Squash competition events during GC2018. This new indoor space will be designed as a mixed-use facility to accommodate a range of indoor sports and community uses in the long term.  Design work is underway and construction is scheduled to begin in late 2015

## Brisbane venues

Belmont Shooting Centre	
Location	Belmont, Brisbane
Timeframes	Mid 2014 to early 2017
GC2018 events	Shooting
Permanent upgrades	The Belmont Shooting Centre is one of a limited number of shooting venues worldwide where all shooting disciplines can be accommodated in one location. The centre was the venue for the shooting competition at the 1982 Brisbane Commonwealth Games and remains the premier shooting venue in Queensland and Australia.  In preparation for GC2018, the shooting ranges will be upgraded with new equipment including electronic scoreboards and shooting targets.  Design work is underway with construction scheduled to begin in late 2015.

Queensland State Velodrome	
Location	Sleeman Sports Complex, Old Cleveland Road, Chandler
Timeframes	Early 2014 to mid 2016
GC2018 events	Track Cycling
New community facility	Construction has begun on Queensland's first indoor velodrome. This exciting new build will be more than just a track cycling facility. The design incorporates a range of additional community sport and recreation uses, including mixed-use sport courts and community function spaces.  A public plaza will connect the new velodrome with an existing world class BMX Super Cross track that promises to create an exciting new cycling hub for South East Queensland and a home to Queensland's track cycling community.

## Minor/temporary infrastructure upgrades

The following GC2018 competition venues will only require minor or temporary infrastructure upgrades.

### Elanora/Currumbin Valley

GC2018 events	Road Cycling
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The Elanora/Currumbin Valley will provide a picturesque location for the road racing elements of the Cycling programme. Starting and finishing at the Merv Craig Sporting Complex, the road race circuit will provide a range of areas for spectators to view the event.

### Gold Coast Convention and Exhibition Centre

GC2018 events	Netball Preliminaries and Basketball Finals
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The Gold Coast Convention and Exhibition Centre, located at Broadbeach, is the City of Gold Coast's premier convention and exhibition venue and the largest regional convention centre in Australia. Completed in 2004, the venue comprises:

- a 5000 seat capacity arena
- 6000 square metres of exhibition space
- more than 1400 underground car park spaces.

### Oxenford Studios

GC2018 events	Boxing and Table Tennis
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The state-of-the-art film and television studios comprise 8 studio buildings that will accommodate the boxing and table tennis competitions.

### Robina Stadium

GC2018 events	Rugby Sevens
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Robina Stadium is an existing, purpose-built football facility with a seating capacity of 27,400. This world-class venue is currently home to the Gold Coast Titans and is well equipped to host major sporting competitions.

### Southport Broadwater Parklands

GC2018 events	Marathon, Triathlon and Walking
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The Southport Broadwater Parklands will provide a picturesque backdrop for a range of outdoor competition events including the Triathlon and Marathon.

### Cairns Convention Centre

GC2018 events	Basketball Preliminaries
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The Cairns Convention Centre is well equipped for hosting professional basketball competitions and other large sporting events.

### Townsville Entertainment and Convention Centre

GC2018 events	Basketball Preliminaries
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The Townsville Entertainment and Convention Centre has extensive use in hosting professional basketball competitions and other large sporting events.



# Financial overview

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## Funding sources

The Gold Coast 2018 Commonwealth Games™ (GC2018) provides us with an opportunity to derive lasting economic benefits for Queensland, with \$2 billion being injected into the state economy and up to 30,000 full time equivalent jobs being created. Building the economy will be achieved through investment in redeveloping and expanding infrastructure and enhancing business both locally and across Queensland.

Tourism, hospitality and retail industries will be positioned to attract visitors, during and after GC2018 and the event will play an important role in Queensland's economic future.

The total cash budget for GC2018 expenditure is \$2.027 billion. This will be offset by estimated operating revenues of \$272 million, contributions of \$115 million from the City of Gold Coast and \$156 million from the Federal Government, leaving a net cost to the Queensland Government of \$1.484 billion.

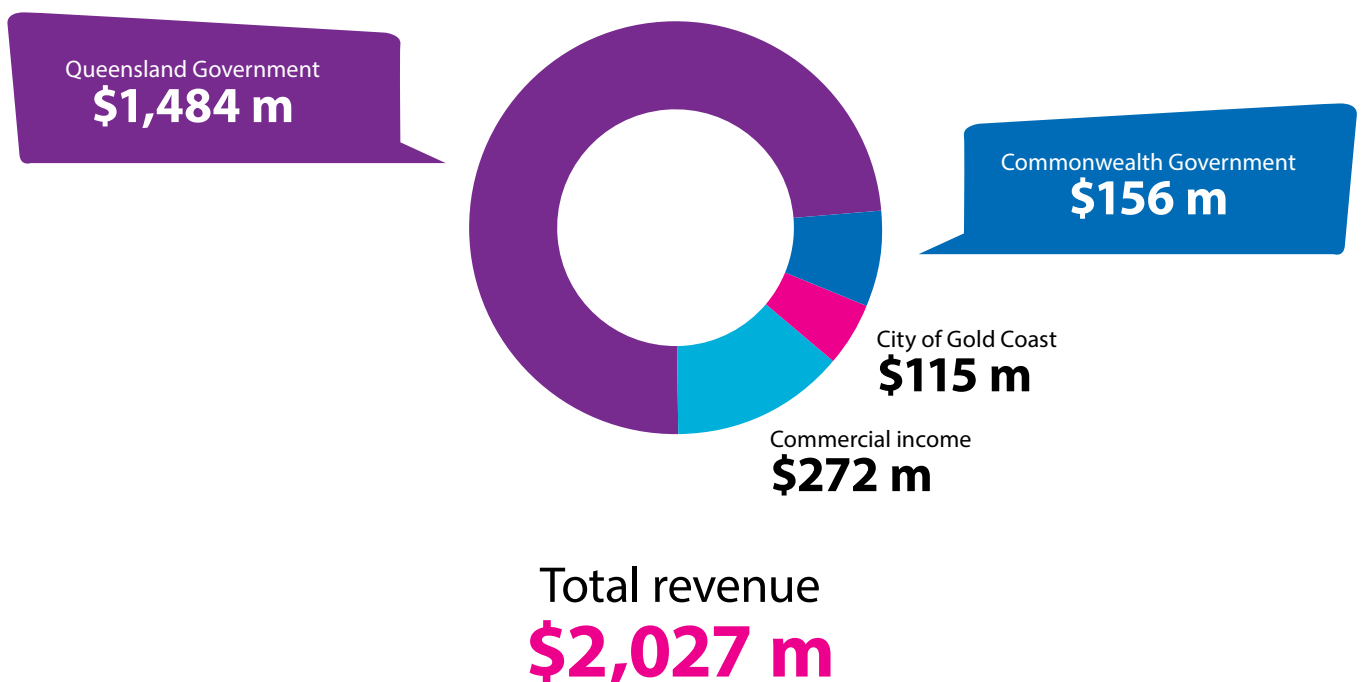
The majority of the estimated expenditure will be incurred after the 2015-16 financial year with the highest amount of expenditure occurring in 2017-18.

The Queensland Government has underwritten the cost of the Games in a guarantee provided as part of the process to bid for the Games and this forms part of the Host City Contract. Costs will be incurred by a number of agencies who are working in partnership to prepare for and deliver GC2018.

The estimated cost of delivering the GC2018 is \$2.027 billion funded by 4 main sources:

- Queensland Government
- Commonwealth Government
- City of Gold Coast
- Commercial income to be generated by the organising committee

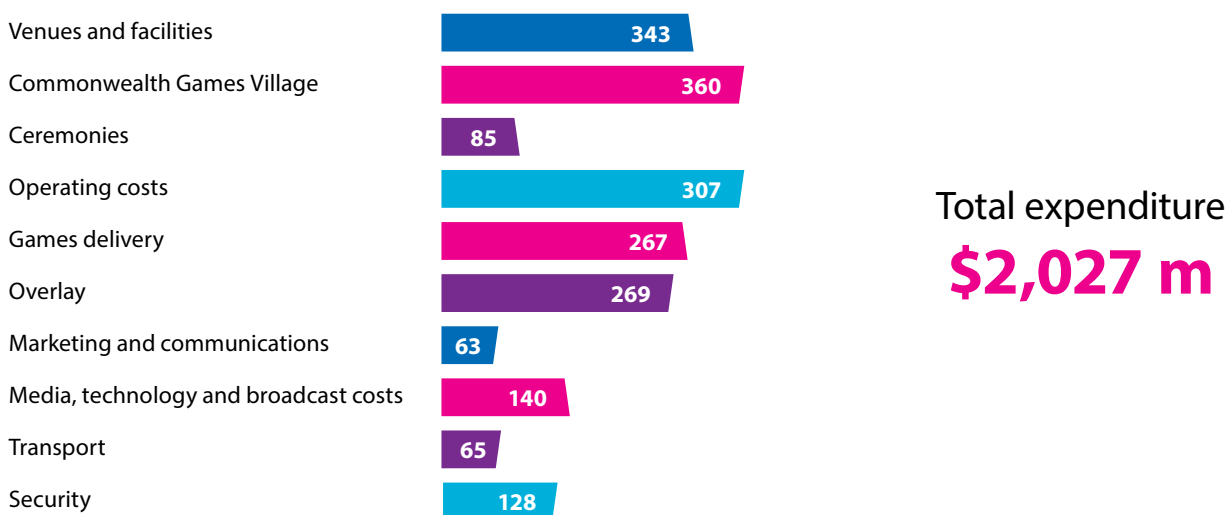
Commercial income includes sponsorship, broadcast rights, ticket sales, licencing and merchandising.



## Budget breakdown

The key areas of expenditure are outlined below. Major budget categories include the Commonwealth Games Village, venues and facilities, operating costs, as well as GC2018 overlay requirements—the temporary infrastructure and equipment required to deliver the Games in our venues.

### Budget summary (\$ million)



## Expenditure to date and key areas of spend

Current expenditure to date has reached a total of \$140 million. Progress in our preparations is on track and within budget.

### Key areas of spend

	2011-12	2012-13	2013-14	2014-15	TOTAL
Venues and facilities	0	8	35	7	50
Commonwealth Games Village	0	1	5	12	18
Ceremonies	0	0	1	0	1
Operating costs	18	13	16	14	61
Games delivery	0	0	2	1	3
Overlay	0	0	0	0	0
Marketing and communications	0	1	1	0	2
Media and technology and broadcast costs	0	1	1	2	4
Transport	0	0	0	0	0
Security	0	0	0	1	1
<b>Total expenditure</b>	<b>18</b>	<b>24</b>	<b>61</b>	<b>37</b>	<b>140</b>

# Opportunities for business

GC2018 provides us with an opportunity to achieve lasting economic benefits for Queensland, with \$2 billion being injected into the state economy and up to 30,000 jobs being created

## Supplying GC2018: the first whole-of-Commonwealth Games approach to procurement

There are a wide range of opportunities for local, regional, statewide and national suppliers to become part of the supply chain for GC2018.

The Queensland Government and the Gold Coast 2018 Commonwealth Games™ Corporation have developed a Procurement Plan for GC2018 that will enable suppliers to plan ahead as it details all estimated procurement opportunities up to 2018 including likely timeframes for approaches to market.

A Business Development Framework is in place to create a legacy through events, workshops and training aimed at raising awareness of opportunities. It seeks to build capability and capacity for suppliers to take advantage of GC2018 procurement opportunities.

## Outcomes for Queensland suppliers

Most GC2018 procurement opportunities during 2014 related to the design, construction and upgrade of Commonwealth Games venues and other key infrastructure. In June 2014, the Gold Coast Aquatic Centre redevelopment project was completed. More than 90 per cent of contractors were from South East Queensland. Continuing these high levels of local participation, the Gold Coast Show Society Relocation involved 98 per cent of contract value being awarded to businesses within South East Queensland.

In partnership with the Industry Capability Network (ICN), supply-chain development is currently underway for several other major projects such as the:

- Queensland State Velodrome
- Carrara Stadium Precinct
- Gold Coast designed Coomera Sports and Leisure Facility.



# Opportunities for business cont.

## Engaging with Queensland suppliers

The focus for 2014 was about raising awareness of GC2018 procurement, with the majority of procurement opportunities still to come.

Local businesses have shown great enthusiasm for GC2018 opportunities with more than 5000 businesses attending the series of procurement information sessions in June-July 2014.

To build on this early momentum, and get businesses thinking about how they can start preparing by working together, a Business Opportunities Showcase for GC2018 was held as part of Queensland Small Business Week in September 2014. Tickets for the Showcase were exhausted only a day after release, making it one of the biggest events of Small Business Week.

The Showcase gave the capacity audience of more than 300 insights into how partnering, networking and collaborating can maximise their chances of supplying to GC2018. It featured presentations from experts including the Head of Supply Chain Development for the London 2012 Olympics and small businesses with track-records of winning major event contracts.

Other events during 2014 included a webinar series, with Chamber of Commerce and Industry Queensland, on how to identify opportunities and make your business visible to Games Partners, including using ICN Gateway.

In a great sign for GC2018 legacy, local businesses have responded strongly so far and can look forward to further industry information sessions, workshops and events during 2015 ahead of many more tenders being released to market.

Participants are finding value in GC2018 workshops:

- In 2014 more than 5000 registrations highlighted significant interest in procurement information sessions
- 12573\* expressions of interest in Commonwealth Games work packages have been registered by approximately 2043 businesses, representing a solid base of supplier interest as procurement activity begins to ramp up during 2015.

\* As at May 2015

## One-stop-shop for Queensland business

The Business and Industry Portal ([www.business.qld.gov.au/commonwealth-games](http://www.business.qld.gov.au/commonwealth-games)) is the one-stop shop for businesses looking for GC2018 opportunities. The site was updated in December 2014 to provide a clear step-by-step supplier journey. It includes a tool that enables suppliers to readily search the Forward Procurement Schedule for relevant opportunities.

Suppliers can visit the portal to access:

- the Forward Procurement Plan and Schedule for GC2018 that enables supplies to plan ahead as it includes all estimated GC2018 procurement opportunities up until 2018, including estimated timeframes to market. This is available in a web-based searchable format to help businesses identify and access only those opportunities that relate to them
- links to the Industry Capability Network (ICN) Queensland Gateway to register and express interest in the relevant procurement categories
- links to Queensland Government QTenders for tender opportunities
- tools, tips and training to help develop and submit tenders
- details of upcoming information sessions, workshops and training to assist local businesses develop their capability in readiness for GC2018 procurement opportunities.



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# Games partners

The major partners involved in delivering a great Gold Coast 2018 Commonwealth Games™

The Queensland Government's overarching objectives for GC2018 are to:

- demonstrate Queensland's ability to stage a successful, inspiring and memorable international event
- leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability
- maximise long-term community, sport and health benefits from GC2018
- strengthen Queensland as Australia's premier tourism destination
- stage a great Games in a great city leaving great memories and great benefits for all.

## Gold Coast 2018 Commonwealth Games Corporation (GOLDOC)

GOLDOC was established in January 2012. GOLDOC sits within the portfolio of the Honourable Kate Jones MP, Minister for Education and Minister for Tourism, Major Events, Small Business and the Commonwealth Games.

Working with Government and Games partners, the functions of GOLDOC are to undertake and facilitate the organisation, conduct, promotion and commercial and financial management of the Commonwealth Games, including events and programs associated with the Commonwealth Games.

The GOLDOC Board is responsible for the way GOLDOC performs its functions and exercises its powers in an appropriate, effective and efficient way. The Board derives its authority from the enabling legislation.



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## The Queensland Government

The Office of Commonwealth Games Delivery (OCGD) leads a coordinated approach to the Queensland Government's delivery of GC2018.

OCGD leads the Queensland Government state-wide program Embracing 2018 to maximise the legacy benefits from hosting the Commonwealth Games as well as the development of a state-wide arts and cultural program.

OCGD also works with other Queensland Government departments, the Federal government and local authorities including the City of Gold Coast to deliver capital infrastructure, transport and security arrangements for the Games.

The Department of State Development is responsible for the delivery of the Games venue and village infrastructure program (capital development of competition, training and key non-competition venues, including the Commonwealth Games Village) and the project and contract management of individual projects.

## City of Gold Coast

The City of Gold Coast (CGC) has established a Commonwealth Games unit and will be responsible for the majority of activities involving city operations for the Gold Coast, festival and city legacy, and is the asset owner of many of the venues.

## Federal Government

The Federal Government, through the Department of Health–Sport, is providing financial and in-kind support to GC2018. Core services to the success of the GC2018 include immigration, customs, and health. In addition, the Federal Government are working with Queensland Government departments and the City of Gold Coast on coordinated security strategies.

## The Australian Commonwealth Games Association

The Australian Commonwealth Games Association (ACGA) is the national body responsible for Commonwealth Games operations, publicity and development in Australia, specifically providing and organising funding, clothing, travel, accommodation and accreditation of athletes and officials to GC2018.

## Governance

New measures were announced in March 2015 to ensure GC2018 is delivered on time and for the benefit of Queenslanders, Gold Coast residents, businesses and industry.

A Tourism and Commonwealth Games Cabinet Committee has been established to bring a new level of leadership to Games delivery. The Committee will provide strategic direction for the delivery of GC2018 and the Embracing 2018 legacy program to ensure Queensland benefits from the Games.

Under the new arrangements, responsibility for the delivery of every aspect of GC2018, including infrastructure, will rest with the Minister for the Commonwealth Games, who will chair the Cabinet Committee.

The newly named Office of Commonwealth Games Delivery within the Department of Tourism, Major Events, Small Business and the Commonwealth Games will provide central authority within Government to assist Games partners in achieving their GC2018 goals.

The Government is committed to ensuring the Gold Coast 2018 Commonwealth Games are the best games ever witnessed and that they leave a lasting legacy for Queensland and the Gold Coast.



# Future focus

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## Venues

2014 saw the start of construction of Queensland's first indoor velodrome and the opening of the Gold Coast Aquatic Centre. So far, 2015 has seen the commencement of construction on the Coomera Indoor Sports Centre which is scheduled for completion 18 months ahead of the Commonwealth Games.

Construction works have also commenced at the Carrara Sports Precinct which is the signature venue precinct for GC2018. It will host the Opening and Closing Ceremonies as well as the Athletics, Badminton, Weightlifting and Wrestling competition events.

## Embracing 2018

We will continue to consult with Queenslanders to ensure we maximise long-term benefits of hosting GC2018. We will add initiatives to the official Embracing 2018 program through our annual Embracing our Games Legacy action plan.

A key focus is finalising our tourism strategy to ensure lasting legacy benefits for Gold Coast, Queensland and Australia's tourism operators.

## Evaluation and Monitoring Framework

The Evaluation and Monitoring Framework for GC2018 has been developed to provide comprehensive visibility of GC2018 initiatives and track performance through flexible interactive monitoring mechanisms.

The framework will track:

- direct and indirect economic benefit and jobs created
- government assistance for businesses to grow capacity and capability to become competitive for both GC2018 contracts other opportunities
- social, cultural and tourism indicators.

The framework will outline indicators for outcomes across the three legacy themes:

- our economy
- our lifestyle
- our community.

The Office of Commonwealth Games Delivery will work with Games partners and other legacy stakeholders to confirm these indicators. An interactive dashboard of these indicators will be simultaneously developed and a baseline evaluation and monitoring report will be available in late 2015.

## Tourism

A key objective in hosting GC2018 is to strengthen Queensland's position as Australia's premier tourism destination.

To maximise these opportunities, we are working collaboratively with key partners to leverage existing events and programs to enhance Queensland's image around GC2018.

The Glasgow 2014 Commonwealth Games showed us the importance of early industry engagement and starting with a strong foundation, and we have listened. We will continue to learn from the experience of other mega sport event host cities.

The Tourism Strategy for GC2018 is currently being finalised. The strategy will drive lasting benefits for Queensland's tourism, hospitality and retail industries.

This strategy will help us maximise and realise opportunities before, during and after GC2018. The aim of the strategy is to:

- maximise positive exposure of Queensland and its attributes as a tourism destination
- improve the national and international perception of the Gold Coast and Queensland brands
- enhance Queensland's service culture to strengthen the tourism, hospitality and retail industries
- extend opportunities to ensure Queensland realises benefits from GC2018, as well as the arts and culture program preceding, during and after the event
- leverage business and product development to grow the skills and capacity of the industry
- promote Indigenous cultural experiences for visitors.

# Contact Us



## Contact us

Email: [embracing2018@dtesb.qld.gov.au](mailto:embracing2018@dtesb.qld.gov.au)  
Phone: 13 QGOV (13 74 68)  
International callers: +617 3405 0970 (+10 hours UTC)

## For more information on Embracing 2018

Website: [qld.gov.au/commonwealthgames](http://qld.gov.au/commonwealthgames)  
Facebook: [facebook.com/embracing2018](https://facebook.com/embracing2018)  
Twitter: [twitter.com/embracing2018](https://twitter.com/embracing2018)  
Youtube: [youtube.com/embracing2018](https://youtube.com/embracing2018)

## Media contact for the Department of Tourism, Major Events, Small Business and the Commonwealth Games

Phone: 07 3087 8598  
Mobile: 0421 618 871

