

Embracing
2018

OFFICIAL PROGRAM
COMMONWEALTH GAMES

Embracing the opportunity



EMBRACING OUR GAMES LEGACY

Queensland's legacy for the Gold Coast 2018 Commonwealth Games™

in collaboration with

CITY OF
GOLDCOAST.



Queensland
Government

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FOREWORD BY PREMIER AND MINISTER

In less than 5 years from now, the XXI Commonwealth Games will be held on the Gold Coast. Being granted the honour of hosting this event reflects a huge vote of confidence in the Gold Coast and Queensland and will bring opportunities for us all. Our athletes will participate in one of the world's leading multisport events on an international stage on their home soil. Sports fans will see live international events on their doorstep. The Gold Coast 2018 Commonwealth Games™ (GC2018) is more than a spectacular sporting event to us. These Commonwealth Games bring tangible and intangible benefits to the Gold Coast and all of Queensland that go well beyond the staging of the event.

There will be up to 30 000 new jobs in preparing and hosting the Commonwealth Games—this will support our government's vision to reduce unemployment to 4 per cent by 2018. These jobs will be in diverse areas ranging from construction through to event management. Our accommodation, transport and other services will be on show. We have the opportunity to entice tourists to the Gold Coast and showcase Queensland as Australia's premier tourism destination. Businesses both large and small can show the world their capacity for innovation, quality products and unmatched services. We will also showcase our state's capital city and regions through events held in Brisbane, Cairns and Townsville.

As the excitement grows, people in the Gold Coast and throughout Queensland will be inspired to embrace GC2018. Some will compete in GC2018 at the highest level, others will give their time and effort to make the event happen, and others will be motivated to take up a sport themselves or help organise sports for our community. We will all contribute directly or indirectly to building healthier, more active and sustainable lifestyles.

Through GC2018, we have opportunities to increase awareness of our heritage, multicultural society and, more broadly, our role within the Commonwealth. There will be a lot of fun around cultural activities leading into and during the event as we embrace and celebrate our communities.

We have the chance to create a lasting legacy from GC2018 that supports the vision of the *Draft Queensland plan: a 30-year vision for Queensland*. We have been encouraged by the interest and enthusiasm of people from the Gold Coast and throughout Queensland about GC2018 and its legacy. This strategy provides us with a well-structured and coordinated framework to make sure we take advantage of the once-in-a-lifetime opportunity presented by hosting GC2018. *Embracing our Games legacy* gives the people of Queensland the chance to take ownership of this opportunity.



The Honourable Campbell Newman MP
Premier of Queensland



The Honourable Jann Stuckey MP
Minister for Tourism, Major Events, Small Business and
the Commonwealth Games

MESSAGE FROM THE MAYOR

Like most Gold Coasters, I was proud when the city was selected as the host for the 2018 Commonwealth Games.

As one of the most defining moments in our history, hosting the 2018 Commonwealth Games is a unique opportunity to showcase the Gold Coast to the rest of the world and deliver profound long-term benefits for future generations of Gold Coasters.

National and international holiday-makers have traditionally known the Gold Coast as a great place to visit, but the Commonwealth Games presents a wonderful opportunity to complete our coming of age as a truly world-class city.

We will share the new Gold Coast story—a city that is inspired by lifestyle and driven by opportunity, a great place to live, work, play, study, invest and do business.

The Commonwealth Games is more than just an elite sporting competition and its success depends as much on our community's passion and support as it does on the technical and sporting excellence of the event itself.

We must maximise this once-in-a-generation opportunity and ensure 11 days of hosting the 2018 Commonwealth Games translates into decades of economic prosperity and a lifetime of social and cultural enrichment.

The 2018 Commonwealth Games can be a catalyst to strengthen community—inspiring a city of citizens, not residents. The onus is on each of us to embrace that 'have a go spirit' and get involved!



Tom Tate
Mayor
Council of the City of Gold Coast



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EMBRACING OUR GAMES LEGACY

Our vision

The Gold Coast 2018 Commonwealth Games™ (GC2018) provides lasting benefits for Queenslanders.

Our purpose

To ensure the Queensland community benefits from the opportunity through partnerships between government, business and community groups.







OUR ECONOMY

Leveraging opportunities to strengthen Queensland's economy and grow business and employment.

What success will look like

- Queensland has an international reputation for delivering high-quality major events.
- Gold Coast and Queensland businesses are competitive for contracts to supply goods and services to GC2018 and other major projects both domestically and internationally.
- The Gold Coast health and knowledge precinct is recognised internationally as a hub for business, research and development.
- Infrastructure developed for GC2018 provides long-term community benefits.
- Queensland is Australia's premier destination for domestic and international tourism.

Strategic links

- *Draft Queensland plan: a 30-year vision for Queensland*
- Parklands Priority Development Area Proposed Development Scheme
- Queensland Procurement Policy
- Local Industry Policy
- *Queensland small business strategy and action plan 2013–2015*
- *Destination success: a 20-year plan for Queensland tourism*
- *DestinationQ*
- Regional destination plans
- Aboriginal and Torres Strait Islander Economic Participation Strategy
- *Science and innovation action plan: turning great ideas into great opportunities*

Key priorities

- Create an innovative and transparent procurement framework supported by a local industry procurement policy and including a range of training, employment and business-support programs to prepare Queensland businesses in the lead-up to GC2018.
- Create a Commonwealth Games Village that will leave an enduring residential and economic community for the Gold Coast as the centrepiece of the Gold Coast health and knowledge precinct.
- Create sporting venues and other key infrastructure to support GC2018 and provide long-term, sustainable benefits to the community.
- Showcase our research centres, innovation services and capabilities to expand our education, research and development partnerships globally.
- Showcase Queensland as Australia's premier tourism destination.
- Enhance Queensland's service culture to position tourism, hospitality and retail industries to drive tourism before, during and after GC2018.

OUR LIFESTYLE

Leading our community to a more healthy, active and sustainable lifestyle.

What success will look like

- Queenslanders are encouraged to improve their health and well-being through physical activity.
- Gold Coast residents embrace sustainable transport through greater use of public and active transport networks.
- Best practice lessons in sustainable event management are transferred to future events.

Strategic links

- *Draft Queensland plan: a 30-year vision for Queensland*
- *Draft Gold Coast 2020*
- *Gold Coast physical activity plan*
- *Draft Gold Coast Sport Plan*
- *Gold Coast economic development strategy 2013–2023*
- *Our natural playground: a parks and recreation strategy for the Gold Coast*
- *Gold Coast Destination Tourism Management Plan 2013–2023*

Key priorities

- Encourage access to new and traditional sports and activities as a universal component of Queensland's lifestyle.
- Encourage people to experience and embrace public and active transport.
- Promote appropriate environmental and sustainability principles in the design of new venue infrastructure and in event management.

OUR COMMUNITY

Maximising opportunities GC2018 presents to celebrate our diversity and promote community cohesion and pride.

What success will look like

- Queenslanders have an increased sense of community and are actively inclusive.
- Queenslanders value and embrace diversity.
- Our sporting and community groups are invigorated with a spirit of volunteering and community service.
- Queensland communities embrace cultural activities in the lead-up to, during and after GC2018.

Strategic links

- *Draft Queensland plan: a 30-year vision for Queensland*
- *Arts for all Queenslanders strategy*
- *Tourism and Events Queensland Events Strategy*
- *Tourism and Events Queensland Regional Development Program*
- *City of Gold Coast Draft Culture Strategy 2013–2023*
- *Cultural Diversity Policy*
- *Department of Education, Training and Employment strategic plan 2013–17*
- *Science and innovation action plan: turning great ideas into great opportunities*

Key priorities

- Ensure the Commonwealth Games recognises, respects and celebrates Aboriginal and Torres Strait Islander communities.
- Enrich Queensland's cultural identity through school-based education programs.
- Involve and encourage Queensland communities in creating their own legacy from the Commonwealth Games.
- Establish programs to provide opportunities to grow and retain our volunteer network.
- Provide opportunities across Queensland for communities to be involved in cultural activities around GC2018.



SUMMARY

Queenslanders will take pride in hosting a successful and memorable Commonwealth Games. But GC2018 is about much more than providing the best competition for athletes and the best event for spectators—it is about making a difference for our state.

It is about continuing to build the Gold Coast into a vibrant economic hub and contributing to a more prosperous, healthy and cohesive community. GC2018 is also a national milestone—it is the first Commonwealth Games to be hosted by a regional city in Australia. Long after the excitement of GC2018 has passed, its success will be judged by the legacy it leaves for our future.

This strategy is about realising opportunities before and after GC2018 to create a positive, sustainable legacy from hosting the event. Three themes capture the legacy that we want to achieve from GC2018: our economy, our lifestyle and our community. These themes will focus our efforts on the diverse range of activities that will realise a lasting benefit for the Gold Coast and Queensland.

Our economy will benefit directly as we build and refurbish sporting venues and facilities and construct the Commonwealth Games Village at the Gold Coast Parklands. This work will look at the future use of venues to ensure our sporting and community groups benefit from top-class facilities. The Commonwealth Games Village will become an enduring residential and knowledge precinct for the Gold Coast to help build a strong economic base for the city's future. The economic benefits of GC2018 will take many forms with opportunities through upskilling, mentoring and business-to-business partnerships.

Domestic and international exposure of our state before and after GC2018 will help boost visitor numbers to Queensland. Importantly, an international audience will see how we deliver high-quality events, how we provide opportunities for businesses to develop and grow, and what a fantastic place Queensland is to visit. This strategy will focus our attention on realising opportunities prior to GC2018 and on maintaining momentum after the event.

*Legacy is
all planned and unplanned...
tangible and intangible structures
created for and by a sport event
that remain longer than the event itself.¹*

GC2018 will inspire Queenslanders to embrace a healthier and more active lifestyle. The excitement of GC2018 will capture the imagination of people of all ages and from all walks of life, and we can use this as a catalyst for individuals and groups to be more involved in healthy living. There will be opportunities for people across Queensland to be involved and to acquire the skills and knowledge needed to lead healthier and more active lives. Some may be inspired to participate in a sport or be more active generally in their day-to-day lives.

Queenslanders can, through GC2018, become more aware of the diversity within our own communities. They will learn about and reflect on our heritage—including that of Aboriginals and Torres Strait Islanders—as well as the many cultures within the Commonwealth. We want the spirit generated by GC2018 to last beyond the closing ceremony in 2018 so that our communities are more connected. This will be enhanced by Queenslanders becoming involved through community-based legacy projects such as local volunteering networks.

To plan, prepare and deliver an event of this magnitude is a huge challenge—one we do not undertake lightly. We will need to work hard and together to successfully host GC2018. That feeling of shared pride, of knowing that we have made it all happen, will help build a more cohesive community. Through this we will build a stronger legacy from GC2018.

This strategy brings the three themes together so that, after the Commonwealth Games has moved on to the next host city, an enduring legacy will be left for Queenslanders. It is our Commonwealth Games, our legacy.



¹ Preuss, H 2007, 'The conceptualisation and measurement of mega sport event legacies', *Journal of Sport and Tourism*, vol. 12, pp. 3–4, 207–28.



THE OPPORTUNITY

Queensland offers an unmatched blend of vibrant cities, pristine tropical coastline, rugged mountain ranges and arid outback.

Our economy is built on a robust resources sector, a strong agriculture and livestock industry and world-renowned tourism. Although the Queensland population is spread across urban centres and remote rural communities, a love of sport permeates the whole state. As one of the world's largest sporting competitions, GC2018 promises to be an event embraced by Queenslanders.

As the host city, the Gold Coast will be the focus of international attention for 11 days in 2018. The opportunities presented by hosting GC2018 extend beyond the chance to enjoy elite sport on our doorstep—they have the potential to generate a legacy beginning well before and continuing long after 2018 across Queensland. This presents an opportunity unrivalled this decade for the Gold Coast and Queensland.

Our objectives are to:

1. demonstrate Queensland's ability to stage a successful, inspiring and memorable international event
2. leverage the Commonwealth Games to derive economic benefits and develop local business and workforce capability
3. maximise long-term community, sport and health benefits from GC2018
4. strengthen Queensland as Australia's premier tourism destination.

GC2018 is the first Commonwealth Games to be hosted in an Australian regional city. It is a chance to show the world the stunning attributes that make the Gold Coast a place where so many people choose to live, work and play. It will provide a platform for the Gold Coast to become a major economic hub supported by growing education and knowledge industries. Conducting some GC2018 events in other regional centres like Townsville and Cairns, as well as in our capital city, Brisbane, helps make the Commonwealth Games a truly statewide event. It is our chance to showcase Queensland to the world.

Merely hosting the Games is not enough to develop a sustained legacy. Legacy must be leveraged and ... be part of an integrated legacy strategy to include community and educational programmes, opportunities for coaching and well-planned, accessible facilities which serve an existing need.²

Legacy opportunities occur before, during and after the event. There will be early economic opportunities with preparing venues, training a workforce and expanding businesses to service GC2018. There will also be some opportunities for training camps and preliminary events leading into GC2018. Strengthening our workforce with trained and experienced people in the construction, tourism, service and event industries will prepare Queensland for a prosperous future. To maximise the benefits for Gold Coast and Queensland business and employment, we need to plan and act now.

Queenslanders will reap the benefits of having world-class sporting and event-support facilities. The development of venues for GC2018 is being carefully planned to ensure they meet community needs before and after the event. Many venues—such as the Gold Coast Aquatic Centre—will be available for use before GC2018.

Afterwards, some will no longer be required in their Commonwealth Games configuration, and will be transformed to meet the needs of the local community as specialist precincts, multipurpose centres and public space amenities. These facilities will have a positive impact on local communities for many years to come.

GC2018 will also help grow awareness and use of public and active transport, due to the extensive transport networks being prepared. The Commonwealth Games provides a catalyst to help mould our built environment to the future we desire.

Of equal importance is the less tangible legacy. GC2018 will inspire people to be involved—to volunteer their time to make the event a success, to present their community and their lifestyle to the world, and to live an active and healthy lifestyle.

People will be invited to contribute as individuals, as part of a local community group or an association of like-minded people. Positive enthusiasm developed from being part of GC2018 will instil community pride in our state. We will achieve this by planning, implementing and evaluating our steps in realising a lasting legacy.

Our chance to build a legacy comes with hosting GC2018. It is up to us to embrace the opportunity. All we need to do is embrace the passion around the Commonwealth Games. We don't want Queenslanders to be just spectators at GC2018; we want you to come with us on the journey, to create and realise a lasting legacy for our communities and future generations.

² Weed, M, Coren, E, Fiore, J et al. 2009, *A systematic review of the evidence base for developing a physical activity and health legacy from the London 2012 Olympic and Paralympic games*, Department of Health, London.



THE JOURNEY SO FAR

CONSULTATION³

Before creating the vision and legacy for individuals and communities in Queensland, we wanted to understand what was important to all Queenslanders in realising lasting benefits from GC2018. From 19 March to 19 July 2013, the Queensland Government, in collaboration with the City of Gold Coast, invited Queenslanders and other Australians to give us their ideas through an online survey. This survey was supplemented with community meetings held on the Gold Coast and in Brisbane in July 2013, where attendees developed and voted on legacy initiatives.

With the support of our state and local government colleagues, the Department of Tourism, Major Events, Small Business and the Commonwealth Games held regional roundtable discussions in Cairns, Townsville, Rockhampton, Gladstone, Mackay, Bundaberg, the Sunshine Coast, Roma and Toowoomba. We met with all local governments in South East Queensland and community representatives from Longreach and Mount Isa. We also met with key stakeholders from business and industry, sporting associations, and environment and community groups. These key stakeholders are working with us to develop and implement many of the legacy projects identified during the consultation process.

All input from key stakeholders and the community was considered and analysed to identify common themes and strategic priorities. These themes and priorities were tested through focus groups held on the Gold Coast and in Brisbane, Cairns and Townsville. Finally, we convened a panel of academic experts to help analyse and confirm our approach. The panel provided us with evidence of what works and tested our assumptions to ensure we have a robust basis for moving forward.

We continue to work closely with our peers in the Scottish Government who, with their many partners, are delivering a legacy across Scotland from the Glasgow 2014 Commonwealth Games. We will learn from their successes and experiences so that we can build a foundation for our own legacy. We are exploring opportunities with them to pass legacy programs from one Commonwealth Games to the next, creating a unique transfer of knowledge and culture.

³ For reports and results from the consultation process visit www.embracing2018.com



Photograph courtesy of Lime Photography

VISION

The Gold Coast 2018 Commonwealth Games™ provides lasting benefits for Queenslanders.

UNDERLYING PRINCIPLES

Embracing our Games legacy is based on four key principles:

Planning and coordination

The legacy must be planned and supported by central coordination across multiple stakeholders.

Long-term objectives

The legacy must adopt a long-term perspective where project objectives align with the strategic objectives of stakeholders.

Business and community projects

The most sustainable, enduring legacy is one that successfully implements numerous business and community projects.

Community engagement

The community needs to be consulted, engaged and involved in realising legacy benefits.

LEGACY THEMES AND PRIORITIES

The legacy is built around three interconnected themes:

- 1. Our economy**
Leveraging opportunities to strengthen Queensland's economy and grow business and employment.
- 2. Our lifestyle**
Leading our community to a more healthy, active and sustainable lifestyle.
- 3. Our community**
Maximising opportunities GC2018 presents to celebrate our cultural diversity and promote community cohesion and pride.

Within each theme, we have identified what success will look like as well as strategic links and priorities. While we have defined three distinct themes, their priorities are strongly interconnected.

This strategy is supported by an action plan outlining priority programs and projects. Many of these will build upon existing models and objectives of our delivery partners. Creating our legacy will be an evolving, active process, so we will continually review our action plan and update it with new legacy programs, projects and initiatives.



OUR ECONOMY

Leveraging opportunities to strengthen Queensland's economy and grow business and employment.

What success will look like

- Queensland has an international reputation for delivering high-quality major events.
- Gold Coast and Queensland businesses are competitive for contracts to supply goods and services to GC2018 and other major projects both domestically and internationally.
- The Gold Coast health and knowledge precinct is recognised internationally as a hub for business, research and development.
- Infrastructure developed for GC2018 provides long-term community benefits.
- Queensland is Australia's premier destination for domestic and international tourism.

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 jobs being created.

These benefits will be fully realised through a strong commitment from government and business to work in partnership. We need to start now to successfully position Queensland businesses to leverage opportunities before, during and after GC2018.

Building the economy can be achieved through strengthening and enhancing business both locally and across Queensland, refurbishing and expanding infrastructure, and building the skills and capacity to create career opportunities and deliver long-term employment prospects. This includes identifying opportunities for Aboriginals and Torres Strait Islanders.

Queensland already has many sports facilities that have hosted high-level competitions. Some are ready for international competition and others will be upgraded to meet Commonwealth Games standards.



Improving and refurbishing these facilities will boost the construction industry—this is already underway with the redevelopment of the Gold Coast Aquatic Centre. The balance of architectural style and function of this facility against the spectacular backdrop of the Broadwater Parklands will create a lasting positive image of GC2018.

Any new facilities required will be planned, located and designed to meet the ongoing needs of local communities before and after the event. The Commonwealth Games Village, for example, will become the key residential, commercial and retail centre of the Gold Coast health and knowledge precinct. Other developments, such as the Carrara Sport and Leisure Centre, will become flexible, multipurpose venues for a wide range of elite and community sports, and will also meet community needs as a place to host recreational events and activities.

Key priorities

- Create an innovative and transparent procurement framework supported by a local industry procurement policy and including a range of training, employment and business-support programs to prepare Queensland businesses in the lead-up to 2018.
- Create a Commonwealth Games Village that will leave an enduring residential and economic community for the Gold Coast as the centrepiece of the Gold Coast health and knowledge precinct.
- Create sporting venues and other key infrastructure to support GC2018 and provide long-term, sustainable benefits to the community.
- Showcase our research centres, innovation services and capabilities to expand our education, research and development partnerships globally.
- Showcase Queensland as Australia's premier tourism destination.
- Enhance Queensland's service culture to position tourism, hospitality and retail industries to drive tourism before, during and after GC2018.

These construction projects will provide opportunities for Queensland contractors, builders and suppliers in the lead-up to 2018. We need to prepare for this by building capacity within businesses and our workforce and by looking at innovative ways of engaging business in GC2018. Building capacity will also help businesses pursue other opportunities in domestic and international markets. As the latest in a series of large-scale international events hosted by Queensland, GC2018 will reaffirm to a worldwide audience our ability to deliver quality experiences for visitors to our state.

Gearing the economy to deliver GC2018 will demonstrate that Queensland is an ideal location to stage future large events. GC2018 provides a platform to develop the reputation of the Gold Coast and Queensland, as it can help raise our profile internationally as a perfect place to visit, learn, invest and do business.

Visitors will experience first-hand why Queensland is a fantastic destination and so will encourage more people to visit the Gold Coast and Queensland. The interest created in and around GC2018 can benefit the tourism economy before, during and after the event.

To embrace that interest and convert it into a lasting benefit, we must ensure that our tourism industry owners and operators are ready to provide high-quality service and experiences.

People from the Gold Coast and throughout Queensland will have a chance to learn new skills and gain valuable, practical experience by supporting GC2018 and related activities through our pre-volunteering program. Training will upskill and grow

the workforce to meet the increased demand from tourism businesses and their suppliers that will be derived directly from the event.

The legacy of positive experiences enjoyed by visitors will enhance Queensland's reputation as a tourism destination, leading to strong future demand for tourism-related services, which in turn will generate more employment and business opportunities.

GC2018 will be preceded by teams visiting to undertake pre-event training and participate in test events. Visiting competitors and their families will be looking for accommodation and support services, providing early visible signs of Commonwealth Games activity and opportunities for business. These visits will also allow us to finetune the operation of GC2018 venues from the athletes' perspective.

CASE STUDY GOLD COAST AQUATIC CENTRE

The \$41.39 million redevelopment of the Gold Coast Aquatic Centre will create a world-class community facility that can be easily adapted to host elite level events. Construction commenced in January 2013 and is due to be completed in June 2014. Local businesses have made a significant contribution to the project, with approximately 96 per cent of contractors coming from South East Queensland, and approximately 65 per cent of these from the Gold Coast. The redevelopment is providing opportunities for local businesses to develop a core set of high-level capabilities and for new businesses to become involved in government projects. Importantly, it is creating a platform for:

- smaller businesses to become exposed to higher level construction processes
- graduates to work alongside key partners in sporting venue design and construction
- businesses to improve their profile through promotion and marketing
- innovation, through the exchange of ideas and a willingness to test new technologies and processes.

Land Solution Australia has provided survey and spatial data to the project team and has been using new technology to assist in preservation of the diving tower structure. Application of the technology is highlighting its potential for future projects and showing how collaborative working environments lead to innovation in construction.

CASE STUDY GENERAL AIR CONDITIONING SERVICES

General Air Conditioning Services is providing specialised air conditioning and ventilation for the Gold Coast Aquatic Centre at the learn-to-swim pool hall and the function and hospitality areas. Working on the redevelopment provides a step up in scale and production from the company's regular business. The project has allowed the company to gain confidence in their capabilities and understand how they may be able to work collaboratively in the future. They hope that it will provide additional exposure of their services:

'Having done a government job involving stakeholders such as state government, local council and Watpac, it provides the evidence that you're capable of undertaking this type of job and gives the credibility to say that you have worked on a Commonwealth Games project. I think it's a unique opportunity.'





OUR LIFESTYLE

Leading our community to a more engaged, healthy, active and sustainable lifestyle.

What success will look like

- Queenslanders are encouraged to improve their health and well-being through physical activity.
- Gold Coast residents embrace sustainable transport through greater use of public and active transport networks.
- Best practice lessons in sustainable event management are transferred to future events.

GC2018 will help promote a healthy and active lifestyle. A healthy lifestyle not only improves physical well-being; it can also positively affect our overall quality of life. GC2018 will be a catalyst to inspire participation in group or individual sport and recreation.

Levels of participation in organised sport are already high in some sectors of the community. Others may be unaware of how easy it is to be involved or may not currently find the prospect appealing or may be otherwise unconvinced. Linking people with the wide range of existing indoor and outdoor facilities, sports centres, parks, cycle paths, bushland areas and waterways is one way of encouraging a healthier lifestyle. Another is to promote memberships of new or existing clubs, groups and associations.



Photograph courtesy of Tourism and Events Queensland

Athletes and other role models will inspire us and encourage us to become more active. These champions will strive to engage people who may not otherwise be attracted to participating in sport and recreation activities. We will look at how we can attract and cater for new members at our community clubs and groups.

Programs of continued development need to be identified and established for athletes, coaches and officials. These measures will help people achieve to the best of their abilities and, for those with the potential, will provide continuous pathways to high-performance sporting success. To implement and sustain these arrangements, there must be a coordinated approach involving government, the private sector, sports bodies and the community.

Key priorities

- Encourage access to new and traditional sports and activities as a universal component of Queensland's lifestyle.
- Encourage people to experience and embrace public and active transport.
- Promote appropriate environmental and sustainability principles in the design of new venue infrastructure and in event management.

While we will encourage people of all ages and abilities to be more active, there will be a focus on stimulating physical activity among children and young people. Being active during formative years can improve physical and emotional well-being, so we will motivate our youth to participate through positive experiences in well-structured, well-supported, robust sports programs.

We will also look at the diversity of our communities and how we can inspire and engage Gold Coast residents and other Queenslanders—including our senior community members—to embrace more physical activity. An inclusive approach will reap benefits for our entire community, as our seniors provide an abundance of knowledge and experience while our children bring the energy and enthusiasm of youth.

As a Gold Coaster, I am so proud our city will host the 2018 Commonwealth Games—it presents an exciting opportunity for our community to be inspired, to come together and engage one another, to get active and healthy, and deliver to the world the amazing experience that is the Gold Coast.

Sara Carrigan OAM

What an amazing opportunity for everyone, young and old, to be inspired by the excellence, fun and commitment of the Commonwealth Games. The excitement in the lead-up to the Games is infectious and its reach will touch every corner of our great sporting state.

Natalie Cook OAM

Five-time Olympian—gold and bronze medallist

GC2018 will provide a focus for environmental sustainability. People will be encouraged to access events through more sustainable means, by using public transport as well as walking and cycling infrastructure. If they have a positive experience during GC2018, they will be more likely to maintain these travel patterns in the future.

Environmental responsibility will be an essential part of the design, construction and management of the GC2018 Games Village, sports facilities and events. Green management initiatives embedded in GC2018 events will provide a demonstrable model of best practice for similar events.

CASE STUDY

PARK 'N' RIDE AT THE BRISBANE 1982 COMMONWEALTH GAMES

The 1982 Commonwealth Games was a watershed event for Brisbane, with it emerging as a modern and confident city, boasting new world-class sport and cultural facilities and the expertise to host major events. The event, together with World Expo 1988, bolstered city and state pride. Another lasting legacy from the 1982 Commonwealth Games was the city's use of park 'n' ride facilities to venues such as the Queen Elizabeth II Stadium and Chandler Sports Complex. Brisbane embraced the new transport management system, with park 'n' ride now being an integral and accepted method of transport to large stadiums within the city. It has also extended to our everyday travel, with commuters being encouraged to use park 'n' ride to travel to work.

CASE STUDY

RE-ENERGISING AN ACTIVE CULTURE—GLASGOW 2014 COMMONWEALTH GAMES

Glaswegians of all abilities and ages are being encouraged to participate in more sport and physical activity. Through building and investing in facilities, and a focus on club, coach and sport development, the 2014 Commonwealth Games is the catalyst for re-energising an active culture in Glasgow. In 2011–12, 780 school-to-club links were established, helping to create new clubs and increase membership. Since 2009 there have been 7500 new junior club members and 1500 new qualified coaches.



Photograph courtesy of Tourism and Events Queensland

OUR COMMUNITY

Maximising opportunities GC2018 presents to celebrate our diversity and promote community cohesion and pride.

What success will look like

- Queenslanders have an increased sense of community and are actively inclusive.
- Queenslanders value and embrace diversity.
- Our sporting and community groups are invigorated with a spirit of volunteering and community service.
- Queensland communities embrace cultural activities in the lead-up to, during and after GC2018.

GC2018 will provide opportunities for people from a variety of backgrounds to collaborate to deliver the event and in so doing build community spirit. We have the chance to strengthen our reputation not only as a country of unmatched beauty, unique flora and fauna and extensive natural resources, but as a country of exceptional community pride and cohesion.

Aboriginal and Torres Strait Islander languages, traditions and culture will help illustrate the history and diversity of our state. We will develop understanding of how our diversity has evolved and expanded with the arrival of successive generations from across the globe. We will raise awareness of the cultural richness of Queensland and of our place within the Commonwealth.

Awareness and knowledge are central to building community cohesion and spirit and an active and healthy lifestyle. A cornerstone of this strategy is the education program that will be rolled out across Queensland's schools. We will stimulate the minds of our students with the ideals and principles embodied in the legacy strategy.

We will encourage young people to value living an active and healthy life as part of a community that promotes inclusiveness, acceptance, tolerance and cultural inspiration.



Photograph courtesy of Tourism and Events Queensland

This will include engaging young people in the 'embrace a Commonwealth country' program, which we successfully initiated during our bid to host GC2018. This program will be implemented in schools throughout Queensland. Students will be encouraged to learn about other cultures and countries of the Commonwealth, creating a more personal cultural understanding and exchange.

The Commonwealth Games uses sporting competition to help strengthen understanding between nations from around the world. We will look to broaden the way we value arts and culture. This will allow our communities to share in cultural engagement and exchange. Our strategy will provide opportunities for our entire state to engage in arts and cultural activities including festivals and live sites as part of GC2018.

Involving the community in delivering GC2018 will show everyone our capabilities. As individuals we will have a chance to appreciate and value the different strengths and perspectives contributed by people from diverse backgrounds.

Key priorities

- Ensure the Commonwealth Games recognises, respects and celebrates Aboriginal and Torres Strait Islander communities.
- Enrich Queensland's cultural identity through school-based education programs.
- Involve and encourage Queensland communities in creating their own legacy from the Commonwealth Games.
- Establish programs to provide opportunities to grow and retain our volunteer network.
- Provide opportunities across Queensland for communities to be involved in cultural activities around GC2018.

People across the state will be encouraged to help through our volunteering program. Through coordinated training and development, we will help identify and enhance our volunteers' strengths, which will generate a skilled, confident and experienced workforce, helping to transform business, family and community life.

The enthusiasm and energy that volunteering generates can be redirected for the benefit of the general community after the close of GC2018.

With para-sports included in GC2018, we will raise awareness of how our communities can be more accessible and inclusive.

Through encouraging individuals and communities to become involved in GC2018, we will provide opportunities for them to create new friendships and build closer relationships with people from their neighbourhoods, other parts of Queensland and even across the Commonwealth.

Queensland Rugby Union is excited to be part of the Commonwealth Games, bringing the community closer together through sport and leaving a legacy beyond the event for future generations.

Jim Carmichael
Chief Executive Officer, Queensland Rugby Union

CASE STUDY

VOLUNTEERING AT THE MELBOURNE 2006 COMMONWEALTH GAMES

The community and event volunteering strategy for the Melbourne 2006 Commonwealth Games included training people from backgrounds traditionally under-represented in the volunteer sector. Under this strategy, 1500 people received training, with 93 per cent completing the course. About one-third of these people applied to volunteer at the Commonwealth Games and three-quarters of these gained positions. This program became the Staying Involved Strategy after the Melbourne 2006 Commonwealth Games.





IMPLEMENTATION AND DEVELOPMENT

Lasting benefits from hosting GC2018 will be realised by government, business, communities and individuals working closely together. We will all bring our own strengths and perspectives to help achieve our vision.

We will need to coordinate a wide range of discrete local community activities. We will clarify the role each activity plays in achieving our vision to ensure we provide the best outcomes for Queensland. We will strive for openness and transparency of the process we use to deliver various components. In realising our legacy, what we do and how we do it is as important as what we ultimately deliver.

Cost remains an unavoidable consideration for realising a legacy from GC2018, so we must be innovative in developing partnerships that work effectively towards shared outcomes. Our process for development and implementation of legacy projects will ensure we balance maximising opportunities with business and community needs.

Through a collaborative, open and honest approach to coordinating legacy activities, our efforts will realise long-term, sustainable benefits for our economy, our lifestyle and our community.



MEASURING SUCCESS

This strategy sets the framework for realising a lasting benefit from GC2018. It is accompanied by an action plan outlining details of how we will realise our vision. We will measure our progress and make changes where necessary. Understanding our successes and experiences on the journey is important in defining the legacy we are creating.

To appreciate and understand how we are progressing, we will routinely monitor our progress and evaluate outcomes. This will allow us to confidently judge our progress.

We will report annually on progress made against our legacy themes and priorities through our monitoring and evaluation framework. By covering the 10-year period from 2013 to 2023, we will track our progress from now until well after the closing ceremony of GC2018. We cannot do this alone, so we are developing partnerships with universities throughout Queensland to independently monitor, evaluate and review our legacy progress and achievements.

We will learn through sharing evaluations and aim to build better outcomes by collaborating from grass-roots community groups to all levels of government. The monitoring and evaluation framework will give us the confidence to enjoy our successes and refine our approaches where necessary.

As we move forward we will be asking how realising the legacy is affecting you and your community, and how you would like to be actively engaged in developing and creating a legacy for our future.

GET INVOLVED

The 11 days of competition will be the sporting highlight of this decade in Australia. There are many opportunities for Gold Coast residents and other Queenslanders to be part of the journey to build a positive, lasting legacy from GC2018. Queenslanders have already helped shape this strategy, and there will be numerous ways for communities to continue to build our legacy.

This strategy is supported by an action plan that, together with our website, www.embracing2018.com, will identify how people and communities can become involved at a local, state and national level to create our lasting legacy.

The Queensland Government is collaborating with other stakeholders to maximise the opportunities presented by hosting the event and community involvement in these opportunities. We recognise that a positive lasting legacy will best be achieved through the active participation of people from the Gold Coast and throughout Queensland—grass-roots involvement will drive and realise the legacy and reap its rewards.

We are committed to involving all Queenslanders. All views on realising a legacy from GC2018 will be considered. In particular, we will engage with local organisations to build partnerships with and between young people so they can be actively engaged in legacy initiatives. We will also be consulting with our Aboriginal and Torres Strait Islander communities and promoting the role traditional owners have in realising a legacy.

We will continue to ask all people from the Gold Coast and throughout Queensland how they would like to shape and drive our legacy for our future.



Photograph courtesy of Australian Sports Commission

MORE INFORMATION

For more information on legacy initiatives and how you can become involved, visit www.embracing2018.com





Photograph courtesy of Tourism and Events Queensland

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Queensland
Government