

Victoria Park

Creating a lasting legacy for Brisbane

Strategic Case Discussion Paper

December 2024



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This report articulates the benefits of a new sports and entertainment precinct located at Victoria Park as a direct legacy of the 2032 Olympic and Paralympic Games. Intended as an independent review that makes the case for this site as the best-for-city location for the major infrastructure associated with the 2032 Games this report heavily references the work of others.

We acknowledge the work by Archipelago as authors of the Brisbane BOLD 2032 Development Vision and their many years of advocacy for Victoria Park as the best-for-city legacy from the 2032 Games.

(www.archipelago.com.au/project/brisbane-bold-2032)

Foreword

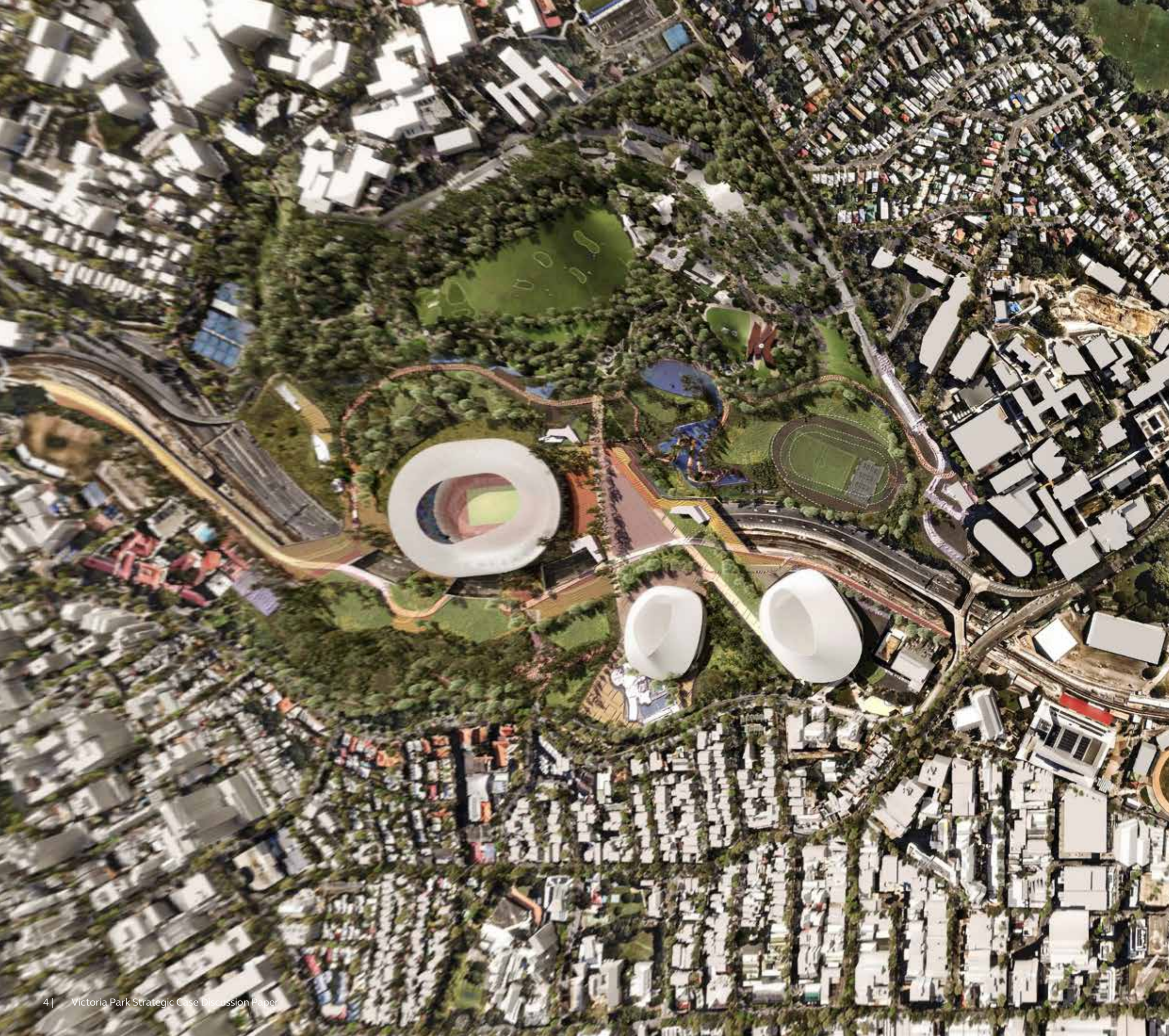
The Brisbane Olympic and Paralympic Games has been a political football, awarded back in 2021, three main stadium locations have already been considered and dismissed.

The conversation has primarily focused around a 'cost' only equation and not the long term 'value' to both the city and state, including the legacy that would endure for many generations to come.

A stadium and/or multiple venues at Victoria Park would be the catalyst that allows AFL, cricket and major international events, including the 2032 Olympic and Paralympic Games, to further propel Brisbane onto the global stage, where this rapidly changing city belongs. Additionally, leveraging the existing investment in mass transit infrastructure provides a sustainable base to build upon.

In anticipation of the 100-Day Venue Review that the recently elected Government will task a new Independent Infrastructure Coordination Authority to undertake, Arcadis has taken this opportunity to articulate the benefits for a new sports and entertainment precinct for South East Queensland (SEQ) to be developed at Victoria Park.

Paul Allan
Brisbane City Executive
Arcadis Australia Pacific

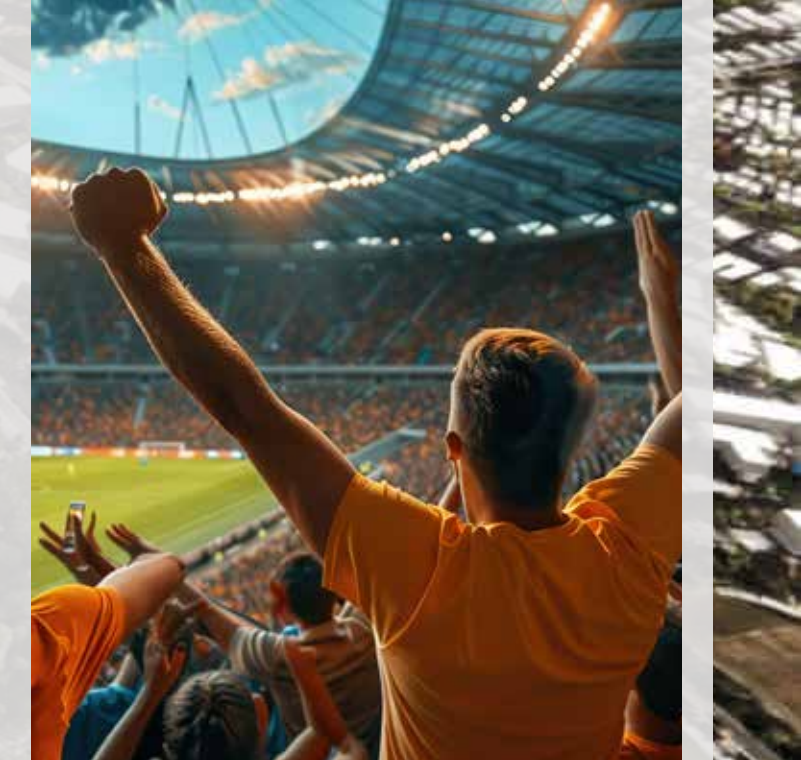


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Executive Summary



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The strategic and commercial rationale for a new stadium at Victoria Park is compelling. The proposal discussed in this document offers a level of adaptability in implementation that is not available in the other options.

The proposal

A new 60,000+ seat oval stadium is the centrepiece of the Brisbane BOLD 2032 concept put forward by the Architectural, Landscape and Urban Design company, Archipelago. A productive use of sports and recreation zoned land that was formerly Victoria Park Golf Course, the site is ideally positioned to leverage further benefits from existing mass transit investments in Brisbane Metro and Cross River Rail. The Brisbane BOLD 2032 concept responds to the driver of the impending Brisbane 2032 Games as an opportunity to create legacy infrastructure for the State. It envisages a sporting precinct that is also able to accommodate a multi-purpose indoor arena and a new National Aquatics Centre. However, we argue that irrespective of the Olympics, SEQ needs a new oval stadium, suitable for cricket, AFL and concerts and that this can be developed in a commercially sustainable way with strong private sector involvement.

The need

According to ShapingSEQ 2023, the population of SEQ will reach 6 million people by 2046. That's an increase of more than 50% on current numbers. Whilst this steep growth trajectory is influencing the development of transport, water, energy and health infrastructure, consideration must also be given to social infrastructure and providing sports and entertainment facilities befitting a region of this scale. The people of SEQ rightfully expect to be able to access world class sports events as well as the top touring performers without having to travel across state borders. We have seen many of the highest profile acts bypass SEQ on their tours of Australia. The Gabba hosted multiple AFL games this year that were sold out, with a growing Brisbane Lions supporter base that requires additional capacity and the future ability of Brisbane to host Test Cricket is uncertain beyond the Ashes of 2025.

The logic

In terms of connectivity and accessibility, a stadium at Victoria Park is hard to beat. Within a 10 minute walk will be the Cross River Rail Exhibition station with high frequency services north to the Sunshine Coast and south through the City to the Gold Coast. All other lines will just be one interchange away. Three Inner Northern Busway stations will provide access to the Brisbane Metro. Additionally with Roma Street station, the CBD and Fortitude Valley all within a 20 minute walk, crowds will have a plenitude of options to disperse post event in a very similar way that makes the MCG work so well from an accessibility and user experience perspective.

The abundance of space available at Victoria Park provides a unique opportunity to develop a world class sports and entertainment precinct in which Queenslanders will take immense pride in. Leveraging the enhanced greenspace and biodiversity available in this unique setting, the precinct has the potential to truly respond to and represent, Brisbane's sub-tropical climate. Whilst the Gabba is an iconic venue in the Australian sporting landscape, the commercial opportunities at that location are limited due to the constrained setting; landlocked by four arterial roads. By designing the Victoria Park precinct with a commercial lens, places will be created that attract visitors 365 days of the year and thus provide the community with a destination that they value as well as a commercial proposition to attract private sector investment.

Flexibility in delivery

The masterplan presented in this document is adaptable. Whilst the ultimate vision shows a Stadium, Arena and Aquatics Centre, the location also makes sense if considered purely from a stadium location perspective. Acknowledging plans are already well developed for an arena at Roma Street, it maybe that such a facility is not realized in this location. However, should the review find that Roma Street is not the most suitable location for a new Arena, there is flexibility for decision makers to assess a combined Stadium and Arena option at Victoria Park.

The right outcome

Much of the commentary and debate around stadiums has focused on cost, and understandably so given the high inflation and cost of living crisis we have been living through. However, the nature of this debate is such that often costs are quoted and compared that are not 'like for like'. Having been supporting Archipelago for some time with this concept, and most recently being the cost consultant to the Paris 2024 Delivery Authority (SOLIDEO), Arcadis has a strong appreciation of construction costings. We estimate the cost of a 60,000+ seat stadium at Victoria Park to be \$2.3bn. It's important to note that for this option, there are no temporary costs in the way that a redevelopment of the Gabba would require significant spending to temporarily re-house the Brisbane Lions AFL and Brisbane Heat Big Bash League teams whilst the stadium is redeveloped.

A new stadium at Victoria Park also provides the opportunity to find a new use for the land currently occupied by the Gabba. Contained within the broader Woolloongabba Priority Development Area (PDA), masterplanning for the precinct is in early stages. There is a fantastic opportunity to develop a vision that sets out the best use for an inner city location to respond to the pressing needs around affordable housing and also provide further green space for the city. The potential social outcomes of progressing the Victoria Park option are sizeable.

During the 2024 Queensland State Election campaign, polling strongly suggested that a new stadium at Victoria Park was the preferred option for an Olympic stadium for the majority of Queenslanders. With outstanding mass transit connectivity, and potential active transport linkages together with the ease of implementation compared to the alternatives, it demands serious consideration.

The Victoria Park stadium will provide the Olympic legacy for Queensland that the residents of our state deserve.



Current Context



Current Context

Victoria Park is only a small part of the way through its journey from a golf course with restricted access and limited environmental value, to an activated park to service Brisbane's growing population.

Infrastructure barriers

Whilst being surrounded by Busway and Rail stations, the flow of people to Victoria Park is limited due to infrastructure corridors that inhibit intuitive movement and border the majority of the site (refer right). The ICB, QR/CRR and Busway corridors all act to restrict movement with their limited pedestrian crossings not aligned to natural desire lines to key stations, social and employment zones.

Limited current public amenity





The existing public amenity within Victoria Park is substantially private or restricted in use with green spaces having evolved little since its conversion from a golf course, including limited investment in play infrastructure. Further, the biodiversity within the park is currently limited and there is minimal consideration of First Nations context.

Combined land uses limit effective green space

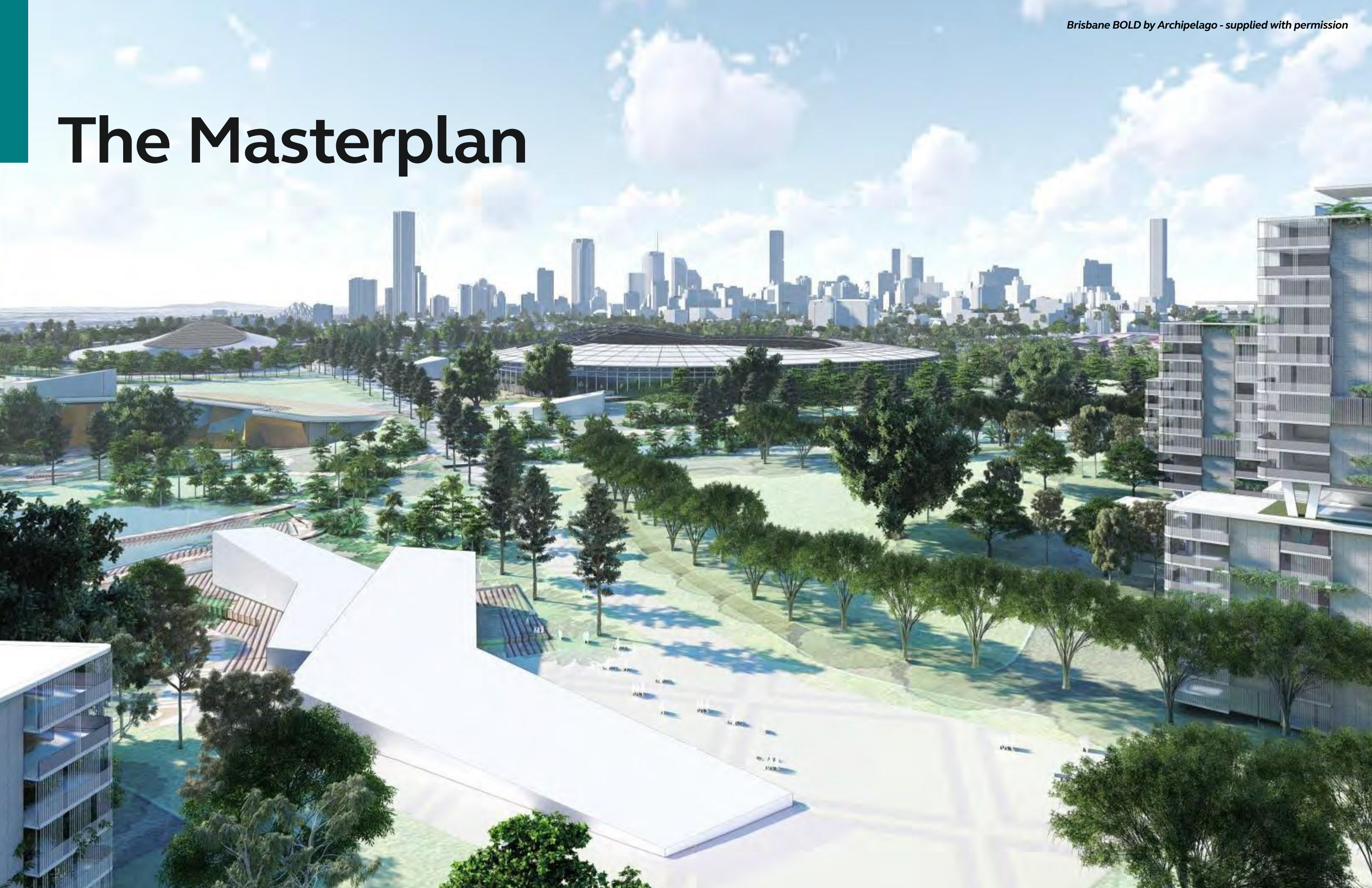
The combined effect of the transport corridors, private/restricted sports infrastructure and the encroachment by other utility assets – covering circa 30% within the park boundary – is a fragmented park with considerable erosion of effective social and biodiversity space.



KEY

-  Key Transport Corridors
-  Restricted/Private Sport
-  Utility/Government Buildings
-  Flood Infrastructure
-  Pedestrian Access
-  Rail Station / Metro Stop

The Masterplan



The Strategic Case

Catalysing the renewal of Victoria Park by the development of Brisbane's primary stadium enables the creation of a people focused green hub to support the future needs and growth of Brisbane.

Through greater activation, clear programming of the park and unlocking of the current accessibility barriers, Victoria Park can have a lasting legacy for Brisbane. All of the proposed works would provide true community legacy value and avoid the need (unlike Gabba and QSAC stadia options) for \$400-1600m in temporary and/or abortive costs.

Unlock access to Victoria Park for all

Through the provision of improved clear and direct links through to Roma Street and Exhibition stations the entire Queensland Rail network is readily accessible to manage the peaks of stadium events through day to day park access. All leveraging the existing mass transit investment and supporting enhancement of BCC's Victoria Park/Barrambin Masterplan.

Enhanced functional greenspace

Through the opening up of the existing restricted greenspace, curation of both functional play and biodiversity spaces, Victoria Park can be readily transformed for the surrounding communities and wider Brisbane. Key to the enhanced green space offering is the provision of further integrated fauna, pedestrian and cycling bridges over the primary severance created by the ICB/QR transport corridor. These can be designed to increase green space, improve accessibility, enhance biodiversity and mitigate acoustic impact of the ICB.

A new global scale sports and entertainment precinct for all Queenslanders

The scale of Victoria Park with its enhanced accessibility enables the creation of a global standard entertainment precinct potentially leveraging both the stadium and an arena. This will not only drive activation but improve commercialisation opportunities and wider safety through more consistent activation.

Further opportunities exist, as outlined in the Archipelago Masterplan, to leverage the potential National Aquatics Centre, Herston Health and QUT Kelvin Grove Precincts to create a national sports health centre of excellence and cement Queensland's position as the home of aquatics in Australia.

Consolidation of Olympic and Paralympic venues enabling other precincts

Through the consolidation of core Olympic and legacy venues in an accessible, easily construction managed precinct other considered sites can be (re)focused on their optimal community use. Be it housing focused mix use (Gabba), green corridor (Roma Street Parklands) or other uses.



The Masterplan

The masterplan location and orientation (ideally north-south) for the stadium within Victoria Park needs to be developed in consultation with the venue designers, wider stakeholders and preferably potential funders. An evidence base is required to finalise the masterplan that is supported by current and key stakeholders with a potential direct interest in the legacy (and Games) outcomes and not simply those of a specific venue or proponent. These include the Turrbal and Yuggera First Nations groups, BCC, GICA, TMR, QR, Transurban, QUT, Herston Health Precinct, RNA, AFL and Cricket Australia ,amongst others.

60 ha of Activated Blue/Green Open Space

Elevated Land Bridge

- Stitching together the disconnected parklands
- Fraction of the cost of capping Roma Street
- Adds 15ha of Open Space
- Safe public realm facilitates event infrastructure

Brisbane Stadium

- 60,000+ seats
- Greenfield site \$2bn saving
- Unlock Gabba for appropriate mixed use development

Community Sports Precinct

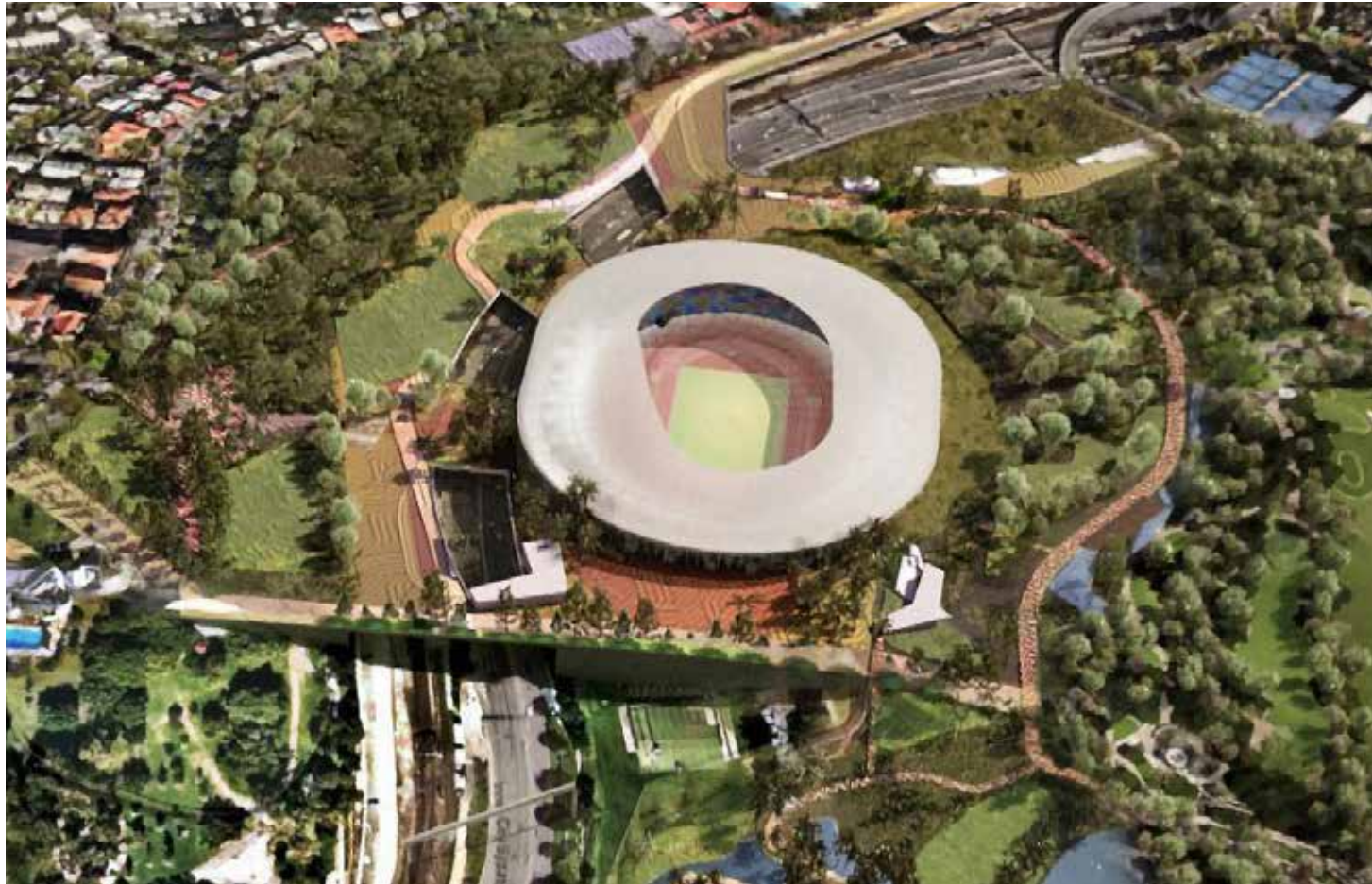
Brisbane Arena

- 12,000 seat arena
- Greenfield site -\$2bn saving
- Complimentary to RNA, Qld Museum, Valley Live Music
- Leverage stadiums and open space
- Removes sterilisation of Roma Street

New National Aquatics Centre

- 18,000 seat aquatics centre
- Integrated with Centenary Pools
- Restored significant heritage
- Two Diving, two Olympic Pools (no warm up issues)
- Redeploy cost of temporary pools in Arena for 2032

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Brisbane Stadium

Victoria Park provides the optimal venue for the implementation of a new Brisbane Stadium. It's central location and access to major rail and busway stations enables maximum resilience in operations whilst leverage existing Government transport infrastructure investment.

Catalyst to greater activation

The implementation of Brisbane Stadium, creates the opportunity to drive activation in Victoria Park and support the transition from it's current fragmented use through to a green community asset to support Brisbane's evolution and outsized population growth.

The stadium delivery will support the unlocking of Victoria Park through the improvement of direct links through to Roma Street Station and reduced visual and noise impact of the ICB/QR rail corridor adjacent.

Integrated planning of the stadium will support delivery and augmentation of the current BCC Victoria Park/Barrambin Masterplan and drive more focus around its design principles and strategies, including the proposed cultural landscape approach.

The incorporation of the elevated land bridge will enable the existing green space proportion to be maintained whilst delivering greater biodiversity and opportunity for improved fauna corridors.

Expansion opportunity

The Stadium and Victoria Park can further be enhanced through the consideration of additional complementary uses within the Park that drive activation and thus factors including safety, commerciality and ability to implement masterplan objectives.

These considerations are included in the following pages.



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Brisbane Arena

Housing Brisbane Arena within Victoria Park provides an opportunity to create a global scale entertainment complex to drive activation, attract global acts and create round the clock vibrancy and activation.

Global entertainment precinct

Arena developments have been evolving globally with a steady transition from Government run and managed assets through to privately funded and operated venues integrated into wider entertainment districts. The integration of arena development, operation and management has created greater commercial opportunity and better commercial alignment to incentivise venue activation.

The Brisbane Arena offers an opportunity to integrate the Stadium and Arena operations and management, to facilitate greater activation and open up more commercial opportunities (reducing government funding requirements). Arena's like O2 London, Wembley Arena and LA Live have all created vibrant precincts driving wider benefits through the activation that multiple complementary uses have provided.

Curation of active spaces in equivalent Australian entertainment precincts (Moore Park Sydney, Melbourne Sports Precinct) has not been as successful due to factors including a concentration of single uses and a lack of weekday activation and commercial use. Further the ongoing subsidisation by the State of these venues limits commercialisation opportunities due to perceived challenges around social license and government funding.

Ultimately the creation of an integrated entertainment district enables the attraction of more people to and the greater activation of Victoria Park.



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New National Aquatics Centre

A new national aquatics centre provides the opportunity to create a lasting sporting legacy for Queensland. This provides the potential to leverage human capital within the adjacent QUT and Heston Health precincts to develop a center of excellence in sports science.

A Games national legacy

For a country synonymous with Olympic and Paralympic swimming success, Australia is unique in global elite swimming circles in not having a single national elite aquatics facility. Whilst an arena could be configured to deliver swimming and basketball the temporary nature and cost of the event does not provide a lasting legacy, in what is the defacto home state for swimming.

A sport science and health legacy

The adjacency of both QUT and Heston Health precincts to Victoria Park and a potential National Aquatics Centre provides an opportunity for legacy through innovation aligned to the Government Innovation for a Future Economy policy.

Further the four primary pillars of the Elevate 2042 : Brisbane 2032 Olympic and Paralympic Games Legacy Strategy are aligned to a Games focused Victoria Park. These key pillars of improved connectivity, economy of the future, a better environment and sports health and inclusion are all supported through the legacy masterplan uses identified herein.



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Elevated Land Bridge

Connectivity to and through Victoria Park has been severed via historical transport infrastructure construction (ICB, QR network and Inner Northern Busway). In addition to physical separation the noise and air pollution impact the functionality and use of Victoria Park.

Land bridge to drive connectivity

By extending the number of land bridges over the ICB/QR corridor, either continuously or through a series of discrete sections, pedestrian connectivity to key public transport nodes (particularly Roma Street Station) can be provided. This can ensure more points of connectivity (for a wider variety of users and abilities) for the surrounding area with reduced travel times.

Increased connectivity will open up the park for use by more people in Brisbane as a destination as well as managing the people flow requirements of major Stadium and Arena events. It will further drive patronage through the public transport network (refer next section) as well as pedestrian and cycling networks.

Green corridors for a better environment

The land bridges can be configured to have a positive impact on Victoria Park and the wider environment. As well as opening up the park to more people and great use, habitat corridors can be incorporated to increase the net amount of green space within the Park, offsetting the impact of the new venues. They can readily be configured to provide acoustic treatments to offset the impact of the ICB on the effective use of the park.

Transport and Movement



Connectivity

Ideal location to connect with the strategic transport network to maximise coverage, Victoria Park is ideally situated to leverage the accessibility, and generate further benefits provided by current major transport infrastructure investments.

The commencement of Brisbane Metro and the opening of Cross River Rail will mean a stadium at Victoria Park will require no additional expenditure on mass transit solutions.

Line 2 of the soon to be opened Brisbane Metro utilises the Inner Northern Busway that runs along the western and northern extents of the park. Planning is also underway that could see Brisbane Metro extended to Brisbane Airport via this route. Nonetheless, existing bus services utilising the Inner Northern Busway provide connectivity north to Chermside via Kedron and south to South Bank augmenting the public transport options provided by heavy rail.

When Cross River Rail opens in 2026, the rebuilt Exhibition station will provide high frequency services to the Sunshine Coast and Gold Coast without interchange. All other suburban, regional and interstate train services will all be accessible through just one interchange (via Exhibition Station) or within a 20 minute walk to Roma Street and Bowen Hills stations.

With these high-quality connections, the population catchment within 90 minutes travel time by public transport is some 5% higher at Victoria Park, compared to the Gabba.

Furthermore, the multiple and dispersed connections between the stadium precinct and the mass transit network, provides a key competitive advantage of the Victoria Park option over other alternatives.



Brisbane Metro

Exhibition Station

Roma Street Station

Fortitude Valley Station

Central Station

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Accessibility

One of the big mobility challenges associated with major stadiums is that the majority of patrons want to exit the venue and head home or to their next destination, at the same time.

In order to avoid congestion and delay exiting the stadium precinct, it is desirable for patrons to want to head in a range of directions.

The Victoria Park concept addresses this requirement with Brisbane Metro stops to the west and north, Exhibition Station to the north east, Roma Street Station to the south and the CBD to the south east, all within 20 minutes walking distance (assuming upgraded and clearly signed active transport connections are developed).

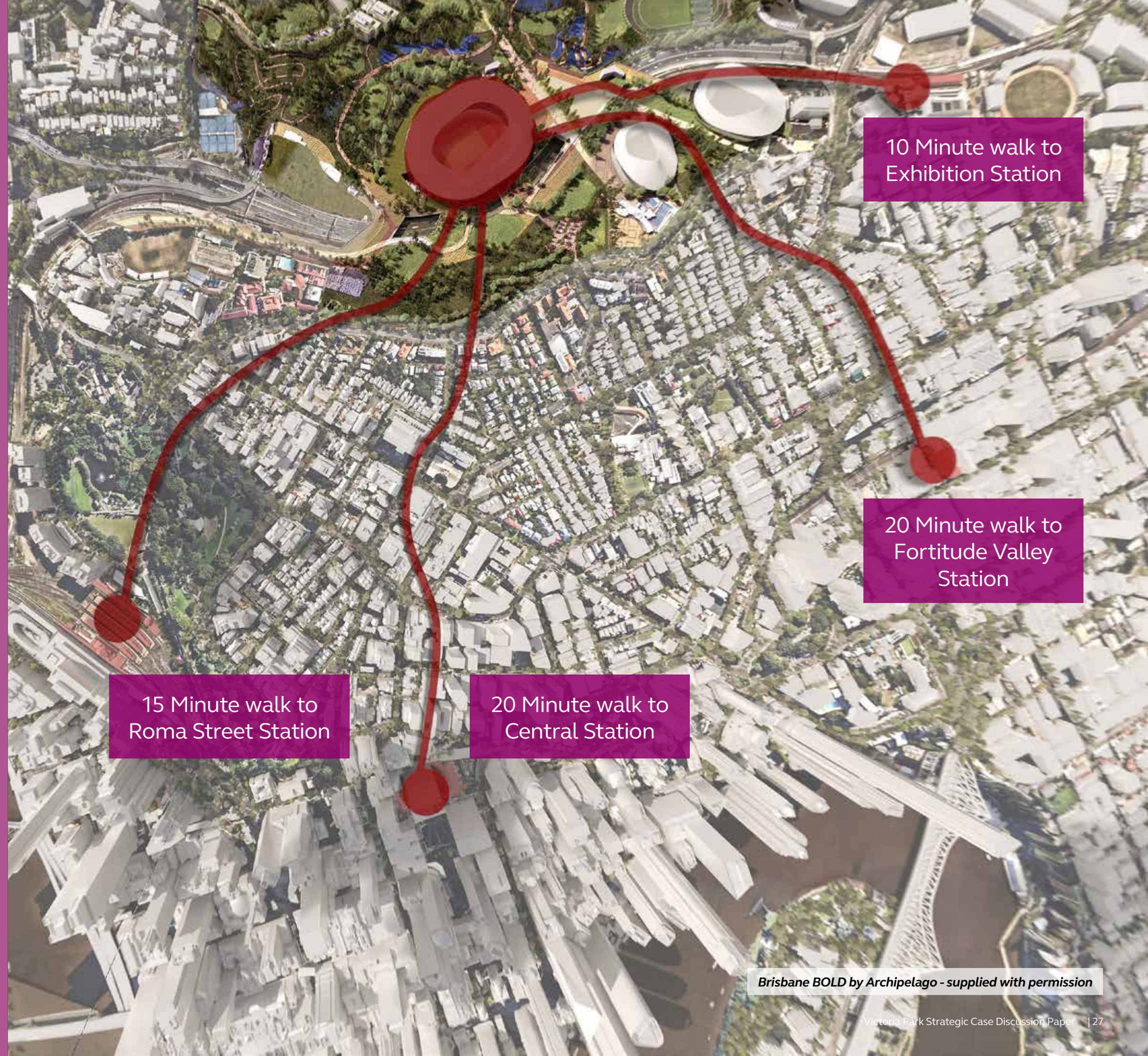
The movement of pedestrians within the stadium precinct must support the commercial objectives of the development. The parkland setting promotes a pedestrian movement network that responds well to Brisbane's sub-tropical climate with the abundance of space providing the opportunity to establish a high amenity precinct supported through both green and blue zones. Natural shade will be provided to offer some relief from the Queensland sun and of course principles of equality will be applied so that the facility can be enjoyed by everyone.

Benchmarking Accessibility

It is useful to consider the accessibility of the Victoria Park location in the context of some notable national and global benchmarks. Likened to the MCG where up to 100,000 people disperse to train and tram at Jolimont, train and hospitality at Richmond, tram at Melbourne Park and a 20 minute walk into the city (see following page for local and global benchmarks).

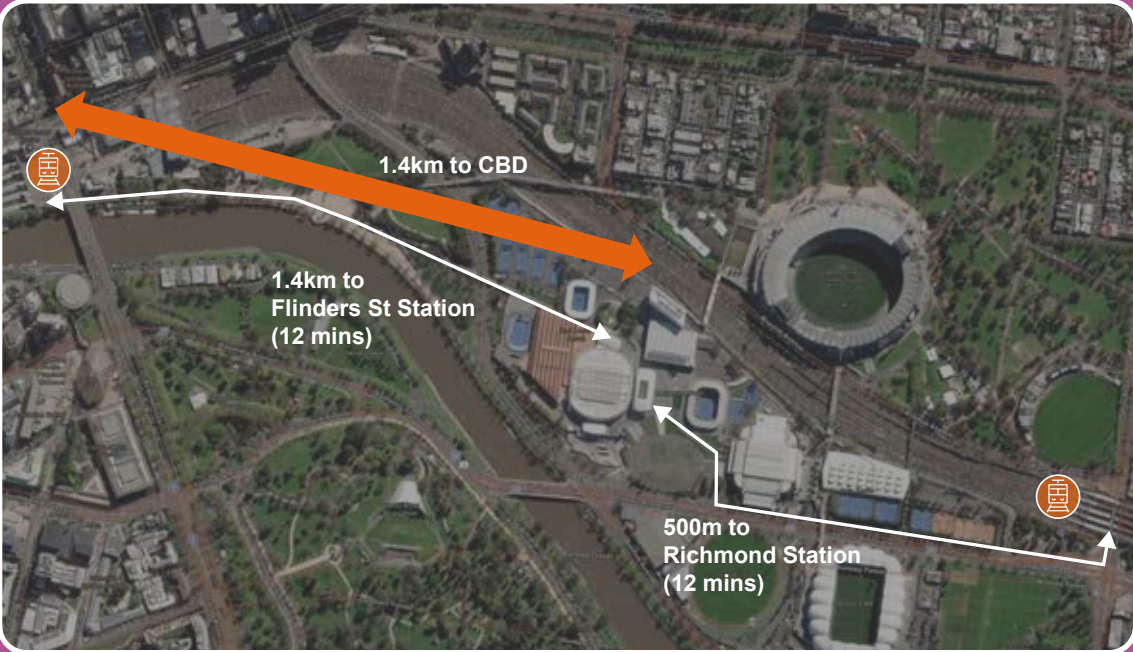
In Sydney the Moore Park precinct, home to the SCG and Allianz Stadium, is located some 3km from the CBD and about a 30 minute walk from heavy rail. It is though serviced by the Sydney Light Rail. Despite the two stadiums, there has been little activation of the broader precinct and hence limited activity within the precinct outside of event days. Conversely Wembley Stadium in the UK, highly serviced through multiple Heavy Rail and Light Rail (London Underground) connections, is a fully activated precinct with an Arena, retail, restaurants, civic facilities as well as residential and broader commercial land uses.

These examples are illustrated on the following page.



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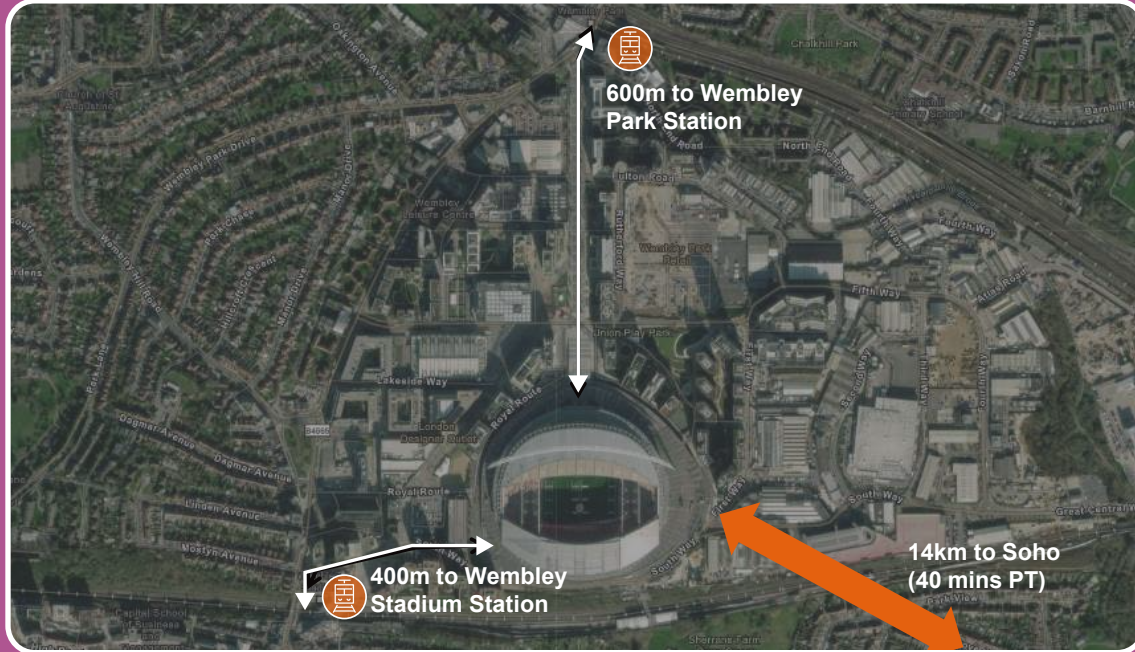
National Benchmarks



- Strengths:**
- Proximity to city
 - Multiple rail connections
 - Proximity to amenity
- Weaknesses:**
- No Aquatics Centre
 - No ongoing activation or commercial return (MP underutilised outside of AO time)
- Precinct Includes:**
- Olympic Sized Stadium
 - Tennis Courts
 - Arenas (basketball, netball, gymnastics, etc.)
 - Soccer/rugby stadium

Melbourne Olympic Park, Melbourne Victoria

Global Benchmarks



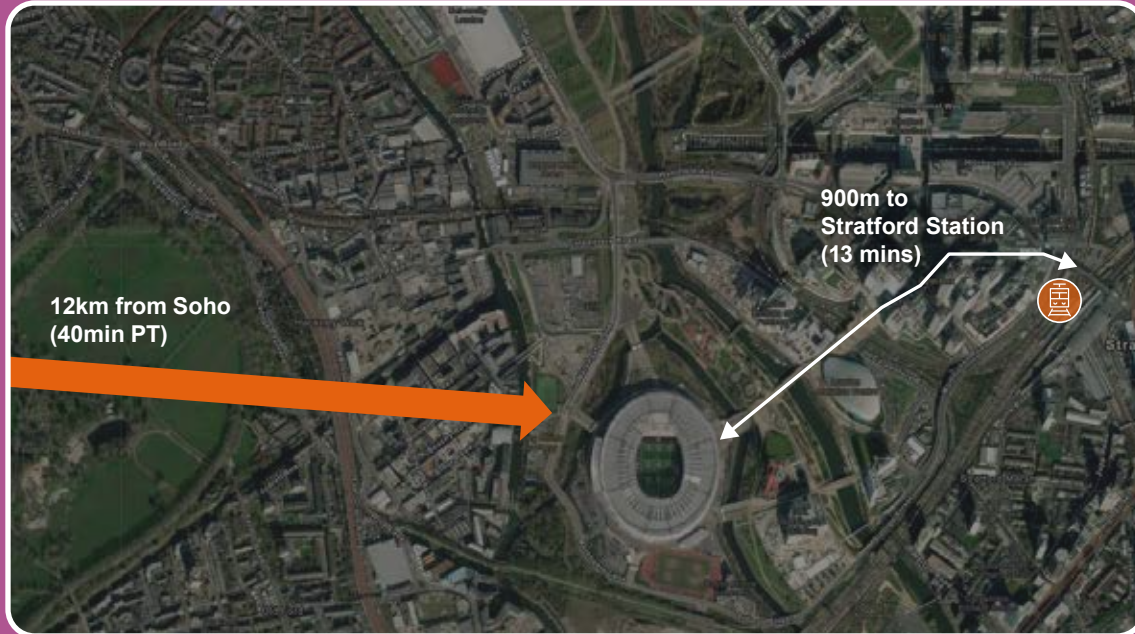
- Strengths:**
- Multiple rail connections
 - Strong ongoing activation
- Weaknesses:**
- Limited venues collocated
- Precinct Includes:**
- Olympic Sized Stadium
 - Arena
 - Hospitality/Retail
 - Civic Facilities
 - Commercial
 - Residential

Wembley Park, London, UK



- Strengths:**
- Proximity to amenity
 - Proximity to CBD
 - Integrated into commercial and suburban landscape
- Weaknesses:**
- Limited venues
 - No close heavy rail connections
- Precinct Includes:**
- Olympic Sized Stadium
 - Soccer/rugby stadium
 - Commercial
 - Hospitality/Retail

Moore Park, Sydney, NSW



- Strengths:**
- Full Olympics venue provision
 - Proximity to train station
- Weaknesses:**
- No ongoing activation
- Precinct Includes:**
- Olympic Sized Stadium
 - Aquatics Centre
 - Tennis Courts
 - Arenas (basketball, netball, gymnastics, etc.)
 - Residential
 - Commercial
 - Hospitality/Retail

London Queen Elizabeth II Park, London, UK



Implementation

Implementation

Victoria Park offers appropriate space to manage staged phasing and implementation of the identified venues in parallel with the safe operation of the remainder of the Park and adjacent rail, road and bus networks. This can derisk a critical component of the Games delivery.

Permanent and construction access

The adjacent road network provides flexibility and resilience in both temporary construction access and permanent venue operations access, without providing an unacceptable construction or permanent phase burden to existing road users.

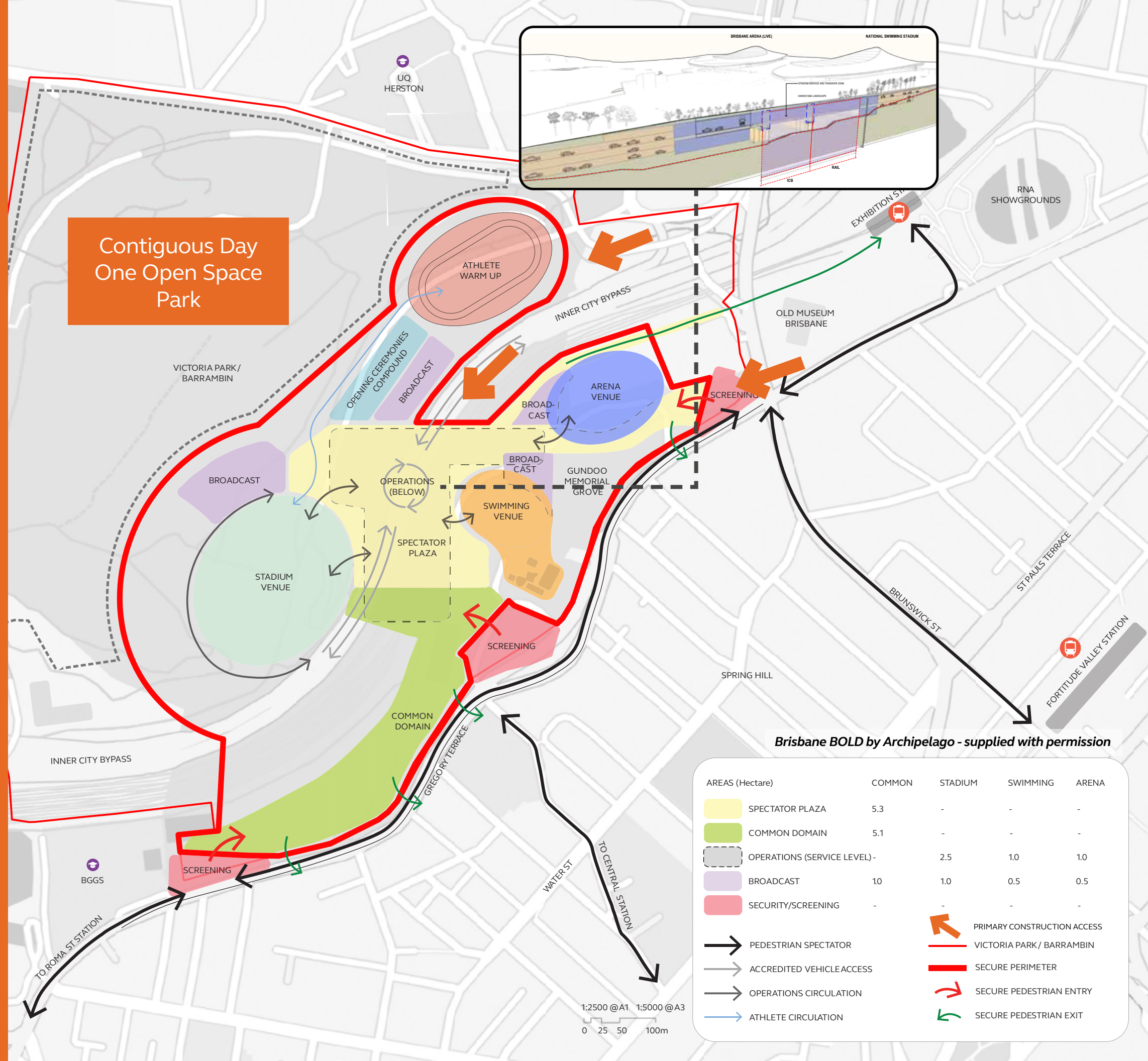
During both operations and construction managed access through multiple points (including potentially directly off the ICB) enables relatively unencumbered access to enable efficient construction.

Key challenges and risks

The scale of the Victoria Park site provides both **significant access and working areas** to enable flexibility and avoid access related cost escalation. Further construction program risks (refer next section) can readily be managed through enabling works and advanced packaging (for utilities, site preparation etc. if required).

Maintaining a functional park space is essential **through the extended construction period**. The scale of Victoria Park and the proposed stadium zone enables maintenance of a functional park space for the local community, including potentially the early implementation of BCC's proposed masterplan. Further the overall provision of the deck over the ICB/QR transport corridor will enable the creation of greenspace to offset that consumed in the permanent scenario by the new stadia.

The planning, business case and statutory planning of the revised masterplan will provide a considerable program challenge. As well as determining the brief for key stadia/events the wider **masterplan will need to be taken through a design and business case process**, including key stakeholder engagement on critical areas including First Nations and environmental design. It is recommended these factors are considered in an integrated manner through a single project team to reduce interfaces.



Program

Program analysis of Victoria Park highlights sufficient periods to plan, procure, deliver and test the Stadium (and alternate venues).

Importance of masterplanning

The various proposals identified to date for Victoria Park, including the considerable work undertaken by Archipelago on which this document has been developed, have been largely unfunded, driven by singular stakeholder drivers. This lacks the comprehensive analysis and stakeholder engagement required to deliver a comprehensive plan for Victoria Park that delivers a strong legacy outcome.

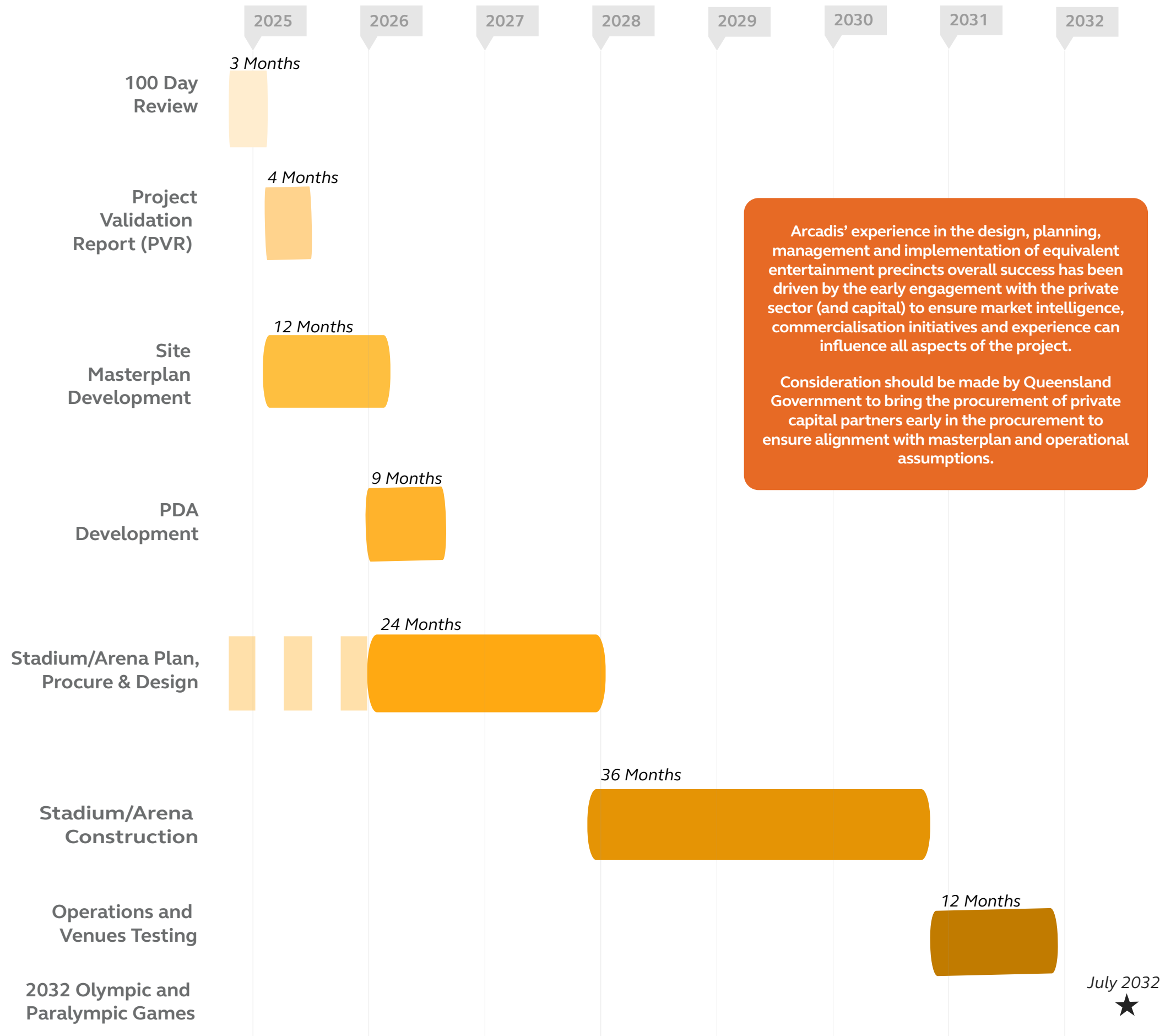
Following the 100 day review decision making process both PVR and Masterplan will need to be developed in parallel to ensure the balance of technical, social and commercial considerations influence the configuration and procurement strategy for the nominated venues and wider Victoria Park.

Planning and beyond

This masterplan process would feed into the formal statutory planning process of either a PDA or an equivalent mechanism preferred by the Games Independent Infrastructure and Coordination Authority (GIICA) (and potentially allowed for under future equivalent legislation). This would be developed in parallel with the Stadium and wider Park detailed planning, procurement and design.

These time frames enable flexibility in a number of areas, including:

1. Venue Procurement which could be delivered to these timings from a spectrum including full Government delivery (and funding) through to Private Finance type options,
2. Identification and implementation of enabling works, if required to further derisk the program and potentially provide unencumbered sites to venue developers/ builders to drive risk managed commercial efficiency,
3. Sufficient time for (IOC mandated) operational and venue testing requirements for live events including concert, cricket and AFL.



Strategic Cost Assessment

As part of this assessment, Arcadis has prepared a high-level magnitude order of cost assessment to demonstrate the relatively cost effectiveness of the Victoria Park Precinct. While there are certainly challenges to delivering the Victoria Park precinct, it does have the combined advantages of being a largely greenfield site with excellent access.

The costs provided here are inclusive of managing contractor associated costs, including preliminaries, overheads, margin and design contingency/risk. Consultant design fees have also been included as well as all statutory fees and authority charges, project management fees and all client associated costs assuming that the project will be led by the state government. All costs are at current day pricing (Q4-2024) and future construction cost escalation is excluded.

By way of comparison, the total reported cost of building a new Indoor Arena over Roma Street, upgrading the existing Gabba and Suncorp Stadiums, and the repurposing of QSAC equates to \$5.4Bn. Assuming that this cost is on a like-for-like basis, under the Victoria Park Precinct the total cost of providing a new 60,000-seat Brisbane Stadium, the associated public realm deck, a new Indoor Arena, and a new Centre of Excellence National Aquatics Centre, equates to \$5.2Bn. With all of the advantages that a consolidated and integrated sports precinct would bring, this analysis demonstrates that more value can be delivered and at a lower cost.

Figures are AUD.



Item Description	Total Construction cost	Project On-Costs	Total Project Costs
Allowance for Public Realm Deck	1,123,000,000	121,000,000	1,244,000,000
Allowance for New Olympic Stadium	2,384,000,000	257,000,000	2,641,000,000
Allowance for New Indoor Arena	795,000,000	86,000,000	881,000,000
Allowance for New Aquatics Centre	461,000,000	50,000,000	511,000,000
Allowance for New Parkland	651,000,000	70,000,000	721,000,000
Total Project Cost of Victoria Park Precinct	5,414,000,000	584,000,000	5,998,000,000

Value Creation Opportunity



Value Creation

Sports and Entertainment Precincts in Australia have variable records on commercial feasibility and generally require State Government support to both develop and sustain their capital assets (Melbourne Sports Precinct, Moore Park Precinct etc.). Internationally the focus is on capital funders with domain expertise often coupled with a global roster of talent to drive constant occupancy and activation within each precinct.

Ultimately the public is seeking affordable access to the greatest diversity of sporting and entertainment talent and - in the current economic environment from the perspective of the Games - Government is seeking to reduce potential funding requirements to deliver legacy global level venues for Brisbane. Through early engagement between the public and private sector in developing the masterplan this can be achieved.

The commercial benefit of activation

As State Governments come under budgetary pressure, Sports and Entertainment precincts nationally are also reviewing their ongoing financial sustainability and social impact. NSW Government, for instance, has recently sought proposals through an open tender process for the long-term lease at the Entertainment Quarter (EQ), Moore Park, with the aim to unlock the potential of the site through a world-class redevelopment catalysed by a 'new indoor space that could host substantial audiences of up to 15,000 – 20,000 people'. One of the drivers for this is the current site being 'currently underutilised considering its prime location between Centennial Park, the SCG and Allianz Stadium and its proximity to the CBD via light rail.

In the procurement and masterplanning of Victoria Park, State Government has the opportunity to learn from global examples and embed activation in the design of the precinct through the consideration of wider incentivised curation and management of the precinct. The procurement of the venues needs to have sufficient flexibility to encourage innovation in approach and early engagement between private capital and Government.

Commercial and physical activation has key non financial benefits, including that of increased safety for park users and the surrounding community. Considerable focus has been placed on the safety concerns of large urban parks, the primary mitigation factor for which is the consistent and constant activation of the space. The creation of an activated sports and entertainment precinct provides this activation to naturally create movement that encourages greater use of Victoria Park.

Global exemplars of activated precincts

LA Live was identified, as a catalyst to leverage the original investment in the Staples Centre (now crypto.com) arena in downtown LA and provide creation activation for the wider

downtown area. Through a series of curated (and PPP procured) stages and design the scale of the entertainment complex leveraged the different core stadium, conference centre and Arena uses and augmented them with adjacent entertainment ones. This has created an activated community and tourist attraction and a powerful catalyst for the renewal of downtown Los Angeles, that has been replicated in multiple cities across the US and globally.

The O2 Arena in London, as noted prior, has transformed the Greenwich Peninsula and catalysed the transport infrastructure (Jubilee Line) investment of Government. Through its high occupancy and 24/7 activation, the O2 has accelerated development on the wider Peninsula by variously Quintain Estate, Lendlease and Knight Dragon as master developers.

The **Optus Stadium** in Perth was procured as a DBFM contract to the John Laing Multiplex consortia to primarily manage the construction and asset management phase of the development – with Stadiums WA holding the commercialisation and event management. WA Government estimates that this partial privatisation approach supported.

Wembley Park in London was developed originally as a mechanism to support funding of the new Wembley Stadium through developing of the previous Wembley Lands. A key component of the masterplan was the integration of the Wembley Stadium with the revitalised Wembley Arena to provide an activated global entertainment precinct, leveraged by existing and new hotels and retail infrastructure. Considering and curating delivery of the precinct holistically enabled greater private contribution (to reduce that of Government) as well as integrating in to the overall stadium dispersion strategy to minimise operational impact on the two adjacent rail stations.



LA Live
Los Angeles, USA



O2 Arena
London, UK



Optus Stadium
Perth, Australia



Wembley Stadium
London, UK

At-a-glance



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- Dubai World Expo, 2020, UAE
- Gold Coast 2018 Commonwealth Games, Australia
- Rio 2016 Olympics, Brazil
- Glasgow 2014 Commonwealth Games, UK
- London 2012, UK

Global Stadium & Entertainment Precinct Experience

- London Olympic Stadium, UK
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- Anfield Stadium Transformation, UK
- Johan Cruyff Arena, Amsterdam, Netherlands
- Il Tardini Stadium Redevelopment, Parma, Italy
- Redevelopment of Chelsea FC Stadium, UK
- Redevelopment of Emirates Stadium, UK
- LA Live, Los Angeles, USA
- Wembley Park, London, UK
- Greenwich Peninsula (O2 Arena), London, UK

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