

The Hon. Jarrod Bleijie MP
Deputy Premier of Queensland
Minister for State Development, Infrastructure and Planning
Minister for Industrial Relations

Via email: deputy.premier@ministerial.qld.gov.au

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Dear Deputy Premier

Victoria Park Precinct Draft Legacy Plan Submission

Thank you for the opportunity to provide feedback on the Victoria Park Precinct Draft Legacy Plan.

The Brisbane 2032 Olympic and Paralympic Games represent a significant opportunity to shape Brisbane's future, accelerating investment in the infrastructure, connectivity and places that will support a more liveable, prosperous and globally connected city. The Committee for Brisbane commends the Queensland Government on its 2032 Delivery Plan and the progress made towards delivery, and welcomes the opportunity to provide input on the decisions that will help maximise the long-term benefits of this investment.

As the Committee for Brisbane approaches its seventieth year, it continues to play a prominent role in shaping the long-term direction of the city and region. Throughout its history, the Committee has brought together leaders from business, government, academia and the community to champion ideas, advocate for reform, and help deliver many of the initiatives that have contributed to Brisbane's growth and success.

Today, our membership reflects a broad cross-section of the Brisbane city-region, spanning planning, infrastructure, transport, property, education, health, finance, design, sport, community and cultural sectors. United by a shared commitment to the future of Brisbane, our members are focused on ensuring the Brisbane city-region is recognised among the world's most liveable, prosperous and globally connected places.

The views presented in this submission draw on the collective expertise of our membership and are informed by a facilitated workshop held on 7 September 2026, attended by approximately 80 members and stakeholders.

The Committee strongly supports the Queensland Government's ambition for Victoria Park as the 'connected and thriving heart of our city' and welcomes the Draft Legacy Plan as an

important step toward delivering one of the most significant city-shaping projects in Brisbane's history.

Importantly, we recognise the reality of the challenge ahead. With less than six years until the Brisbane 2032 Olympic and Paralympic Games, the priority must be the successful delivery of the stadium, National Aquatic Centre, transport connections and supporting infrastructure. We appreciate that Queensland does not have the luxury of pursuing every aspiration before 2032.

However, while the immediate focus must be on delivery of Games-related infrastructure, the decisions made over the next several years will determine whether Victoria Park becomes simply a successful Games precinct or one of Australia's most important civic, cultural, health, recreation and innovation destinations for generations to come. This distinction is critical.

South Bank offers a strong local precedent, with its evolving governance model and ongoing willingness to partner with the private sector helping create a well-activated, much-loved and commercially viable commercial and lifestyle precinct. It has a clear purpose and point of difference to other public spaces, and importantly, is supported by its own revenue generation.

Victoria Park should be seen not only as the home of Brisbane's main 2032 Olympic and Paralympic stadium and National Aquatic Centre, but as a once-in-a-generation opportunity to shape the city's long-term future through a precinct with its own unique identity and value proposition.

Opportunities of this scale are rare in established cities. The precinct has the potential to reconnect parts of the inner city that have been physically divided for decades, catalyse growth across health, education and innovation, address long-standing infrastructure constraints, strengthen links between major institutions, and create one of the world's leading subtropical urban destinations.

Between now and 2032, the priority must be the successful delivery of Games infrastructure. Many broader decisions about the precinct can appropriately be considered after the Games, when these assets are returned to community use.

The Committee's priority is to ensure that decisions made today are informed by a clear long-term vision and guided by a 'no regrets' approach. Planning and investment choices should preserve flexibility and maximise future opportunities, rather than unintentionally constraining the precinct's long-term potential.

The workshop held with Committee for Brisbane members in early September confirmed strong support for the reimagining of Victoria Park. Despite the diversity of stakeholders involved, five consistent recommendations emerged from the group. These are outlined below.

A detailed overview of the workshop feedback is provided in the enclosed workshop report.

RECOMMENDATIONS:

Governance now to protect opportunities beyond 2032

Establish a long-term stewardship model that supports activation, effective management and financial sustainability across the precinct.

A consistent theme emerging from consultation is the importance of putting in place an enduring governance and stewardship model for the Victoria Park precinct.

This is not a call for additional bureaucracy. Rather, it reflects the reality that many of the decisions being made to support Games delivery will have implications well beyond 2032. Decisions regarding transport infrastructure, public realm connections, land use, investment attraction, partnerships and future development opportunities will shape the precinct for decades to come.

Whether the precinct is owned by the State Government, Brisbane City Council, a dedicated management corporation or something in between, how the ongoing operations of the precinct will be funded will be a major consideration in determining the future uses and role of the precinct.

The Committee envisages Victoria Park evolving into one of Brisbane's most significant civic and recreational destinations. In pursuing this vision, there is merit in considering a governance model that draws on lessons from local, national and international governance examples, and investing in a local version that reflects the unique scale and role of the precinct.

Any governance structure must be responsible for the long-term stewardship, activation, investment attraction, partnerships, performance reporting and strategic implementation of outcomes for Victoria Park. Financial sustainability of the precinct is vital.

Strong governance is a no-regrets investment. It helps ensure that while Queensland delivers the infrastructure required for 2032, it also safeguards the precinct's longer-term potential, supports ongoing financial sustainability, and maximises the legacy opportunities that may emerge in the decades beyond the Games.

Brisbane has demonstrated the value of dedicated place-based stewardship through the experience of South Bank. The South Bank model has provided a clear focus on precinct management, activation, partnerships and financial sustainability, helping to create one of Australia's most successful urban destinations. Similarly, City Parklands has demonstrated the benefits of dedicated governance and management arrangements for major public parklands and community assets.

There are many local and international models that are worth considering, and, given the Committee for Brisbane's broad membership expertise and experience, we would welcome the opportunity to contribute to future discussions with Government regarding the long-term governance, activation and financial sustainability of the Victoria Park precinct.

Looking beyond the precinct boundary

Consider how a reimagined Victoria Park will catalyse adjacent investment

The Victoria Park precinct sits at the centre of an extraordinary concentration of assets including the Brisbane CBD, Roma Street, Spring Hill, the Herston Health Precinct, QUT Kelvin Grove, the Brisbane Showgrounds, Fortitude Valley and King Street.

Few cities possess a location where major sporting venues, hospitals, universities, research institutions and employment centres exist within walking distance of one another.

The opportunity before Brisbane is not simply to create a park and venue precinct- it is to establish a connected locale centred on sport, health, education, innovation and recreation.

While it is understandable that for the purposes of the planning exercise a boundary has been drawn around the precinct, it is clear that Victoria Park itself cannot be considered in isolation.

Building on previous State Government and Brisbane City Council work on *Brisbane's Knowledge Corridor*, consideration must be given to how investment in the precinct can attract talent and support emerging industries in the areas outside its boundaries, and become a catalyst for broader city transformation. This also aligns with the Government's 'open for business' mantra.

New uses within or adjacent to the precinct have the potential to create better physical connections and uplift investment potential and should therefore be considered as part of future planning work and conversations about potential governance models.

The Final Legacy Plan should therefore be supported by a broader city strategy that considers future land use, public realm improvements, movement networks, infrastructure opportunities and investment attraction across the wider inner-city area.

Reconnecting Brisbane

Create connected transport corridors that are supported by a broader city movement strategy

Victoria Park presents a rare opportunity to address some of Brisbane's most significant and long-standing urban barriers. The Inner City Bypass (ICB), rail corridors and major road infrastructure have for decades created separation between surrounding neighbourhoods, institutions and destinations.

Through reshaping the site's terrain to become more accessible and adding major anchors to activate and attract more users, Victoria Park will become a centre of activity that people will move through and across, rather than seek to avoid.

Every bridge, path, crossing and public realm intervention delivered as part of the precinct should therefore be viewed through a city-shaping and city-repair lens. The objective should

not simply be to move spectators during major events, but to permanently improve connectivity across the inner city. This may at times include removing or rerouting existing, inefficient connections, rather than adding new ones.

The Committee is highly supportive of 'no regrets' investments that can be progressed now, including improved walking and cycling links, safer crossings, stronger connections to public transport, and public realm improvements that make it easier to move between major education, health, cultural and employment precincts.

Major moves- such as capping the ICB to create a land bridge and new open space- while potentially not feasible in the current environment, should not be prevented through decisions being made in the short-term.

Given the work being undertaken by Brisbane City Council on the proposed 'Green and Gold Grid', we are particularly keen to understand how the Legacy Plan intersects with both this proposal, and also broader city plans to upgrade major transport connections, such as the link from the precinct back to Fortitude Valley Station.

While little detail on traffic and freight movements is currently available, it is appreciated this work is being undertaken as part of the broader planning around Games venues and infrastructure delivery.

Improved connectivity emerged as one of the clearest priorities from the Committee's consultation, with stakeholders identifying the reimagining of Victoria Park as a unique opportunity to strengthen connections across all transport modes across the inner city.

Creating Australia's leading sport, health and innovation precinct

Deliver a world-class destination for advancing sport, health, human performance and innovation

The co-location of the Brisbane Stadium, National Aquatic Centre, major sporting facilities, the Herston Health Precinct, universities, schools, sporting organisations and leading research institutions create an opportunity unmatched anywhere in Australia.

Situated within Brisbane's Knowledge Corridor, Victoria Park has the potential to become a nationally significant hub for sports medicine, rehabilitation, athlete performance, active living, health technologies, Paralympic innovation and human performance research. The concentration of assets, expertise and infrastructure in a single location provides a unique foundation for collaboration between health, education, sport and industry.

While the full potential of this opportunity is likely to be realised beyond the 2032 Games, it represents one of the most significant and underexplored legacy opportunities identified through consideration of the Draft Legacy Plan. Greater attention to this opportunity before

the Plan is finalised could help inform the positioning of Games infrastructure and the transition of temporary facilities to permanent uses, ensuring long-term value and a 'no regrets' approach to investment.

Conversations undertaken by the Committee for Brisbane with adjacent landholders and institutions indicate strong potential for government to facilitate partnerships between sporting organisations, universities, hospitals, researchers and industry. Such partnerships could support the development of a globally recognised innovation ecosystem where new ideas, technologies and approaches can be developed, tested, commercialised and exported.

As the world's earliest-rising city, Brisbane is increasingly defining itself through health, wellness, active lifestyles and the dawn economy. Victoria Park presents an opportunity to align these community strengths with one of the region's fastest-growing economic sectors. By doing so, Brisbane could establish an internationally recognised centre for sport, health and human performance, delivering economic, social and research benefits well beyond the Games.

A park for everyday life

Focus on what will attract locals every day of the year

While the Brisbane Stadium and National Aquatic Centre provide the catalysts, Victoria Park's ultimate success will be measured by what happens outside of event days. A successful precinct must be active and welcoming every day of the year. Brisbane is a leader in activating and differentiating its precincts, so there is no doubt Victoria Park will establish its own unique identity and create a compelling value proposition for locals to visit regularly.

It is vital the precinct remains a genuinely public and accessible destination. This includes providing opportunities for community recreation, markets, festivals, public art, First Nations cultural experiences, wellness programs, outdoor education, hospitality offerings and family-friendly activities.

Equally important is preserving and enhancing the park's role as one of Brisbane's most significant inner-city green spaces. Access to nature, shade and open landscapes delivers well-established health, wellbeing and social benefits, particularly in a growing and increasingly dense city. The opportunity to connect people with nature should remain a defining feature of the precinct experience.

Importantly- and notably difficult on this site- there should be an ongoing commitment to preserving large, flexible and predominantly flat open spaces that enable informal recreation, community gatherings and temporary events. Spaces where children can kick a football, families can spread out for a picnic, local markets can operate, or community events can be hosted are often the most valued and heavily used elements of successful urban parks.

To maximise the utility of these spaces over the long term, planning for major infrastructure should incorporate the underground provision of essential services such as water, power,

sewerage, telecommunications and other utility connections. While these investments may appear minor relative to the scale of stadiums and venues, they are often the difference between a space that is difficult and costly to activate and one that can readily accommodate markets, food vendors, community festivals, cultural programming, temporary installations and small-scale commercial activity. Embedding this enabling infrastructure from the outset will reduce future retrofit costs and support a broader range of uses as community needs evolve.

A key consideration in positioning the precinct for local use, is that significant areas of Victoria Park are likely to be impacted by Games-related construction and operational requirements from now until at least a year after the 2032 Games.

This extended period of disruption creates a real risk that communities lose access to a much-loved public space for close to a decade. Wherever possible, government should explore opportunities to stage works, retain public access to portions of the park throughout delivery, and provide engagement opportunities, such as viewing platforms or a visitor education centre. Maintaining a visible and ongoing public presence within the park will help preserve community connection and confidence in the project's long-term outcomes.

Creating a precinct that feels welcoming and accessible every day will also require a strong focus on safety, comfort and usability. High-quality lighting, clear sightlines, intuitive wayfinding, active frontages and well-managed public spaces should be prioritised from the outset. These elements are critical not only for community safety but also for encouraging broader use of the precinct across different times of day, seasons and demographics. Embedding and utilisation of digital infrastructure will be critical in achieving these outcomes.

Balancing the many competing uses within Victoria Park will undoubtedly be a challenge. However, by investing early in flexible spaces, enabling infrastructure and adaptable design, the precinct can retain the capacity to respond to changing community needs over time. This approach will help ensure Victoria Park remains relevant, well-used and valued by future generations, while providing the flexibility to accommodate everything from major events and cultural experiences to everyday recreation and community life.

A legacy that extends beyond the Games

The Committee for Brisbane strongly supports the vision for Victoria Park and recognises the significant opportunity it presents for Brisbane, Queensland and Australia.

The Draft Legacy Plan outlines an ambitious and exciting future for the precinct. However, the greatest test of its success will not be whether it delivers a world-class Games experience in 2032. Rather, it will be whether the decisions made over the next six years position Victoria Park to deliver value for the next 50.

Together, the five recommendations outlined above are united by a common principle. While the immediate priority must be the successful delivery of Games infrastructure, every major

decision should be tested against its long-term contribution to Brisbane's future. In a project of this scale, preserving optionality, embedding flexibility and avoiding unintended constraints will be just as important as delivering venues and infrastructure on time.

Victoria Park represents a once-in-a-generation opportunity to create a destination that is distinctly Brisbane: a place where world-class sporting infrastructure sits alongside nature, recreation, culture, innovation and community life. It can become a precinct that reconnects neighbourhoods, strengthens the Brisbane Knowledge Corridor, supports economic growth, improves public access to green space and enhances quality of life for generations of Brisbians.

The Committee for Brisbane welcomes the opportunity to continue working with the Queensland Government and other stakeholders as planning progresses. We stand ready to contribute the expertise, networks and perspectives of our membership to help ensure Victoria Park achieves its potential as one of the world's leading subtropical urban destinations and a defining legacy of the Brisbane 2032 Olympic and Paralympic Games.

The Committee for Brisbane thanks the Queensland Government for the opportunity to contribute to this important conversation and we look forward to continuing to work constructively with Government as the project evolves.

Should you have any questions regarding the Committee for Brisbane or this submission, please do not hesitate to contact me on jen@committeeforbrisbane.org.au or 0448 432 936.

Yours sincerely



Jen Williams

CEO

Committee for Brisbane

Enc. Workshop Report