

EMBRACING OUR GAMES LEGACY

ACTION PLAN 2014

The Action Plan will be reviewed annually with further programs and projects added as we continue the journey to GC2018. All programs within the Action Plan are part of the official program under *Embracing Our Games Legacy: Queensland's Legacy Strategy for the Gold Coast 2018 Commonwealth Games* and included in the evaluation and monitoring framework.

Project	Strategic links	Intended outcomes	Implementation stakeholders	Timeframes
<h3>Our economy</h3> <p>Leveraging opportunities to strengthen Queensland's economy and grow business and employment</p> <p>Key priorities:</p> <ul style="list-style-type: none"> • Create an innovative and transparent procurement framework, including facilitating a range of training, employment and business-support programs in the lead-up to 2018. • Create a Commonwealth Games Village that will leave an enduring residential and economic community for the Gold Coast. • Showcase our knowledge, capabilities, research centres and innovation services to expand our education and 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. 				
<h4>COMMONWEALTH GAMES VILLAGE</h4>				
<p>The 29.41-hectare site located at the Parklands Priority Development Area (PDA), Southport, is to be redeveloped as a master planned mixed-used community, commencing with the construction of the 6500-bed Commonwealth Games Village for the Gold Coast 2018 Commonwealth Games™. A developer will be appointed to deliver the Commonwealth Games Village, including residential and mixed-use development. Consistent with the vision for the Gold Coast Health and Knowledge Precinct, longer-term development of the Parklands PDA will support a mix of land uses including residential, retail, community facilities and commercial activity, particularly employment-generating complementary uses that build on the relationship with the Gold Coast University Hospital and Griffith University.</p>	<p>Parklands Priority Development Area (PDA) Proposed Development Scheme</p>	<p>The project will deliver a legacy of homes, retail facilities, public open space (including a new district park and a civic plaza) and catalyst infrastructure for the ongoing redevelopment of parklands. The legacy development will also deliver economic development for the local community. The establishment of a health and knowledge based innovation precinct is expected to attract new businesses, generate employment and drive a diversified knowledge-based economy for the City. The international media spotlight on the Commonwealth Games Village will be leveraged to showcase the Gold Coast Health and Knowledge Precinct as a trade, investment, innovation and education destination. The construction phase of the project will provide opportunities for employment, training and local industry and Indigenous economic participation.</p>	<p>Economic Development Queensland (lead) Commonwealth Games Village Developer (successful tenderer to be appointed in the first quarter of 2014) Department of Tourism, Major Events, Small Business and the Commonwealth Games Gold Coast 2018 Commonwealth Games Corporation City of Gold Coast</p>	<p>Early works (EDQ): October 2013 – June 2014 Appointment of Games Village Developer: early 2014 Construction of Games Village (Developer): mid 2014 – Mid 2017 Village overlay works (Gold Coast 2018 Commonwealth Games Corporation): mid 2017 – early 2018 Legacy mixed use health and knowledge development (EDQ): from 2018</p>

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GOLD COAST AQUATIC CENTRE				
The existing Gold Coast Aquatic Centre is undergoing a \$41.39 million redevelopment to host GC2018 swimming and diving competitions. The Aquatic Centre redevelopment plans include the addition of a new 10 lane, 50 metre swimming pool, change rooms, meeting rooms, event delivery and operational areas.	Queensland Procurement Policy Local Industry Policy	The facility will be capable of hosting world class sporting events while meeting the needs of local elite and community sporting clubs, including learn to swim schools. Early redevelopment of the Gold Coast Aquatic Centre will host the Pan Pacific Swimming Championships in August 2014.	Economic Development Queensland (lead) Department of Tourism, Major Events, Small Business and the Commonwealth Games Gold Coast 2018 Commonwealth Games Corporation City of Gold Coast	Completion: June 2014 Pan Pacific Swimming Championships: August 2014
VENUE INFRASTRUCTURE				
The venue program for GC2018 is largely based on utilising existing sporting infrastructure. While there will be some new venues (eg. Queensland State Velodrome, Carrara Stadium and Coomera Sport and Leisure Centre), the majority of venues are already built and used by Gold Coasters and Queenslanders on a daily basis. These venues will undergo upgrades and refurbishments to ensure they reach international standards required to host events.	Queensland Procurement Policy Local Industry Policy	Ensure the construction or refurbishment of viable, sustainable venues and sporting hubs that provide lasting use for elite and community sporting clubs and groups.	Department of State Development, Infrastructure and Planning (lead) Department of Tourism, Major Events, Small Business and the Commonwealth Games Gold Coast 2018 Commonwealth Games Corporation City of Gold Coast Asset owners	Design and planning: 2014
GC2018 PROCUREMENT FRAMEWORK				
GC2018 presents one of the most significant procurement programs for the Queensland Government over the next decade. While some procurement has already commenced, the majority of procurement activities will occur from 2016.	Queensland Procurement Policy Local Industry Policy	The GC2018 Procurement Framework will ensure – <ul style="list-style-type: none"> • quality goods and services are procured in a timely and consistent manner • duplication across and within government is reduced • supply markets are analysed, understood and optimised • consistent policies and principles are applied for the whole of the procurement lifecycle • communication is consistent, coordinated and appropriately targeted • value for money and the best commercial outcomes are achieved • benefits for using local industry are actively considered. 	Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead) Procurement Transformation Office, Department of Housing and Public Works All State Government departments and agencies undertaking procurement related to GC2018 Gold Coast 2018 Commonwealth Games Corporation City of Gold Coast Other local governments may opt in to the framework	Whole of Games procurement schedule: mid 2014
BUSINESS DEVELOPMENT FRAMEWORK				
The Business Development Framework will provide strategic coordination of government and stakeholder initiatives and activities supporting business development in the lead up to and during the Commonwealth Games.	Small Business Strategy and Action Plan 2013–17 Aboriginal and Torres Strait Islander Economic Participation Strategy	Maximise business opportunities available as a result of GC2018 at the local, regional and state level including procurement, supply chain engagement, business development, skills development, export and trade, partnership building and investment. Raise awareness of business opportunities. Facilitate and improve access to opportunities. Create a legacy of increased business capability and capacity.	Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead) City of Gold Coast	Scoping, development and release of Business Development Framework: mid 2014

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GC2018 TOURISM PLAN				
<p>The GC2018 Tourism Plan will include two parts:</p> <ol style="list-style-type: none"> 1. Tourism marketing strategy—develop a strategy to leverage the tourism benefits of GC2018 and showcase the Gold Coast and Queensland. 2. Industry development—focus on improving aspects of the tourism industry to improve the experience of domestic and international tourists. 	<p><i>DestinationQ</i></p> <p>20 Year Plan for Tourism</p> <ul style="list-style-type: none"> • G20 + Games Service Initiatives • Queensland Quality Service Framework <p>Regional Destination Plans</p> <p>City of Gold Coast as a stakeholder</p> <p>Gold Coast Tourism Destination Tourism Management Plan 2013–2023</p>	<p>Showcase Queensland to key strategic markets within the Commonwealth as a place to visit and do business.</p> <p>Improve service delivery standards across the hospitality, tourism and retail industries throughout Queensland.</p>	<p>Tourism and Events Queensland (lead – marketing)</p> <p>Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead – industry development)</p> <p>Queensland Tourism Industry Council</p> <p>Regional Tourism Organisations</p>	<p>Tourism marketing strategy: 2014</p> <p>Scoping of service initiatives: mid 2014</p> <p>Queensland Quality Service Framework: mid 2014</p>
GC2018 PRE-EVENT TRAINING PROGRAM				
<p>GC2018 presents opportunities for pre-event training to occur across the State in the lead up to GC2018. While opportunities may be limited in comparison to pre-event training opportunities generated by an Olympic Games, securing pre-event training will generate spending within local communities. The GC2018 Pre-event Training Program will explore avenues to promote and leverage Queensland's position as a provider of world-class training facilities in the lead up to GC2018, and in preparation for other elite level events.</p>		<p>A current database of world class training facilities throughout Queensland.</p> <p>A coordinated approach to securing pre-event training opportunities.</p>	<p>Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead)</p> <p>GOLDOC</p> <p>Department of National Parks, Recreation, Sport and Racing</p>	<p>State-wide database of training facilities: early 2014</p> <p>Development of GC2018 Pre-event training program: January – June 2014</p>
GC2018 KNOWLEDGE BANK				
<p>Develop a library of resources to grow our knowledge around planning and delivery of legacy initiatives. The library will include material from previous mega-sport events, research around GC2018 legacy and guides on how communities can realise legacy benefits.</p>		<p>Knowledge transfer between government, tertiary institutions and business and community groups to provide learning opportunities to increase awareness and understanding of legacy.</p>	<p>Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead)</p> <p>GOLDOC</p> <p>City of Gold Coast</p> <p>Tertiary institutions</p> <p>Local governments</p>	<p>Resource library establishment: 2014</p>

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<h1 data-bbox="94 188 407 248">Our lifestyle</h1> <h2 data-bbox="94 264 1032 296">Leading our community to a more healthy, active and sustainable lifestyle</h2> <p data-bbox="94 304 224 328">Key priorities:</p> <ul data-bbox="94 336 1090 411" style="list-style-type: none"> • Queenslanders will be encouraged to improve health and well-being through physical activity. • Gold Coasters embrace sustainable transport through greater use of public and active transport networks. • Best practice lessons in sustainable event management are transferred to future events. 				
<h3 data-bbox="94 437 1196 469">QUEENSLAND SPORT AND RECREATION INDUSTRY DEVELOPMENT PROGRAM 2014–2016</h3>				
<p>The Queensland Sport and Recreation Industry Development Program 2014–2016 includes a funding category for funded Commonwealth Games sports to support organisations to develop and deliver the sport and assist in creating a lasting legacy from GC2018.</p>		<p>Increase grassroots participation so Queenslanders are more active through sport and recreation.</p> <p>Enhance women and girls participation and involvement in sport or active recreation.</p>	<p>Department of National Parks, Recreation, Sport and Racing</p>	<p>Funding: 2014–2016</p>
<h3 data-bbox="94 668 629 700">ACTIVE AND HEALTHY LIFESTYLE PROGRAM</h3>				
<p>The Active and Healthy Program (AHP) is an established and comprehensive community based physical activity and healthy eating program located on the Gold Coast. The program aims to build healthier, more vibrant communities and actively engages the broader community (individual residents, local organisations, sporting clubs, the health and fitness industry, schools, government and non-government agencies) to ensure inclusivity and accessibility. In the lead up to GC2018 the AHP aims to create a city where an active and healthy lifestyle is normal and where residents and visitors are informed of the accessible, everyday opportunities to incorporate physical activity and healthy eating practices in their daily lives.</p>	<p>Draft Gold Coast 2020 Gold Coast Physical Activity Plan</p> <p>Draft Gold Coast Sport Plan 2013–2023</p>	<p>25 per cent increase in number of activities in the Active and Healthy Program by 2023.</p> <p>50 per cent increase in number of attendances in Active and Healthy Program by 2023.</p> <p>20 per cent increase of Gold Coast adults undertaking sufficient physical activity for health benefit by 2023.</p>	<p>City of Gold Coast (lead)</p> <p>Gold Coast Active & Healthy Alliance</p> <p>Queensland Health</p> <p>Department of National Parks, Recreation, Sport and Racing</p> <p>Medicare Local</p> <p>Volunteering Gold Coast</p> <p>Active After Schools</p> <p>Park Run</p>	<p>Program expansion commencing: 2014</p>
<h3 data-bbox="94 1179 528 1211">PEAK SPORTING BODY ATTRACTION</h3>				
<p>Recruit sporting peak bodies, according to strategic sports identified within the Gold Coast Sport Plan to the city, highlighting infrastructure enhancements as a result of GC2018 and incentives offered through City of Gold Coast programs.</p>	<p>Draft Gold Coast Sport Plan 2013–2023</p> <p>Gold Coast Economic Development Strategy 2013–2023</p>	<p>Increase by 20 per cent the number of National Sporting Organisations, State Sporting Organisation and High Performance Units based on the Gold Coast.</p>	<p>City of Gold Coast</p> <p>Department of State Development, Infrastructure and Planning</p> <p>Department of Tourism, Major Events, Small Business and the Commonwealth Games</p>	<p>Identification of options recruitment commencing: 2014</p>

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SOUTHPORT BROADWATER PARKLANDS UPGRADE				
Broadwater Parklands stage 3 continues the master plan vision for the city's premier foreshore park, with the reclamation of three hectares of additional land to the north of the Gold Coast Aquatic Centre. This \$10.5 million project is the result of a partnership between the City of Gold Coast and the Gold Coast Waterways Authority and includes a new regional four lane boat ramp facility with car and trailer parking, events space, community facilities, playgrounds and foreshore pathways. Stage 3 will create more than 80 new full time equivalent jobs and deliver new parklands space for future generations of people living on the Gold Coast.	Gold Coast Economic Development Strategy 2013–2023 Gold Coast Parks and Recreation Strategy Gold Coast Destination Tourism Management Plan 2013–2023	Car and trailer parking (35 hardstand plus 55 grass overflow with future option to convert to hardstand). More than 100 000 cubic metres of sand dredged from Broadwater navigation channels. Transplanting of sea grass and environmental viewing platform installed near existing mangroves area.	City of Gold Coast (lead) Maritime Safety Queensland Gold Coast Waterways Authority Department Environment and Heritage Protection Department of Natural Resources and Mines Department of Agriculture, Fisheries and Forestry	Stage three upgrade completion: end 2015
GOLD COAST PUBLIC DOMAIN IMPROVEMENT PLAN				
The Public Domain Improvement Plan is identifying key public domain capital projects required to be funded and delivered to provide a high quality experience for GC2018 as people move between transit, venues, live sites and accommodation. An element of this will also include a review of the City's public domain policy to ensure that the City is able to achieve its public domain ambitions in terms of street entertainment, outdoor dining, and signage.	Draft Gold Coast 2020 Gold Coast City Transport Strategy 2031 Draft GC2018 Transport Strategic Plan Gold Coast Destination Tourism Management Plan 2013–2023	Capital works upgrades in key GC2018 locations. Focus on 'last mile' linking transport to sporting venues.	City of Gold Coast (lead) Department of Tourism, Major Events, Small Business and the Commonwealth Games Gold Coast 2018 Commonwealth Games Corporation	Plan completion: early 2014 Implementation: 2014–late 2017

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Our Community

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

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.
- Instil a sense of Commonwealth Games ownership and involvement among the Queensland community.
- 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.

CULTURAL STRATEGY FOR GC2018

<p>The development of the Cultural Strategy for the Gold Coast 2018 Commonwealth Games™ will scope out the vision and objectives of the Cultural Strategy, this will include how it interfaces with key games functional areas including transport, security and city operations. The Cultural Strategy will include direct programming in the public domain and at live sites, as well as a state-wide program of performances, exhibitions and other events and activities that celebrate local culture while supporting the themes, vision and timing of the Commonwealth Games. The Cultural Strategy will include the development of an enduring Gold Coast Festival.</p>	<p>Arts for all Queenslanders Strategy Alignment with the City of Gold Coast Culture Strategy 2013–2023 Cultural Diversity Policy Tourism and Events Queensland Events Strategy Tourism and Events Queensland Regional Development Program</p>	<p>State-wide engagement in GC2018. Build capacity within the arts and cultural sector and the wider Gold Coast community. Development of an annual arts festival on the Gold Coast.</p>	<p>Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead) Arts Queensland Department of Aboriginal and Torres Strait Islanders and Multicultural Affairs City of Gold Coast Gold Coast 2018 Commonwealth Games Corporation Local governments</p>	<p>Scoping paper completed 2014</p>
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GC2018 PRE-VOLUNTEER PROGRAM

<p>The development of the pre-volunteer program for GC2018 will consider how we can increase and retain volunteer bases across the state. The Pre-volunteer Program will identify criteria to pre-qualify for consideration as one of 15,000 volunteers required during Games time. The program will consider how different groups within our communities (eg. young people, seniors, people with a disability, people from culturally and linguistically diverse backgrounds, long term unemployed) can participate in volunteering.</p>		<p>State-wide engagement in the pre-volunteer program. Increase volunteer numbers in community groups. Retain volunteer numbers in community groups.</p>	<p>Department of Tourism, Major Events, Small Business and the Commonwealth Games (lead) Department of Communities, Child Safety and Disability Services Gold Coast 2018 Commonwealth Games Corporation City of Gold Coast Local governments Volunteering organisations</p>	<p>Scoping paper / Strategy completed in 2014</p>
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QUEENSLAND RUGBY UNION PACIFIC ISLANDER COMMUNITY ENGAGEMENT AND CAPACITY BUILDING PROJECT

<p>Use sport to build meaningful and more cohesive relationships in Pacific Islander communities, provide training and support, and build community capacity. This project will build on the success of similar programs run with indigenous communities, including the Community Development program, Reds Future Indigenous Leaders program and the Learn Earn Legend program.</p>		<p>Delivery of volunteer education programs. Improve community capacity to improve sustainability of local sport. Development of local advisory groups. Build acceptance from local community leaders.</p>	<p>Queensland Rugby Union (lead) Pacific Islander community groups Local rugby clubs Community leaders Local government</p>	<p>Trial program 2014</p>
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GC2018 GLOBAL EDUCATION PROGRAM				
<p>Initial ideas are being collated for a global education program drawing on the rich and diverse experiences that will be delivered through GC2018. There will be an emphasis on learning areas within the curriculum that are linked to the Commonwealth Games (eg. sport, HPE, science, mathematics, technology, engineering, history, literacy and the arts). Complementing the programme, the Duke of Edinburgh's and Bridge Awards will be a vehicle for promoting voluntary contributions, individual goal setting and the development of global networks.</p>	<p>The program will support the <i>Queensland Government Response to the Independent Commission of Audit Final Report April 2013 A Plan – Better Service for Queenslanders</i>, by disseminating innovative teaching strategies at the school level (Recommendation 88).</p> <p>In addition, the program will support the <i>Department of Education, Training and Employment's Strategic Plan 2013–2017</i> by establishing strong foundations for lifelong learning and global citizenship. The program will also engage wide range stakeholders in learning partnerships and community collaborations.</p> <p>The implementation of the Prep to Year 10 Australian Curriculum will also be supported through the program through curriculum resources and online collaborative curriculum projects aligned to learning areas.</p> <p>Further strategic links will be identified as the program is developed.</p>	<p>The global education program will focus on enhancing curriculum, skills and networks in the lead up to, during and following the event.</p>	<p>A wide range of stakeholders will be invited to contribute to the development and implementation of the global education program.</p>	<p>The program will comprise of five interactive and integrated phases. Phase 1 will be delivered within existing resources. Phase 2–5 is subject to funding and further consultation.</p> <p><i>Phase 1 2013–14: Participation in Glasgow; Early Engagement</i> All Queensland schools will be encouraged and supported to participate in education activities such as Embrace-a-Commonwealth-country. Key agencies, including schools in the South-East and North Queensland regions will be engaged to determine their interest in the early design and development of the global education program.</p> <p><i>Phase 2 2014–15: Foundations</i> Key agencies, schools and partners in Queensland will be engaged in establishing the foundations for flagship activities, major partnerships and local school community projects.</p> <p><i>Phase 3 2015–2016: Scale up and out</i> Agencies, schools and partners across Queensland, Australia and the Commonwealth will commence planning and participation in flagship activities, major partnerships and local school community projects.</p> <p><i>Phase 4 2016–17: Accelerate</i> Flagship activities, major partnerships and local school community projects will be accelerated to full engagement by the middle of 2017 to allow a full year's lead-in to April 2018.</p> <p><i>Phase 5 2017–18: Deliver and celebrate</i> Flagship activities, major partnerships and local school community projects will be fully operational to engage student, school and community focus on the Commonwealth Games in April 2018. Follow up activities will continue after the event to maximise learning opportunities.</p>

