

# Leveraging 2032 for Business

August 2024



# Alignment with our vision

The Leveraging 2032 for Business plan is helping to achieve our Corporate Plan 2022 – 2027 and realise our vision:

## Our Moreton Bay. Amazing places. Natural spaces.

This Plan supports the following strategic pillar and goal:



City of Moreton Bay will have a progressive and robust economy that capitalises on its unique competitive advantages, partnerships and technology.

Read more about [Council's Corporate Plan](#) and the pillars that underpin it.



## Acknowledgement of Traditional Custodians

City of Moreton Bay acknowledges the Jinibara, Kabi Kabi, and Turrbal peoples and pays respects to Elders, past, present and emerging. Council recognises that the Moreton Bay region has always been a place of cultural, spiritual, social, and economic significance to its Traditional Custodians. Council is committed to reconciliation and working in partnership with Traditional Custodians and Aboriginal and Torres Strait Islander communities to shape a shared future for the benefit of all communities within the City of Moreton Bay and beyond.





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## Disclaimer

City of Moreton Bay and its officers accept no liability for decisions made on information, expressed or implied, provided in this document.

# Introduction

**City of Moreton Bay has a unique opportunity to be involved as an event city for the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032) and the significant legacy outcomes that will result for our communities. Hosting a 2032 sport event at the Moreton Bay Indoor Sports Centre will provide broader economic opportunities for the City, both in the lead up to the Games and well beyond the 2032 events.**

The announcement of hosting Brisbane 2032 in 2022 was the earliest host city appointment in Olympic and Paralympic history (usually seven years pre-event). Hence, the 2032 planning has both the opportunity and challenges associated with a long lead time to engage businesses and communities in meaningful planning and partnerships.

Given the spread of Olympic and Paralympic activity across South East Queensland, a vital part of success for the City of Moreton Bay will be to collaborate and partner with businesses and stakeholders within and outside of our city – to enable local businesses to evolve and thrive through opportunities across all areas in the next eight years.

There is already a significant number of national and international businesses looking for a suitable base in South East Queensland to establish themselves as service providers to a wide range of potential Queensland clients, and also ensure they are positioned with a local hub to engage in future Olympic and Paralympic related opportunities.

Previous Olympic and Paralympic economic planning and reporting has focussed on infrastructure or mass scale, short-term impact (visible and obvious event and tourism industry links to the actual event).

The regional approach to Brisbane 2032 allows the City of Moreton Bay to focus on longer-term growth in regionally connected industry sources and local businesses.

Economic and business outcomes related to Brisbane 2032 can be much broader than the funds invested in hosting the event itself. Economic input can be derived from a more comprehensive range of connected activity (pre- and post-Olympic and Paralympic events, training programs, promotion of the City, increased trade, etc.) and also from the long-term factors attracting investment and business development within the City (driven by enhanced City positioning and ability to fill industry gaps and supply chains that are needed across a growing South East Queensland).

The City of Moreton Bay can be a leader in outlining key opportunities, partnerships, and City support for industry growth and attraction by setting an individualised plan and structure in advance of the development of state and national level planning.

The main economic objective is to use Brisbane 2032 as a hook for enhancing the existing actions in the current and future economic strategy action plans for industry sectors that can grow regardless of the Olympic and Paralympic Games, but those industries and categories that can use related future opportunities as an investment and expansion driver.

With a high level of community and industry interest locally and Australia wide, but evolving arrangements and considerations as Games planning matures, there are currently a relatively low level of event and strategic confirmation from all stakeholders, there are currently very few connections and established plans to commence the creation of economic outcomes and targets for the lead-up to, and future legacy, of Brisbane 2032.

The opportunity is in front of us to leverage Brisbane 2032 and convert sports activity into investment, transport and technology outcomes that improve the prosperity of the residents and visitors to the City of Moreton Bay.





# The City of Moreton Bay opportunity

**Traditionally, published Olympic and Paralympic Games economic targets and outcomes for previous host cities have focused on the mass numbers – investment and spend through the building of infrastructure, supply of large-scale event supplies and staffing, and the significant tourism impact for the City immediately pre and post the Olympic & Paralympic Games.**

The direct and flow on impacts for small to medium businesses have rarely been a focus before a notable shift in planning in the lead-up to Paris 2024, with a publicly released needs map providing greater detail of the services and supplies to be focused on in France to support their local economy.

## **Case Study:**

Significant business seeking South East Queensland (SEQ) connections and future home. Several significant national and international companies are already seeking Olympic-related connections with SEQ, for example:

- **Business service:** Planning and delivery of mass-scale transport projects.
- **Current location:** USA, with established offices in Europe and the Middle East.
- **Previous experience:** Planning and managing transport for multiple international mass-scale events – including Summer and Winter Olympic Games, FIFA World Cups, etc.
- **Seeking:** Australian industry base, links to staffing and related businesses, ability to apply for tenders and wider opportunities (pre and post-Olympics).

A critical outcome for such businesses seeking a long-term position in Queensland is to have a permanent base within the locations required to meet the terms of state and national tender bids, and the time to create partnerships with project relevant suppliers for future opportunities.

# Why City of Moreton Bay?

**The Brisbane 2032 Olympic and Paralympic games hold significant importance for City of Moreton Bay's sports industry. With 1,710 local businesses specialising in sports and physical recreation activities (77% of which are micro traders), Brisbane 2032 offers an opportunity to capitalise on the increased demand and visibility that will grow over the next eight years. Council is committed to maximising the pathways available to these businesses to scale up their operations.**

**Table 1: City of Moreton Bay Specialised Sports Industry Business by category (source: CMB)**

There are 1,342 local specialist sports jobs in these sectors and 1,859 local residents who work in these roles. Sports and recreation activities collectively contribute \$192.6 million in sales in the City of Moreton Bay each year.

Sports and recreation industry related opportunities associated in the lead up to Brisbane 2032 will contribute to the growth of City of Moreton Bay's economy and support new local job creation, in the same way that related construction activities will generate more jobs in South East Queensland.

Every \$1 million in additional sales in the sports and recreation industry would generate a further \$700,000 worth of sales in other local industries.

## **How is City of Moreton Bay best positioned to leverage economic benefits of Brisbane 2032?**

- Located at the heart of SEQ with proximity to events, infrastructure and the wider SEQ industry needs
- Current industry areas open to development
- Engaged business partnerships and community (education, training, industry and government)
- Wide range of services and supplies locally available
- Lower costs, higher efficiency
- Pre and post-Olympic opportunities
- Local workforce and education
- Engaged and supportive Council
- Rapidly expanding population (local and within 100km)
- Proven track record of industrial and business success.

Creating a profile that positions the City of Moreton Bay as the engine room in outlining and offering potential Brisbane 2032 business assistance creates a solid pathway in developing, communicating and attracting related economic investment and growth for the city.

**The plan outlines four key focus themes for economic development within Moreton Bay:**

- **Positioning** - build and communicate the City of Moreton Bay's profile as a national leader in long-term Brisbane 2032 economic and local business planning. This will involve outlining opportunities, pathways, connections, and strategic assistance to engage and support the growth of existing local businesses and attract new, high-value organisations.
- **Supply Chain** - fill industry gaps in collaboration with existing local industry, identify local industry sectors with strong growth potential related to major events.
- **Profile** - identify and link council, state and national procurement and investment opportunities.
- **Impact** - identify Brisbane 2032 game changers – longer-term targets aligned with wider economic plans (City's Economic Development Strategy), that can be attracted and secured through the global attention on South East Queensland in the lead-up to, during and beyond Brisbane 2032.

Brisbane 2032 will be a catalyst for long-term growth in existing or future economic benefits for the City - stretching well beyond the timing and delivery of the event itself. All Brisbane 2032 activity is designed to use the Games' profile, scale, and international attention to drive success throughout the lead-up to 2032 and establish permanent and long-term industry evolution for permanent economic impact post - 2032.





# Previous Olympic & Paralympic Games finances

**Analysis of previous Olympic economic outcomes shows that most data captured in host cities have mainly focused on a narrow indication of economic benefits – measuring direct economic impact through pre and post-event visitation and the overall yearly economic situation relating to the very high cost of delivering the event to the immediate large scale outcomes achieved.**

## Funds invested in the delivery of the Tokyo 2020 (held in 2021) Olympic Games in Japan (US Dollars)

### Venue related costs (% of overall cost)

Permanent venue	\$3.3B (24%)
Temporary/overlay	\$3.1B (23%)
Energy	\$\$0.6B (4%)
Technology	\$\$1.1B (8%)
Total venue cost	\$8.1B (59%)

Transport	\$0.5B (4%)
Security	\$0.7B (5%)
Games operations	\$1.7B (13%)
Communication	\$0.7B (5%)
Marketing	\$1.2B (9%)
Other	\$0.2B (2%)
Total service cost	5.1B (38%)
Additional COVID cost	\$0.4B (3%)

### SERVICES

**Total Olympic cost      \$13.6B**

This recent budget outlines the increasing total investment costs for Olympic & Paralympic services (e.g., security, technology, and energy all on a rapid rise), but also shows that reporting did not communicate the smaller scale impact on local businesses, programs and investments outside of building venues, and large-scale event costs.

It is noted that the plans for Paris 2024 (as indicated by the Paris needs map) focus more on these lower scale impacts to share opportunities and achieve outcomes more broadly (than looking only at the total economic results from the event).

Westpac and KPMG estimate that hosting the Brisbane 2032 Olympic and Paralympic Games will bring about \$17 billion in benefits to Australia and just over \$8.1 billion to Queensland, including a \$4.6 billion economic boost to tourism and trade and \$3.5 billion in social improvements such as health, volunteering, and community benefits.

This analysis suggests that the City of Moreton Bay is well positioned to create meaningful and long-term economic growth related to Brisbane 2032 at a potentially solid Return on Investment (ROI). The significant costs associated with the delivery of the event itself mostly sit outside the city, therefore a focus on the smaller, local opportunities can allow the region to leverage the event without incurring the massive delivery costs, which can potentially lead to a significantly higher ROI than other investors such as South East Queensland Council, state, and national bodies.

# Industry opportunities

The City of Moreton Bay economic strategy outlines the City's four priority industries to be supported within the City each having potential linkages to Brisbane 2032.

Using the Paris 2024 research, Olympic services and supply opportunities could include:

## ADVANCED MANUFACTURING

- Specific logistics provision and rentals
- Event-related manufacturing (transport, uniforms, signage, lighting, audio, event management equipment)
- Clothing supply, cleaning, and design products
- Specific sports equipment not currently produced in Queensland
- Sports awards, trophies, medals
- Stadium signage, technical services, stages, lighting
- Television, audio, and data tools for broadcast
- Temporary office supplies
- Energy use and impact
- Health and wellness equipment and supplies
- Wearable technology

## FOOD AND AGRIBUSINESS

- Event and team catering (eg dietetics and sports nutrition)
- Catering for specialist services (eg animals participating in the Games) through its specialised VET pet foods industry cluster
- Youth sports catering and athlete development menus
- Restaurants and dining locations
- Food hygiene services
- Produce source mapping
- Produce transport
- Local produce promotion
- Map and grow agribusiness markets – connecting providers and data related to current market needs

**TOURISM AND  
MAJOR EVENTS  
(INCLUDING EVENT  
SUPPLY SERVICES)**

- Hosting or supporting Brisbane 2032 lead up events and content
- Accommodation and bases for traveling teams and officials
- Family-based visitation before, during and post the Olympics
- Meetings, exhibits, and seminars
- Building existing events during long-term Brisbane 2032 regional promotional plans
- Connections to accommodation services (eg Airbnb among others)
- Drive further investment into existing tourism facilities and activities
- Live performances, arts, influences, presentations
- Volunteers, hosts, visitor centres, transport providers
- Staff and industry training
- Clothing and cleaning services
- Waste management
- Green spaces maintenance
- Facilities management (temporary and permanent)
- Venue layout and installation design
- Regulatory control
- Medical services
- Hosting media visitors
- Media hub
- Team contact points
- HR services

**KNOWLEDGE,  
INNOVATION AND  
ENTREPRENEURSHIP**

- Sporting results, measurement, and wearable tech
- Medical and fitness data and tools
- Student, school, and university links (training, R&D and pathways)
- Tech signage, film, imagery, cables and data sharing, post-production and web tools
- Transport modelling and tracking (reduce impact, improve movement)
- Ticketing, accommodation and service delivery tools
- Tech managing risk management, legal, finance, transcription, hire, and rental products
- All security tech and related products
- Stadium and venue management tools
- Operational linkage tools (finding and appointing suppliers and producers)

# Ready, set, GO!

The following short- and long-term actions and outcomes will guide City of Moreton Bay's initiatives to maximise benefits obtained through Brisbane 2032.

## Action plan

	Short term 2024 - 2026	Council's role:
1	Promote industry opportunities across the city by becoming 'the engine room' for South East Queensland's long-term Olympic activity	Educate
2	Create talking points and consistent communication tools regarding Moreton Bay's positioning and targets for Brisbane 2032	Deliver
3	Undertake a gap analysis to determine areas of local businesses (from the category list) with the most significant opportunity for growth or attraction	Deliver
4	Engage in meaningful discussions/workshops with providers, industry, and stakeholders regarding the Brisbane 2032 targets and opportunities	Partner
5	Build a communication plan to local and national industries related to Moreton Bay's unique position in the lead up to Brisbane 2032	Advocate
6	Link current Moreton Bay capacity-building activity to future Olympic opportunities	Educate
7	Create a long-term leads list of potential businesses and sectors to be drawn to Moreton Bay	Deliver
8	Encourage existing businesses to join the Brisbane 2032 procurement pipeline	Educate
9	Use Brisbane 2032 as a hook to increase engagement in a register of local businesses, and a regular communication tool	Educate
10	Build a list of pre-2032 events and activities, outlining direct and indirect event opportunities and connection pathways	Deliver
11	Outline a more detailed definition of success for City of Moreton Bay through investment and planning for Brisbane 2032	Advocate
12	Brainstorm and continually update lists of potential Brisbane 2032 game changers for the industry over the next eight years.	Educate

	<b>2026 - 2032</b>	<b>Council's role:</b>
<b>13</b>	Full revision of plan based on 2024-2026 progress and updates to all plans prepared by other levels of government and organisations involved in the planning and delivery of Brisbane 2032	Deliver
<b>14</b>	Work regularly with Moreton Bay 2032 Legacy Committee to discuss connections, opportunities, and support mechanisms	Partner
<b>15</b>	Create and distribute marketing information to Brisbane 2032 stakeholders regarding Moreton Bay accommodation, facilities, and industry opportunities leading up to the games	Partner
<b>16</b>	Regular reporting to Council and 2032 South East Queensland authorities	Educate
<b>17</b>	Annual online Moreton Bay 2032 trade shows, promoting and connecting emerging industries and businesses and supply chains	Deliver
<b>18</b>	Securing and partnering with pre-2032 events and activities identified in the early research completed above	Deliver
<b>19</b>	Promote Moreton Bay as a 'home away from home' for visitors, family, and broader industry staff in the lead-up to and delivery of Brisbane 2032 Promote all positive outcomes of being within close reach of SEQ, but away from the hype	Educate
<b>20</b>	Develop post-Olympics activation plan – how do businesses, venues, activities, and industry survive and thrive after the excitement and investment in 2032.	Partner

	<b>2032 - Olympics</b>	<b>Council's role:</b>
<b>21</b>	Promote and connect all Moreton Bay businesses and industry partners engaged in Olympic activities	Educate
<b>22</b>	Use Brisbane 2032 excitement and local promotion to focus on local business activation	Partner
<b>23</b>	Vision, data, and testimonials capture.	Deliver

	<b>Post Olympics</b>	<b>Council's role:</b>
<b>24</b>	Deliver on post event activation plan (to avoid slowdown or lack of usage)	Deliver
<b>25</b>	Full report on 10-year economic development planning on outcomes, pivots, and learnings to use for future City reputation enhancement (presentation and knowledge sharing with future venues).	Educate

# Phase 1 Targeted Outcomes

(Short term, through until 2026)

- 01** Communicate 2032 activities and outcomes with the Mayor's 2032 Legacy Working Group.
- 02** Confirm financial and staffing requirements for the delivery of the Brisbane 2032 Economic Development activity (currently not included in resources and budgets)
- 03** Deliver a full working list of industry gaps and current strengths
- 04** Deliver three initial industry workshops to discuss and connect business groups with 2032-related opportunities
- 05** Develop and deliver a communications plan to engage local and out-of-City industries and promote the City of Moreton Bay before Olympics regulations are in place - building opportunities for all businesses and Moreton Bay is the engine room for South East Queensland 2032.
- 06** Secure the rights to host one major national / international industry conference, with links to requirements/opportunities of Brisbane 2032
- 07** By end 2025, establish a working relationship with three local industry partners to promote, track and assist in their ongoing 2032 engagement
- 08** Use the hooks of 2032 to engage with five new out-of-City industry providers linked to 2032 Moreton Bay gaps
- 09** Development and ongoing updates of three essential lists – Olympic industry leads, pre 2032 events, and game changers.



For more information on our new Corporate Plan and Pillars scan the QR code or visit [moretonbay.qld.gov.au](https://moretonbay.qld.gov.au)



