ORDINARY MEETING 25 NOVEMBER 2026	5.3

GAMES ROADMAP FOR CAIRNS

EDA | 52/1/16 | #7969733

RECOMMENDATION:

That Council:

1. **Endorses the Games Roadmap for Cairns as listed in Attachment 1;**

2. **Endorses securing support for successful implementation of the Games Roadmap for Cairns from the Queensland and Australian Governments as a Tier 1 Advocacy Priority of Council in accordance with Council's Advocacy Policy; and**

3. **Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any and all matters relating to the above.**

INTERESTED PARTIES:

- Advance Cairns
- Cairns Chamber of Commerce (the Chamber)
- Tourism Tropical North Queensland (TTNQ)
- Torch Advisory Group (Torch)

Note: The identification of interested parties is provided on a best endeavours basis by Council Officers and may not be exhaustive.

EXECUTIVE SUMMARY:

This report presents the *Games Roadmap for Cairns* (the Roadmap), a city-wide legacy strategy developed to identify and prioritise the potential benefits of co-hosting the Brisbane 2032 Olympic and Paralympic Games (the Games). The Roadmap also sets out a high-level action plan to realise these legacy benefits.

The Roadmap has been developed by Council with extensive public and business engagement which has informed the proposed priorities. Torch Advisory Group were engaged to provide advisory services supporting Roadmap development and major partners Advance Cairns, Cairns Chamber of Commerce, and Tourism Tropical North Queensland, along with other key stakeholders, also provided strategic input to the Roadmap through a formal Project Reference Group.

The Roadmap is included at Attachment 1 and is recommended to Council for endorsement. Endorsing the Roadmap will provide Council and other stakeholders with a clear framework to realise the benefits of being a Co-Host City for the Games.

BACKGROUND:

In 2021, the International Olympic Committee (IOC) announced Brisbane as the Host City of the 2032 Olympic and Paralympic Games (the Games). Cairns was subsequently confirmed as a Co-Host City of the Games and is expected to host Games sport including preliminary Olympic football matches.

There are a wide range of potential legacy benefits that Cairns could realise from the Games. It is also recognised that Council resources are not unlimited and accordingly, a robust process to identify and prioritise those legacy benefits was required.

With this in mind, Council engaged Torch Advisory Group (Torch) to prepare a *Games Roadmap for Cairns* – a plan to prioritise and maximise the legacy benefits (before, during and after) for the city and our community from the Games. The Roadmap is a city-wide plan and includes actions that will be led by Council as well as actions to be led by other stakeholders.

This report focuses on the development of the Roadmap, and presents the final Roadmap document which is recommended for Council endorsement.

COMMENT:

The Games Opportunity

The Games present a once-in-a-generation opportunity to inject over $8 billion (estimated) into Queensland's economy over the next two decades. This transformative investment will energise local industries, empower communities, elevate Queensland's global standing, and create a legacy that inspires generations to come.

Consistent with the commitment to make the Games an event for all Queenslanders, a range of events will be staged in regional locations, with Cairns confirmed as a Co-Host City. Barlow Park is expected to host preliminary football matches, while Endeavour Park has been designated as a training venue. In addition, the Queensland Government's 100-Day Review identified additional Games hosting opportunities at the Cairns Convention Centre for indoor sport. The Games Independent Infrastructure and Coordination Authority (GIICA) notes that further analysis of temporary venue options will be undertaken, with the Brisbane 2032 Organising Committee (OCOG) to identify potential regional hosting opportunities.

This milestone presents a powerful opportunity for Cairns to harness the Games for lasting economic, social, and environmental impact, including to:

- strengthen local economies and communities;
- leverage and enhance existing assets;
- raise Cairns's global profile and international brand; and
- deliver a legacy before, during, and beyond the Games.

For Cairns, the Games present a transformative legacy opportunity to:

- prioritise strategic planning delivering legacy outcomes aligned with local priorities;
- unlock new funding streams through initiatives linked to the Games;

- support the case for investment in legacy tourism, major event, accommodation, sporting and social infrastructure;
- boost international visibility to drive tourism, trade, and investment; and
- accelerate local economic and community development outcomes.

Cairns has already seen substantial investment generated by virtue of its involvement in the Games as a Co-Host City. This includes:

- a $91 million (jointly funded by the Queensland and Australian Governments) upgrade to Barlow Park. The upgrade will deliver a new grandstand, improved player amenities and accessibility, better equipment for athletes, and increase seating from 1,700 to 5,000, ensuring a lasting sporting and event legacy for Cairns. Early works on the upgrade commenced in 2026.

- a new purpose-built permanent Cairns Meals on Wheels facility in Westcourt, Cairns delivered with $5 million in displacement funding support (Cairns Meals on Wheels previously operated from Barlow Park) from the Queensland Government via GIICA. The new facility is complete and fully operational.

These are early examples of the significant legacy benefits the Games can unlock for Cairns. The Roadmap aims to build on this early success and focus effort and resources in priority areas that will deliver a range of positive outcomes for Cairns.

The Roadmap

The Roadmap sets out the key potential legacy benefits for Cairns from the Games and provides a high-level action plan on how to realise them. This includes opportunities across tourism, infrastructure, workforce development, social and community - before, during, and following the Games.

The Roadmap was shaped by four key inputs, ensuring our vision reflects Cairns' regional context, our community's priorities, and proven practice from past Host Cities.

Local engagement including:
- Local businesses;
- Regional development associations;
- Education institutions;
- Barlow and Endeavour Park user groups;
- Major events, accessibility, and volunteer stakeholders;
- Broader community;
- State and Federal Government MPs;
- Project Reference Group; and
- Councillors and Council Officers.

Industry Advice:
- Event delivery and overlay;
- Event activation and attraction;
- Training and athlete experience;

- Sustainability and legacy;
- Accessibility and women's sport;
- First Nations tourism and culture.

Host City Benchmarking:

- Domestic and international previous Host Cities.

Strategic Review:

- Alignment with relevant local, regional, state, and Games strategic documents, plans and direction.

A Project Reference Group, comprised of internal and external stakeholders, was established to provide strategic input and advice on Roadmap development at key milestones throughout the process. The various organisations represented on this Project Reference Group are detailed in the Consultation section of this report.

Following the situational analysis and engagement process, fourteen potential legacy themes were identified for Cairns in the context of the Games. These themes were distilled through comprehensive regional profiling, including desktop research and data analysis, insights from survey findings, and extensive engagement with local and regional stakeholders. The initial themes provided a long-list for prioritisation (down to a short-list) in the Roadmap development.

Following extensive consultation, including with Councillors and the Project Reference Group, the themes and priorities were finalised, as shown in Image 1.

Image 1:



The priorities under each of the four Roadmap pillars are supported by a series of actions with responsibility for those actions assigned to a responsible party (Roadmap Leads), whether that be Council or another supporting stakeholder. Success measures have also

been identified for each priority area to provide a basis to measure progress and outcomes. A full description of the Roadmap priorities, their associated actions and success measures can be seen in Attachment 1.

At an overall level, successful Roadmap implementation will be measured against five overarching legacy outcomes:

- Growth in visitor economy, international profile, and investment attraction.
- A more inclusive, cohesive, healthy and active community.
- Greater capability and capacity to host major events and elite sport.
- Improved liveability, accessibility, connectivity, community facilities and public spaces.
- Long-term economic growth with thriving local business and job opportunities.

Over the next six years to 2032, the Roadmap will be used to guide decision making and ensure Cairns maximises the opportunities that come with being a Co-Host City. Subject to Council's endorsement of the Roadmap, Council Officers will establish processes for the ongoing implementation, review and update of the Roadmap including appropriate reporting to Council on progress.

Governance

Internal:

Establishment of an internal Games Governance structure is recommended to clearly define roles, responsibilities and reporting lines to manage Council's Games activity. A scalable, dispersed governance model with a central Games Coordination Unit was recommended by Torch as the preferred and most fiscally responsible approach.

Under this model, a proposed new team, the Games Coordination Unit (under the Economic Development and Advocacy Directorate) would undertake certain Games related activity directly and also provide Games-specific coordination and oversight for existing business units who are allocated relevant Games responsibilities. This structure will enable Council to leverage existing resources, expertise and efficiencies.

The Games Coordination Unit would also facilitate engagement between Council and external delivery partners associated with the Games (non-Council Roadmap Leads, Queensland Government's Olympic and Paralympic Games Office, Organising Committee for the Olympic Games, other Host City and Co-Host City councils and delivery entities). The recommended structure to be adopted is shown in Image 2 on the following page.

Image 2:



Pending Council's endorsement of this internal governance structure, an interim (temporary) resourcing structure has already been established to coordinate Games activity in FY27. The level of Games related activity has been progressively increasing. This interim resourcing structure has included the appointment of an Interim Program Leader – 2032 Games Coordination who will oversee the implementation of the Roadmap in FY27 including establishment of internal and external governance and engagement arrangements.

External:

In addition to the internal governance structure, Torch recommended establishing an External Games Working Group or Advisory Committee, comprised of Roadmap Leads and Supporting Partners, to ensure the successful delivery of the collaborative Roadmap. This group could be an extension or variation of the Project Reference Group, established to support development of the Roadmap, with additional members added as needed. Any External Games Working Group or Advisory Committee would be advisory only and would not possess delegated decision-making authority.

Should Council endorse the Roadmap as recommended, Council Officers will further consider these proposed external governance arrangements and engage with Council with further details before implementing.

<u>Advocacy</u>

The successful implementation of the Roadmap will require a collaborative effort amongst stakeholders including all three levels of government. It is recommended that Council actively seek opportunities for support (funding, policy or otherwise) from the Queensland and Australian Governments aligned with Roadmap priorities and actions. Accordingly, it is recommended that Council formally endorse securing support for Roadmap implementation as an Advocacy Priority of Council.

In accordance with Provision 1 of Council's Advocacy Policy, Council may choose to rank, prioritise or categorise Advocacy Priorities. As a result of the recent review of Council's Advocacy Priorities the following tiering system has been proposed:

- Tier 1 Advocacy Priorities represent matters of high priority and community impact (breadth and/or scale) requiring proactive and coordinated advocacy.

- Tier 2 Advocacy Priorities represent important, yet more targeted, matters to Council and the community that may be pursued as opportunities arise or circumstances require.

It is recommended that securing support for Roadmap implementation from the Queensland and Australian Governments be endorsed as a Tier 1 Advocacy Priority given the wide ranging benefits successful implementation would deliver for the Cairns community.

OPTIONS:

Option 1: (Recommended):

That Council:

1. Endorses the Games Roadmap for Cairns as listed in Attachment 1;

2. Endorses securing support for successful implementation of the Games Roadmap for Cairns from the Queensland and Australian Governments as a Tier 1 Advocacy Priority of Council in accordance with Council's Advocacy Policy; and

3. Delegates authority to the Chief Executive Officer in accordance with the *Local Government Act 2009* to finalise any and all matters relating to the above.

Option 2:

That Council **does not** endorse the Games Roadmap for Cairns at this time.

CONSIDERATIONS:

Risk Management:

Failure to develop and produce a Games legacy plan with clear priorities could mean that Cairns does not generate a significant and proportionate return for its investment in the Games.

Consultation with key stakeholders has taken place to ensure the proposed Roadmap meets the needs of the Cairns community. This consultation also ensures there is broad stakeholder support for this initiative.

The principal delivery risk is that identified legacy opportunities are not appropriately resourced or supported by the respective organisations responsible for delivery. The proposed robust approach to resource and budget planning (as outlined in the Council Finance and Local Economy section of this report) mitigates Council's own risk in this regard and Council's proposed governance arrangements will provide ongoing monitoring and mitigation of these risks to the extent they are relevant to external organisations.

Should Council endorse the Roadmap as recommended, Council Officers will ensure potential risks to the successful implementation of the Roadmap continue to be proactively monitored with the impacts of those risks considered and mitigation strategies implemented as and where appropriate.

Council Finance and the Local Economy:

As indicated earlier, the Roadmap contains certain actions where Council would have lead responsibility for delivery. Council is also expected to play a role supporting the delivery of certain actions being led by others. In addition, there are a range of obligations Council is required to meet by virtue of its status as a Co-Host City. These obligations were outlined in a Delivery Partner Guarantee Deed Council entered into with the Queensland Government in 2021 as part of Brisbane's candidature to host the Games. These obligations are expected to be further refined through direct engagement with OCOG over the coming months.

The actions and obligations referred to above have resourcing implications that come with associated costs. In addition to advisory services supporting Roadmap development, Torch also provided preliminary advice regarding these resource and budget implications. The proposed Games Coordination Unit will be responsible for the ongoing refinement and update of Council's Games resourcing and cost forecasts with these forecasts informing Council's annual budgeting and long term financial planning processes. Council's annual budget process will need to consider:

- The appropriateness of proposed resource allocations and associated costings.
- The extent to which incremental costs can be accommodated within existing budget parameters.
- How forecast resources/costs outside existing budget parameters can be accommodated or addressed.

It is noted that the vast majority of costs associated with Roadmap implementation and Council's Co-Host City obligations will not be enduring and will be incurred over the period to FY33 (with the majority of costs expected to be incurred in FY32 and FY33).

As indicated earlier, Council has implemented an interim (temporary) resourcing structure to support Council's Games related activities in FY27. The cost of this interim resourcing structure including both staffing and materials and services costs is expected to be accommodated within Council's existing Major Events OPEX budget for FY27.

The potential benefits for Cairns (including economic) from the successful implementation of the Roadmap are significant and have been outlined in the Comment section of this report.

Corporate and Operational Plans:

The proposed Games Roadmap for Cairns aligns with all five pillars of Council's Corporate Plan 2025-30:

- Robust Economy
- Natural Assets
- Design for Liveability
- Community and Culture
- Focused Council

Finalisation of the Games Roadmap for Cairns and the commencement of Roadmap implementation is Action No. 1 in Council's Operational Plan 2026-27.

The Roadmap also aligns with and supports implementation of a number of other Council plans and strategies including Council's Economic Development Strategy 2026-2030; Council's Premier Destination for Women's Sport Action Plan; and Council & TTNQ's Cairns & Great Barrier Reef Major Events Strategy 2026-2035.

CONSULTATION:

The Roadmap was developed through extensive Council, public, and business consultation, which included:

- Public online survey (5 February - 11 March 2026);
- Councillors;
- Council Officers from across the organisation that will be impacted by the Games;
- Local Businesses;
- First People Advisory Consultants;
- Cairns Youth Council;
- Educational institutions;
- Barlow & Endeavour Park User Groups;
- Major Events stakeholders; and
- State Government Members and Officers.

Council stood up a Project Reference Group (PRG) to provide strategic input and advice to the development of the Roadmap. The PRG was made up of representatives from:

- Advance Cairns;
- AFL Cairns;
- Cairns Chamber of Commerce;
- Cairns Convention Centre;
- Cairns Regional Council;
- Department of Sport, Racing and Olympic and Paralympic Games; and
- Tourism Tropical North Queensland.

ATTACHMENTS:

Attachment 1: Games Roadmap for Cairns DM#7964181

Nick Masasso
Director – Economic Development & Advocacy













Games Roadmap for Cairns

Cairns REGIONAL COUNCIL

ADVANCE CAIRNS
THE COMMITTEE FOR TROPICAL NORTH QUEENSLAND

CAIRNS CHAMBER OF COMMERCE
building business since 1905

TOURISM TROPICAL NORTH QUEENSLAND

Acknowledgement of Country

Cairns Regional Council acknowledges and pays our respects to the Traditional Custodians of our region, the Djabugay; Yirrganydji; Buluwai; Gimuy Walubara Yidinji; Mandingalbay Yidinji; Gunggandji; Dulabed and Malanbarra Yidinji; Bundabarra and Wadjanbarra Yidinji; Madjandji; Mamu and Ngadjon Jii peoples. We extend this respect to all Elders past, present and future, and other First Peoples within our region.



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Stakeholder Acknowledgement

Cairns Regional Council wishes to thank all stakeholders and consultees involved in the development of the Games Roadmap for Cairns.

Council would also like to specifically thank the members of the Project Reference Group who provided strategic input and advice during the preparation of the Games Roadmap for Cairns including: Janet Hamilton (General Manager, Cairns Convention Centre); Craig Lees (General Manager, AFL Cairns/Cazalys Stadium); Patricia O'Neill (CEO, Cairns Chamber of Commerce); Mark Olsen (CEO, Tourism Tropical North Queensland); Jennifer Spilsbury (CEO, Advance Cairns).

Front cover image credits
Centre and Top Left: Tourism Tropical North Queensland
Bottom right: Games Independent Infrastructure and Coordination Authority

Back cover image credits
Bottom left: Tourism Tropical North Queensland

Message from the Mayor



The Olympic and Paralympic Games Brisbane 2032 (the Games) isn't our destination - it's our opportunity.

The Games will put Queensland on the world stage, and Cairns has a unique role to play. As Australia's gateway to the Great Barrier Reef, the Wet Tropics Rainforest and the Pacific, we have an opportunity to showcase not only our natural beauty, but also our people, our industries and our ambition.

The Games Roadmap for Cairns (the Roadmap) is about making sure Cairns uses the Games to unlock and accelerate opportunities that will benefit our region long after the Closing Ceremony. From growing local businesses and creating jobs to attracting investment, strengthening skills and delivering infrastructure, our focus is on building a legacy that will benefit our community for generations to come.

Developed alongside industry and community partners, this Roadmap reflects a shared commitment to ensuring Cairns captures every opportunity the Games presents. Success won't be measured by what happens during the Games; it will be measured by what we build because of them.

Cr Amy Eden
Mayor
Cairns Regional Council

Message from the Chief Executive Officer



Council is immensely proud to be a key part of bringing the Games to Cairns as a Co-Host City. We have worked extensively with our stakeholders to identify practical actions that aim to secure long-term economic benefits and enhance Cairns into the future.

The success of the Games in Cairns will be dependent on the collaborative efforts of business, government agencies, and the community. This Roadmap provides a coordinated framework to guide how the Far North is preparing for this once-in-a-generation opportunity. The Games will showcase Cairns to the rest of the world and foster significant economic growth.

Sport is only one part of being an Olympic or Paralympic athlete; it is the training, discipline, and commitment it takes to get there that takes most of the work. Preparing Cairns to be a Co-Host City in the Games is no different. We are fostering strong industry partnerships and working alongside our stakeholders to deliver Cairns at its best for the Games and for the future of our city.

Ken Gouldthorp
Chief Executive Officer
Cairns Regional Council

Messages from Our Key Partners



This Roadmap provides a clear, collaborative pathway to leverage the Games to attract investment, strengthen regional competitiveness and accelerate long-term economic growth.

As the region's peak economic development organisation, Advance Cairns is committed to working alongside partners to ensure the Games leave a lasting legacy of increased investment, jobs, infrastructure and prosperity for our community.

Jennifer Spilsbury
Chief Executive Officer
Advance Cairns



The Games have the potential to drive business growth, innovation and stronger connections to new markets before, during and well beyond 2032.

This Roadmap recognises the vital role our business community can play in capitalising on the Games and securing lasting economic benefits for their businesses and indeed our region.

As the voice of Cairns business, the Cairns Chamber of Commerce is committed to helping local enterprises strengthen their capability, access procurement pathways and develop the skilled workforce required to maximise the economic legacy before and after the Games.

Patricia O'Neill
Chief Executive Officer
Cairns Chamber of Commerce



The Games offer an unprecedented platform to showcase Cairns and the Great Barrier Reef to the world.

Through this Roadmap, we have an opportunity to elevate our destination brand, attract new visitors, grow our events portfolio and strengthen our position as Australia's leading tropical destination.

Tourism Tropical North Queensland is proud to partner in this journey, ensuring the global attention generated by the Games translates into lasting benefits for our visitor economy, businesses and communities.

Mark Olsen
Chief Executive Officer
Tourism Tropical
North Queensland

Games Roadmap for Cairns

Cairns is confirmed as a Co-Host City for the Games – a once-in-a-generation opportunity for our region.

This Roadmap sets out our whole-of-city plan to leverage this milestone to secure lasting economic, social, and environmental benefits, and a Games legacy that endures well beyond 2032, for all of Cairns.

Our Roadmap is guided by four key themes

1 Elevate Our Brand

Enhance our destination brand and profile on the global stage.

1.1 Destination Marketing
1.2 Major & Business Event Attraction
1.3 Training Camp Attraction
1.4 Investment Attraction
1.5 Screen Industry Attraction

2 Engage Our Community

Build a lasting culture of inclusion, participation, belonging, and civic pride.

2.1 Live Sites & Fantastic Games Experiences
2.2 Volunteer Program
2.3 Torch Relay
2.4 Sports Participation

3 Enhance Our Infrastructure

Improve public spaces and infrastructure to support growth, liveability, resilience, and major event capability.

3.1 Major Events & High-Performance Infrastructure
3.2 Community Sport Infrastructure
3.3 City Amenity & Connectivity

4 Embrace Our Opportunity

Support local industry and workforce to build capability, connections, and capacity to benefit from the Games.

4.1 Games Procurement & Supply Chain
4.2 Workforce Development & Training



Our Games Legacy

Growth in visitor economy, international profile, and investment attraction

A more inclusive, cohesive, healthy and active community

Greater capability and capacity to host major events and elite sport

Long-term economic growth, with thriving local businesses and job opportunities

Improved liveability, accessibility, connectivity, community facilities, and public spaces

We will coordinate a collaborative approach to deliver on Roadmap priorities, co-led by local and regional partners and supported by other Games Delivery Partners.

The Games

All eyes will be on Queensland for the Olympic and Paralympic Games Brisbane 2032, collectively known as 'the Games', the world's biggest sporting events.

The event is expected to generate around $8.1 billion in social and economic impact across Queensland.



Barlow Park Artist Impression – Courtesy of Architectus

	OLYMPIC GAMES	PARALYMPIC GAMES
	28 Sports	22 Sports
	10,500 Athletes	4,400 Athletes
	9.5m Tickets sold	2.6m Tickets sold

Figures reflect recent Games as a benchmark. Sources: International Olympic Committee; Ville de Paris, The Paris 2024 Games in numbers (2024).

A global mega-event watched by billions, the Games reward regions that act early.

THE GAMES
July to September 2032

FROM 2026	* LA 2028 GAMES HANDOVER		BEYOND 2032
STRATEGIC PLANNING	OPERATIONAL READINESS	GAMES-TIME ACTIVATION	LASTING LEGACY

Cairns as a Co-Host City

Cairns is proud to be a Co-Host City for the Games, welcoming the world to the Tropical North to experience our culture, our people, our place, and to secure a lasting legacy for the region.



Playing To Our Strengths

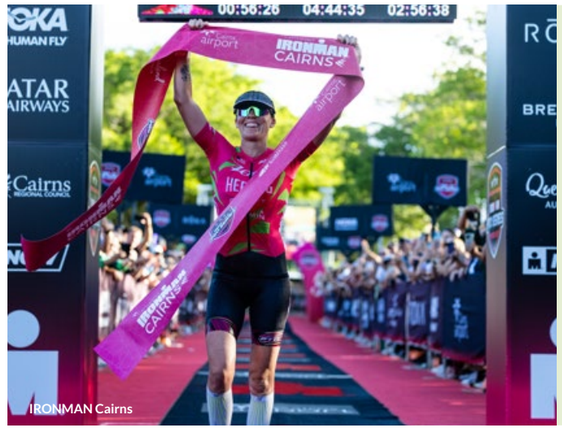
Cairns is well-placed to make the most of the Games opportunity, building on what we already have and showcasing our competitive advantages on the global stage:

Australia's top tropical destination

We are home to major iconic world-class natural assets – the Great Barrier Reef and Wet Tropics Rainforest – offering nature, adventure, and cultural tourism experiences that can't be found anywhere else. We welcomed over 2.4 million overnight visitors in 2025.



Tourism Tropical North Queensland



IRONMAN Cairns

Event hosting capability

With our tropical climate, existing tourism and sporting infrastructure and proven event hosting capability, we are primed to welcome the world for globally renowned events in the lead-up to and during the Games.

Cultural diversity and identity

Our rich and unique cultural fabric sets us apart. Almost one in ten members of our local community identify as Aboriginal or Torres Strait Islander, and our region is home to the most diverse population of First Peoples in Queensland, with eleven distinct Traditional Owner groups and the largest Torres Strait Islander population outside the Torres Strait.





Tourism Tropical North Queensland

Strategic location and investment potential

The gateway and service hub for the region, positioned to attract investment in a range of sectors and strategic precincts and connect Australia to Asia-Pacific markets.

Globally connected and Australia's northern gateway to the Asia-Pacific

We are well connected to domestic and Asia-Pacific markets via Cairns International Airport, with 59 to 67 daily flights across 38 routes.



Cairns Airport



Sports, community and liveability

A liveable, tropical city, with a strong sporting culture, excellent quality of life and thriving health and education sectors, and a strategic vision to become Australia's premier destination for women's sport.

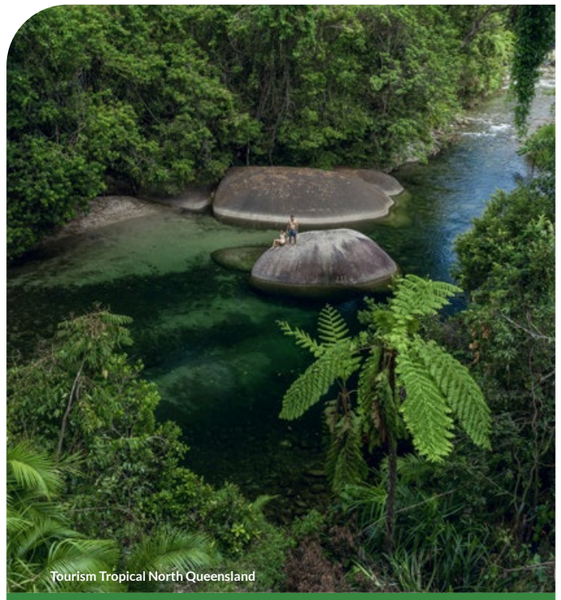
About This Roadmap

Purpose of this Roadmap

This Roadmap guides a coordinated vision to maximise the benefits of Cairns co-hosting the Games for our city and community for decades to come. This will be delivered collaboratively with our major partners.

Our Roadmap is:

- A collaborative, whole-of-city approach
- Built on what we have
- Right-sized for our region
- Accessible, inclusive, and sustainable at every stage
- Flexible to embrace new opportunities as they emerge
- Driven by long-term legacy outcomes



Tourism Tropical North Queensland

A regional opportunity

Whilst this Roadmap is focused on Cairns, the connections, capability and benefits it builds are intended to be shared across the broader Tropical North Queensland region.

Key Roadmap Inputs

The Roadmap was shaped by four key inputs, ensuring our vision reflects Cairns' regional context, our community's priorities, and proven practice from past Host Cities:

Local Engagement

- Local businesses
- Regional development associations
- Education institutions
- Barlow and Endeavour Park user groups
- Major events, accessibility, and volunteer stakeholders
- Broader community
- State and Federal Government MPs
- Project Reference Group
- Council

Industry Advice

- Event delivery and overlay
- Event activation and attraction
- Training and athlete experience
- Sustainability and legacy
- Accessibility and women's sport
- First Nations, tourism and culture

Host City Benchmarking

Domestic and international previous Host Cities

Strategic Review

Alignment with local, regional, state, and Games strategic direction

Partners In Delivery



Tourism Tropical North Queensland

The Roadmap represents our city's vision – which will be delivered through a collaborative effort across a range of sectors – including tourism, sport and recreation, arts and culture, business and the community. Responsibility for actions in the Roadmap rest with Lead and Supporting Partners with those roles defined below. Council will play an active role coordinating Roadmap implementation including taking lead responsibility for certain actions, supporting actions led by others, encouraging collaboration and engagement, and regularly reporting on Roadmap progress and outcomes.

Lead

Those with primary responsibility for coordinating and driving delivery of the Roadmap action.

Supporting Partner

Those that contribute expertise, resources, or Roadmap implementation support but are not primarily accountable for delivery.

Council's Role

Council's role in delivering this Roadmap will vary by activity and initiative.

- **Advocate:** Promoting priorities to government, funding bodies, and Games decision makers
- **Partner:** Forming partnerships and strategic alliances with other parties to progress priorities
- **Facilitator:** Facilitating outcomes being delivered by others through a range of services and interventions
- **Provider:** Delivering services directly that support development outcomes
- **Funder:** Funding other organisations to deliver development outcomes
- **Regulator:** Regulating activities through local laws or policy

Collaboration with Games Delivery Partners

Council will also collaborate with other Games Delivery Partners to fulfil the city's obligations as a Co-Host City. Games Delivery Partners include the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032), the Queensland Government, the Games Independent Infrastructure and Coordination Authority, the Australian Government and other Host and Co-Host Cities.

Cairns Games Roadmap: Our Vision

We will leverage the Games opportunity to:

1

Elevate Our Brand

Enhance our destination brand and profile on the global stage.

2

Engage Our Community

Build a lasting culture of inclusion, participation, belonging, and civic pride.

3

Enhance Our Infrastructure

Improve public spaces and infrastructure to support growth, liveability, resilience, and major event capability.

4

Embrace Our Opportunity

Support local industry and workforce in building capability, connections, and capacity to benefit from the Games.

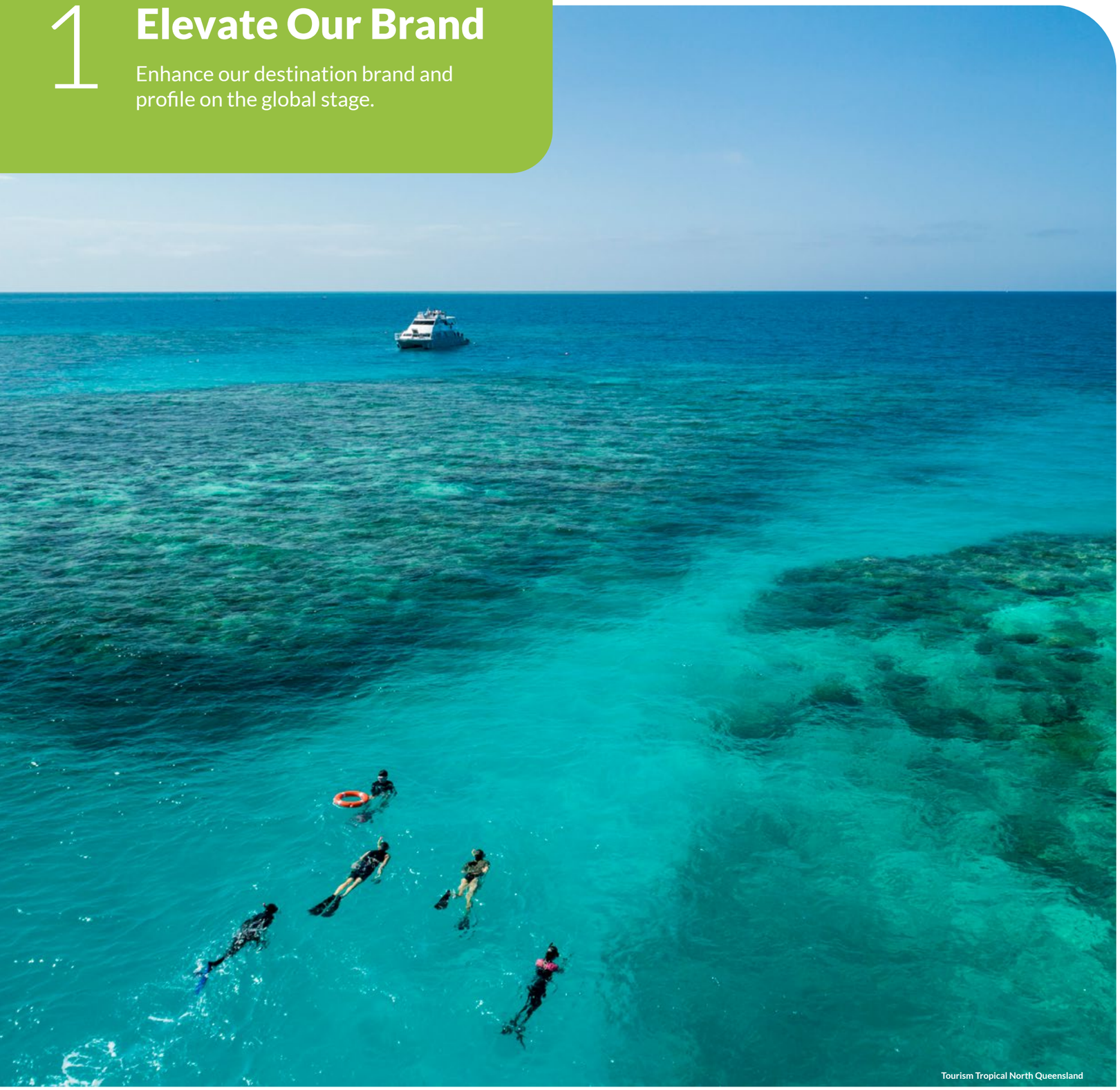
Note: Action planning has been undertaken for each theme across the following sections. Indicative timing for each action has been provided and reflects when most effort is expected. Where possible, we will begin scoping and planning earlier to ensure successful delivery.



Brian Casey

1 Elevate Our Brand

Enhance our destination brand and profile on the global stage.



Tourism Tropical North Queensland

THE CONTEXT

The Games are a global mega event, attracting more than 12 million in-person spectators and a global broadcast audience of over 5 billion viewers. There is substantial opportunity to boost international visibility, showcasing our region's unique identity and competitive advantages to attract tourism, trade and investment.

THE OPPORTUNITY

1.1 Destination Marketing

Amplified recognition as the gateway to the Great Barrier Reef and Wet Tropics Rainforest and home of the world's oldest living cultures.

1.2 Major & Business Event Attraction

Premier destination for major sporting, cultural, entertainment and business events.

1.3 Training Camp Attraction

Elevated reputation as a destination of choice for high-performance sport.

1.4 Investment Attraction

Amplified long term investment attraction outcomes in priority sectors.

1.5 Screen Industry Attraction

Strategic advantages and natural assets leveraged to attract more major national and international productions.

1.1 Destination Marketing

OVERVIEW

We will leverage the Games to showcase and amplify our national and global identity as a leading tropical destination, defined by reef, rainforest, culture, adventure, and sustainability.

Promoting our unique points of difference – including natural assets, proximity to Asia-Pacific markets, high standard of accessibility, environmental stewardship, and First Nations communities and businesses – will increase awareness, reputation, and demand, shaping tourism patterns for years to come.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Develop a 'Leveraging 2032' Marketing Campaign, highlighting the region's key strengths - including eco, cultural, adventure, and regenerative tourism.	Tourism Tropical North Queensland	Partner	2029 - 2030
Advocate for strong representation of Cairns in Games promotional material.	Council Tourism Tropical North Queensland	Advocate	2027 – 2032
Facilitate connections between tourism businesses to promote the city, itineraries, and packages.	Tourism Tropical North Queensland	Advocate Facilitator	2030 - 2032

SUPPORTING PARTNERS

- Brisbane 2032
- Cairns Airport
- Regional tourism businesses
- Tourism and Events Queensland

SUCCESS MEASURES

- International and domestic brand recognition and profile
- Visitor numbers

1.2 Major & Business Event Attraction

OVERVIEW

We will be known as Australia's premier tropical destination for pre, during, and post-Games major sporting, cultural, entertainment, and business events all year round.

Our climate, destination appeal, proximity to Asia-Pacific and existing venues provide strong foundations for the attraction of events, including pre-Games test events. This will drive visitation and spend, position Cairns as a destination for women's sport, and build long-term capability.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Collaborate with Tourism and Events Queensland and other partners to identify and secure national and international sporting, business, cultural, and entertainment events aligned with the Cairns and Great Barrier Reef Major Events Strategy 2026-2035, pre, during and beyond the Games.	Council Tourism Tropical North Queensland	Advocate Facilitator Funder Partner	2026 - 2035
Support the delivery of the Premier Destination For Women's Sport Action Plan.	Council	Advocate Facilitator Funder	Ongoing

SUPPORTING PARTNERS

- AFL Cairns
- Cairns Airport
- Cairns Convention Centre
- Major event sponsors
- Other local major venue operators
- Queensland Government
- Tourism and Events Queensland
- Women's Sport Reference Panel

SUCCESS MEASURES

- Events delivered
- Event economic impact

1.3 Training Camp Attraction

OVERVIEW

We will welcome elite training camps to Cairns pre, during, and post-Games, elevating our reputation as a destination of choice for high-performance sport and events.

Our existing training facilities, proximity to Asia-Pacific, climate and humidity training advantage, and commitment to women's sport provide us with a strong value proposition to attract national and international teams. This can support our destination marketing objectives, local sports development and athlete pathways, and enhance international relations.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Develop a training camp attraction prospectus and explore opportunities to engage with targeted National Olympic and Paralympic Committees and International Sporting Federations. Work collaboratively with Brisbane 2032 and Queensland Government to secure training camps aligned with this prospectus leading into, during and beyond the Games.	Council	Advocate Partner	2027 - 2032
Facilitate athlete and community engagement activities and destination marketing as part of the training camp attraction program in collaboration with local organisations.	Council	Facilitator Provider	2030 - 2032
Facilitate continued relationships with national and international sporting bodies to attract ongoing camps beyond the Games.	Council	Facilitator	2032+

SUPPORTING PARTNERS

- Brisbane 2032
- International Sporting Federations
- Local sporting organisations and venue / facility operators
- Local tourism and sport industry
- National Olympic Committees & National Paralympic Committees
- Department of Sport, Racing, and Olympic & Paralympic Games
- Tourism Tropical North Queensland

SUCCESS MEASURES

- Training camps secured

1.4 Investment Attraction

OVERVIEW

We will leverage the Games to promote Cairns as an attractive destination for expansion of existing business, new investment, and commercial partnerships that align with our long-term economic priorities.

Our role in the Games and the associated media and broadcasting reach will provide a spotlight on Cairns as a place to live, work, and invest that will boost economic growth, diversification, employment, and long-term competitiveness.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Undertake an accommodation demand study to support attraction of investment in new accommodation and upgrades of existing accommodation, including a focus on accessibility of accommodation for the Paralympic Games (subject to funding and resourcing).	Tourism Tropical North Queensland	Facilitator Partner	2027
Utilise Cairns' heightened profile as a Games Co-Host City to amplify investment attraction activities in priority sectors.	Advance Cairns Council	Facilitator Partner	2028 - 2036

SUPPORTING PARTNERS

- Cairns Airport
- Cairns Chamber of Commerce
- Department of Environment, Tourism, Science and Innovation
- Department of State Development, Infrastructure and Planning
- Local businesses and industry
- Ports North
- RDA Tropical North
- Trade and Investment Queensland

SUCCESS MEASURES

- Private sector investment secured (number of transactions and value)

1.5 Screen Industry Attraction

OVERVIEW

We will use the global exposure from the Games to grow national and international awareness of Cairns as a destination of choice for film production.

Our city's stunning and easily accessible locations, climate and diverse natural assets, supported by Screen Queensland's Cairns film and television studio complex and growing local supply chains, provide us with a competitive advantage and strong rationale to attract productions from domestic and international markets.

This will showcase Cairns globally, generate employment and supply chain opportunities, and provide diversity and growth for our economy.

HOW WILL WE ACHIEVE THIS?

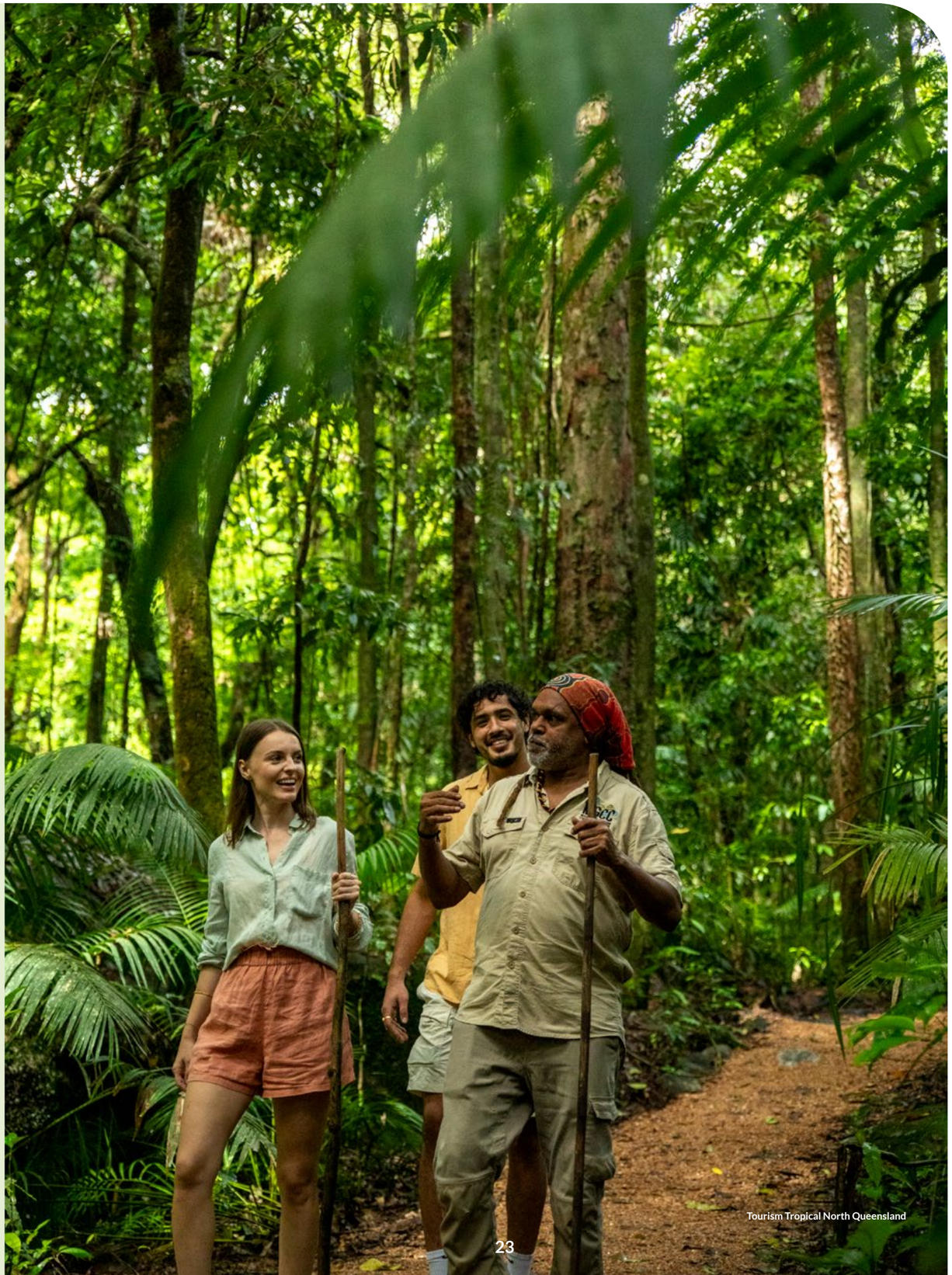
ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Support partner initiatives to attract domestic and international screen industry proponents to film and produce on location in Cairns and Tropical North Queensland.	Council	Advocate Facilitator Partner	Ongoing
Support collaborative efforts to leverage the LA 2028 Olympic and Paralympic Games to showcase Cairns and Tropical North Queensland as a screen production destination.	Council	Advocate Facilitator Partner	2027 – 2029
Assist partners to amplify local stories from Cairns and Tropical North Queensland through screen production and storytelling linked to the Games**.**	Council	Advocate Facilitator Partner	Ongoing

SUPPORTING PARTNERS

- Arts Queensland
- Screen Queensland
- Businesses in the broader film sector supply chain
- Production companies and screen industry businesses

SUCCESS MEASURES

- Productions filmed and / or produced in Cairns and Tropical North Queensland



Tourism Tropical North Queensland

2 Engage Our Community

Build a lasting culture of inclusion, participation, belonging, and civic pride.



THE CONTEXT

The Games provide an opportunity to bring our community together to celebrate our athletes and our city's identity. Games experiences, activations and programs in the lead-up to and during the event will build lasting civic pride, social cohesion, wellbeing and inclusion and increase participation in volunteering and community sport.

THE OPPORTUNITY

2.1 Live Sites & Fantastic Games Experiences

Vibrant and engaging Live Sites and experiences are delivered in the lead up to and during the Games, enhancing visitor experience, community engagement and civic pride.

2.2 Volunteer Program

A coordinated volunteer program is established, that supports Games delivery and a long-term local volunteer base as a legacy.

2.3 Torch Relay

Cairns' segment of the Torch Relay is well-organised, engages the community and celebrates our local identity.

2.4 Sports Participation

The Games inspire everyone to participate in sport. Opportunities to participate are inclusive and accessible.

2.1 Live Sites & Fantastic Games Experiences

OVERVIEW

We will deliver vibrant, accessible, and engaging Live Sites, events and activations across Cairns that build excitement for Games milestones and pre-Games events (including LA2028) and deliver the celebration of a lifetime for visitors and locals alike during the Games.

This will celebrate our identity, boost community pride, support our local businesses and arts, culture and entertainment sector, and leave a legacy for our public spaces and event hosting capability.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Leverage pre-Games milestones and events to identify and test Live Site and other activation locations, develop a cohesive fan experience strategy, and generate ongoing local excitement for the Games.	Council	Partner	2027 - 2032
Create Live Sites and central activation hubs (engaging local performances, venues, and businesses) at community locations for both ticket holders and general community during the Games.	Council	Provider	2032
Collaborate with Games Delivery Partners to maximise funding and programming opportunities linked to the Games Cultural Olympiad.	Council	Advocate Facilitator Partner	2028 - 2032
Advocate for increased Queensland Government investment in and support for city safety priorities.	Council	Advocate	Ongoing

SUPPORTING PARTNERS

- Brisbane 2032
- Cairns Chamber of Commerce
- Local businesses, performers and sponsors
- Queensland Government
- Tourism Tropical North Queensland

SUCCESS MEASURES

- Local and visitor sentiment surveys
- Live Site and activation hub attendance numbers

2.2 Volunteer Program

OVERVIEW

We will build civic pride, skills and long-term volunteering capacity that will support delivery of pre-Games and Games-time events and activations, as well as a legacy of volunteerism in Cairns.

The volunteer program will provide opportunities for locals to be involved in the Games and develop transferable skills, building on existing volunteer capacity, networks and resources. This will strengthen the breadth, depth, capability and ongoing engagement of our local volunteer base in the years beyond the Games, supporting long term resilience.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Develop a Games volunteer strategy and value proposition that supports growth of the local volunteer base and capability in the lead-up to the Games.	Council	Provider Facilitator	2027 - 2028
Facilitate training for local volunteers, leveraging existing networks and programs.	Council	Facilitator	2030 - 2032
Celebrate and recognise the contributions of volunteers to build social cohesion, community pride, and ongoing participation.	Council	Advocate Facilitator	Ongoing
Advocate for alignment and coordination, where feasible, between city and Brisbane 2032 volunteering programs, collaborating with Co-Host Cities, Games Delivery Partners and Volunteering Queensland.	Council	Advocate Partner	2028 - 2032

SUPPORTING PARTNERS

- Existing local volunteer networks
- FNQ Volunteers
- Games Delivery Partners, including other councils
- Local businesses
- Local schools
- Volunteering Queensland
- Brisbane 2032

SUCCESS MEASURES

- Number of volunteers onboarded and trained
- Volunteer experience survey
- Volunteering participation rate

2.3 Torch Relay

OVERVIEW

We will ensure the Cairns segment of the Torch Relay is a well-organised and exciting celebration that delivers an unforgettable moment for Cairns on the world stage, showcases the best that our city has to offer, and builds community pride and excitement for the Games.

This will celebrate our city's local identity, strengthen destination marketing outcomes, and increase the opportunity for the local community, creatives and businesses to be involved in the Games.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Identify and promote the best locations to showcase Cairns to support Torch Relay route planning, aligned to Destination Marketing priorities.	Council Tourism Tropical North Queensland	Advocate Partner	2028 - 2029
Collaborate with Games Delivery Partners, including Brisbane 2032 and the Queensland Government to plan the Torch route and Relay logistics.	Council	Advocate Facilitator	2030 - 2032
Deliver community activations and celebrations for the Torch Relay event, providing opportunities for the local community, creative sector, and businesses to be involved.	Council	Facilitator Provider	2030 - 2032

SUPPORTING PARTNERS

- Brisbane 2032
- Local businesses, performers, sports clubs, schools, and others
- Department of Sport, Racing, and Olympic & Paralympic Games

SUCCESS MEASURES

- Torch Relay attendance
- Media and broadcast reach

2.4 Sports Participation

OVERVIEW

We will capitalise on the excitement of the Games to inspire lifelong participation in sport, continuing to provide inclusive and accessible opportunities for participation and support our local sporting sector.

This will strengthen civic pride, social cohesion, inclusion and wellbeing outcomes, develop grassroots sport sustainability, and increase lifelong participation. We will ensure the benefits are shared across all communities, including underrepresented groups.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Align funding criteria for grassroots sporting grants and sponsorship programs (such as Go Clubs) with Games objectives to strengthen club capability and participation.	Council	Partner	Ongoing
Work collaboratively with Games Delivery Partners to support the promotion of community sports participation initiatives such as participation programs, athlete clinics and demonstrations with Olympians, Paralympians, coaches, and professionals.	Council	Advocate Facilitator	2028 - 2032
Leverage interest in the Games to increase participation in sport and physical activity through the Active Living Program, providing free, accessible, and inclusive participation opportunities before, during, and after the Games.	Council	Provider	Ongoing
Partner with media to recognise and celebrate local and homegrown athletes, including women in sport, Para athletes, and First Nations athletes.	Council	Advocate Partner	Ongoing

SUPPORTING PARTNERS

- Brisbane 2032
- Department of Sport, Racing, and Olympic & Paralympic Games
- Local media
- Local sporting clubs and associations
- Schools and educational institutions
- Women's Sport Reference Panel
- Australian National and State Sporting Organisations
- Australian Olympic Committee & Paralympics Australia

SUCCESS MEASURES

- Community sport programs delivered
- Sports participation rates and retention levels (subject to data availability)

3 Enhance Our Infrastructure

Improve public spaces and infrastructure to support growth, liveability, resilience, and major event capability.



Barlow Park Artist Impression – Courtesy of Architectus

THE CONTEXT

We will use the Games opportunity to progress development of public infrastructure that supports liveability, community and tourism outcomes, and strengthens our capability as a leading destination for major events and high-performance sport.
We will ensure that accessibility and sustainability are embedded as core design principles, enabling lasting community benefit from infrastructure that is fit-for-purpose and inclusive for all.

THE OPPORTUNITY

3.1 Major Events & High-Performance Infrastructure

New and upgraded facilities enhance our ability to attract and host major events and training camps and support athlete and event development locally.

3.2 Community Sport Infrastructure

Enhanced access to quality infrastructure for community participation in sport and active recreation, aligned to long-term community sport investment priorities.

3.3 City Amenity & Connectivity

Enhanced liveability, amenity and connectivity that supports long-term growth as well as preparing our city for the Games.

3.1 Major Events & High-Performance Infrastructure

OVERVIEW

We will support the development of new and upgraded facilities that strengthen our major event hosting capability, as well as local high-performance and sport sector pathways.

This will deliver a long-term legacy through sustained elite facility utilisation, positioning Cairns as a leading destination for international teams and events, national programs, high-performance sport, and women's sport.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Work collaboratively with the Queensland Government and other stakeholders to support the Games Legacy upgrades to Barlow Park being delivered by the Games Independent Infrastructure and Coordination Authority.	Council	Advocate Facilitator	2026 – 2029
Work collaboratively with the Queensland Government and other stakeholders to support the Smithfield Mountain Bike Park Expansion Project being delivered by Queensland Parks and Wildlife Service.	Council	Advocate Facilitator	2026 - 2028
Facilitate preparation of the Cairns Major Events Precinct Masterplan in consultation with key stakeholders and **advocate** for funding necessary to support endorsed projects and priorities.	Council	Advocate Facilitator	2026 - 2032
Progress support and advocacy for the North Queensland Cowboys proposed Community, Development and High-Performance Centre.	North Queensland Cowboys	Advocate Facilitator	Ongoing
Progress support and advocacy for AFL Cairns' Cazalys Stadium Masterplan.	AFL Cairns	Advocate Facilitator	Ongoing

SUPPORTING PARTNERS

- Advance Cairns
- Games Independent Infrastructure and Coordination Authority
- Department of Environment, Tourism, Science and Innovation
- Queensland Parks and Wildlife Service
- Women's Sport Reference Panel

SUCCESS MEASURES

- Fit-for-purpose infrastructure upgrades delivered



Cairns Community, Development and High-Performance Centre Artist Illustration



Cazalys Stadium Masterplan Artist Impression – Courtesy of COHA Group, COX Architecture and CA Architects

3.2 Community Sport Infrastructure

OVERVIEW

We will align community sport infrastructure investment with long-term priorities to improve community access to quality, accessible, and sustainable infrastructure, whilst also enabling attraction of training and event opportunities associated with the Games.

Investment in new and existing community sports facilities will improve community sport participation, social cohesion, and health and wellbeing outcomes across all age groups, as well as supporting youth engagement, local jobs and economic activity.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Advocate for upgrades to relevant sporting facilities across the city to ensure they are fit for purpose for Games training use (if/as required) as well as delivering community sport legacy outcomes.	Council	Advocate Facilitator	Ongoing
Progress strategic plans, precinct plans and masterplans to support a long-term approach to sporting facility improvements.	Council	Advocate Facilitator Provider	Ongoing
Incorporate priorities for women's sport into existing capital works priorities and advocacy plans for sporting infrastructure.	Council	Advocate Facilitator Provider	Ongoing

SUPPORTING PARTNERS

- Local sporting organisations
- Department of Sport, Racing, and Olympic & Paralympic Games
- Women's Sport Reference Panel

SUCCESS MEASURES

- Construction / upgrade outcomes

3.3 City Amenity & Connectivity

OVERVIEW

We will progress targeted urban renewal and public infrastructure investment across key precincts to enhance amenity, connectivity, safety, and city presentation.

Targeted investment and advocacy will support improved Games experience, as well as the city's capacity to service major events and growth in tourism. This will also deliver a lasting community benefit by strengthening community connectedness, encouraging greater use of public spaces, and supporting economic growth, tourism, liveability and accessibility.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Advocate for, and support upgrades to, transport and public infrastructure that improve linkages between key destinations and enhances accessibility and safety.	Council	Advocate Facilitator	Ongoing
Review and optimise the composition and sequencing of capital and operational works programs to strengthen accessibility, safety, amenity and connectivity in the lead-up to the Games.	Council	Advocate Facilitator	2027 - 2032
Advocate for and support investment in active transport upgrades and initiatives that are accessible for all.	Council	Advocate Facilitator	Ongoing
Advocate for the fast-tracked completion of the Cairns Western Arterial Road upgrade by the Queensland Government as legislated in the Brisbane Olympic and Paralympic Games Arrangements Act 2021.	Advance Cairns Council	Advocate	2027 - 2032

SUPPORTING PARTNERS

- Advance Cairns
- Department of Transport and Main Roads
- Local transport operators
- Tourism Tropical North Queensland

SUCCESS MEASURES

- Urban renewal and public infrastructure investment outcomes delivered

4 Embrace Our Opportunity

Support local industry and workforce in building capability, connections, and capacity to benefit from the Games.



THE CONTEXT

We will ensure our city is ready to embrace the opportunity to benefit from Queensland's hosting of the Games, supporting our local industry and workforce to prepare to meet Games-time demand and ongoing growth catalysed by the event.
This will drive economic growth and increased prosperity for our city.

THE OPPORTUNITY

4.1 Games Procurement & Supply Chain

Local businesses and industry are supported to build the capacity and capability required to maximise the benefits and opportunities from the Games.

4.2 Workforce Development & Training

Utilise Games related opportunities to access skills and training programs that build our local workforce capability and support long-term economic growth for our city.

4.1 Games Procurement & Supply Chain

OVERVIEW

We will support local businesses, industries, and First Nations enterprises to access and secure Games-related contracts and opportunities and build the capability and capacity to embrace the Games opportunity.

Prioritisation of local and sustainable goods and services in the Games supply chains is a key commitment of Games Delivery Partners. This will strengthen competitiveness and innovation in local industries, support our visitor economy, promote long term economic growth and resilience, and support equitable, sustainable economic participation, including for First Nations businesses.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Identify local opportunities for Games procurement and develop a targeted program to facilitate and enhance readiness.	Cairns Chamber of Commerce	Facilitator	Ongoing
Leverage existing forums and programs and collaborate with Games Delivery Partners to provide local business support, tailored towards identifying, accessing and meeting requirements of Games tenders and opportunities.	Cairns Chamber of Commerce	Advocate Facilitator	Ongoing
Continue to facilitate local business connection opportunities, with a focus on connecting with domestic and international supply-chains.	Cairns Chamber of Commerce	Advocate Facilitator	Ongoing
Champion and encourage local procurement for Games-related contracts, including First Nations-owned businesses and SMEs.	Council	Advocate Facilitator	Ongoing

SUPPORTING PARTNERS

- Brisbane 2032
- Local industry
- Queensland Government

SUCCESS MEASURES

- Contracts awarded to local businesses

4.2 Workforce Development & Training

OVERVIEW

We will work to ensure our local community can embrace the job opportunities associated with the Games by supporting skill development and training that will build a strong, diverse, and resilient local workforce.

Delivering a successful Games will require a diverse range of skills and a significant amount of labour across Cairns and the rest of Queensland. Addressing local skill and labour shortages and strengthening employment pathways will ensure our community directly benefits from Games employment opportunities, as well as strengthening our city's long-term economic participation and workforce retention.

HOW WILL WE ACHIEVE THIS?

ACTION	LEAD	COUNCIL'S ROLE	INDICATIVE TIMING
Work with state and federal agencies and industry partners to identify and address local skills shortages, ensuring Games-related activity creates transferable skills pathways for the local community.	Cairns Chamber of Commerce	Advocate Facilitator	2027 - 2029
Encourage businesses to provide volunteer, internship, and workforce development opportunities linked to Games activity to support youth, skills pathways, and local employment.	Cairns Chamber of Commerce	Advocate Facilitator	2027 - 2029

SUPPORTING PARTNERS

- Local educational institutions
- Local industry and businesses
- Queensland Government

SUCCESS MEASURES

- Local Games employment (direct, indirect)

The Road to the Games

With the Roadmap in place, our focus now turns to delivery.

Over the coming years, we will work alongside Games Delivery Partners and our local and regional partners to bring this vision to life, progressing from strategic planning, to detailed operational readiness, to Games-time activation, and on to a lasting legacy for our region.

THE GAMES
July to September 2032

FROM 2026	* LA 2028 GAMES HANDOVER		BEYOND 2032
STRATEGIC PLANNING	OPERATIONAL READINESS	GAMES-TIME ACTIVATION	LASTING LEGACY
Planning, prioritisation and decision-making with partners	Detailed operational planning and delivery	Operations and event delivery in 2032	Realising long-term benefits for Cairns

ONGOING GOVERNANCE, OVERSIGHT, MONITORING AND ENGAGEMENT

It is anticipated that the Roadmap will continue to evolve overtime as we progress towards the 2032 Games. Updates will be made as necessary to reflect changing circumstances, emerging opportunities, and once final sport and venue allocations have been made.

A collaborative governance model will be established to oversee implementation of this Roadmap, monitor progress and ensure it remains responsive to changing circumstances and priorities. Regular reporting will support transparency and accountability, keeping Council, key stakeholders and the community informed of progress, achievements and future plans.

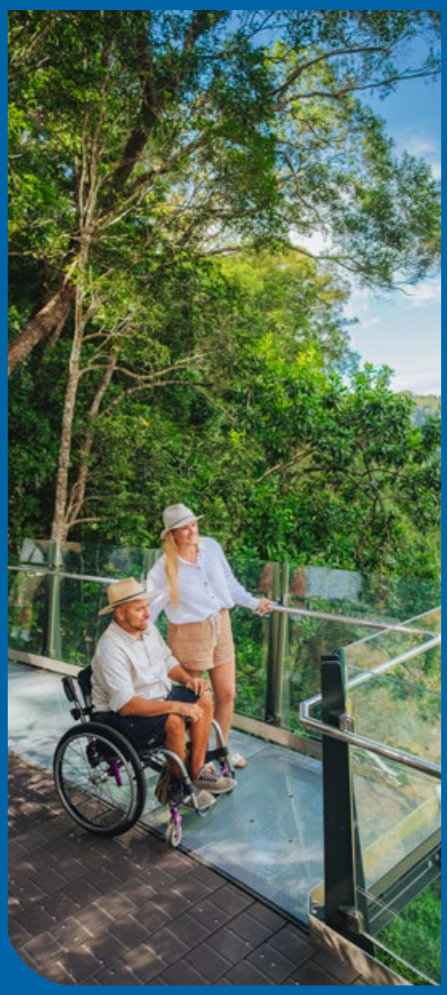




IRONMAN Cairns













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Cairns REGIONAL COUNCIL

ADVANCE CAIRNS
THE COMMITTEE FOR TROPICAL NORTH QUEENSLAND

CAIRNS CHAMBER OF COMMERCE
building business since 1905

TOURISM TROPICAL NORTH QUEENSLAND