

# ***THE CONNECTED GAMES*** ***// PLAYBOOK***

01

AN OPENING STATEMENT

An aerial photograph of a city skyline, likely Auckland, New Zealand. The image shows a large steel truss bridge spanning a wide river. In the background, a dense urban area with various high-rise buildings is visible under a clear blue sky. The foreground shows a mix of residential and commercial buildings along the riverbank.

Smart**Cities**Council  
Australia New Zealand

**We have a vision that the 2032 Olympic and Paralympic Games will catalyse investment in technology and data in a way that accelerates the highest level of sustainability and prosperity for the people, environment and economy of Brisbane, South East Queensland and beyond.**

1.

# INTRODUCTION

Positioning South East Queensland to deliver a 2032 Games 'digital dividend' is an opportunity all three tiers of government cannot afford to miss. To achieve this, we must plan, design and deliver a connected Games.

Connecting, in terms of embedding digital and data infrastructure into every aspect of the Games, will help optimise investments to generate real public value and achieve maximum legacy impact

Queensland businesses will achieve tangible immediate and sustained benefits, by helping accelerate innovation jobs today, and lay a 'smart' foundation for our collective future in the digital economy.

Visitors, enthusiasts and tourists will experience a digitally-inspired and on-demand Games which surpasses every expectation and puts Queensland in front as a future destination of choice.

A connected Games provides the impetus to develop new ideas, launch new industries and deliver digital business models that bring substantial growth to the state.

A connected games that embeds data infrastructure will leverage ongoing insights for planning and development and solving persistent urban growth challenges to create new horizons for wellbeing.

Recent experience with the COVID-19 pandemic has shown the importance of data in navigating an increasingly complex and disruptive world. We believe these Games are an opportunity to show leadership. Will the 2032 Games forever be recognised as the first truly digitally-enabled and inclusive Games?

# PARTNERSHIP

The Smart Cities Council for almost a decade has been the lead knowledge partner for smart cities and communities around the world, supporting their journey in the adoption of transformative technology and data enablers that enhance liveability, sustainability and workability.

We have achieved this through our program of:

- Informing - creating and disseminating the worlds best smart cities knowledge resources
- Educating - delivering training and education programs that enhance capacity to act
- Convening - bringing together the smart cities community to exchange, network and shape opportunities
- Advocating - working alongside policy makers to shape the best policy to catalyse action

From humble origins in Seattle WA in the USA in 2012, to Mumbai, Dublin, Singapore and Hamilton in New Zealand, to our local headquarters in Brisbane, the Smart Cities Council has brought global reach to local opportunities.

We are now primed to partner with Queensland, along with our members, to support the planning, delivery and legacy of the 2032 Games to be the most sustainable.

# THE OPPORTUNITY OF CONNECTEDNESS

The potential benefits to the Australian economy through digitalisation have been estimated to be as much as \$315 billion over the next decade, with the potential to create up to a quarter of a million new jobs by 2025.

We know that those who invest in digital and data infrastructure outperform those that don't. As the COVID-19 pandemic has demonstrated, digital infrastructure can allow more stakeholders to participate, enhance overall productivity and deliver better services to business and the community.

Positioning South East Queensland to host the most inclusive games in history is a real opportunity. And in addition, the 2032 Games presents a unique opportunity for local, state and federal governments to embrace and invest in technology and data to power the most sustainable and inclusive games ever hosted.

And our opportunity to shine on the world stage doesn't end with equity, inclusion and sustainability.

Digital and data could also underpin new growth industries in the region, in line with IOC aspirations that new businesses and entrepreneurial ventures be created off the back of the Games.

Leveraging our existing local strengths in virtual reality, SportsTech, artificial intelligence and the like, reinforce the trade and investment legacies that can be created.

# THREE WAVES OF OPPORTUNITY

The Smart Cities Council has identified three key phases in achieving the vision we described on the opening page of this document, namely:

1. Pre-Games
2. The Games
3. Legacy

## Pre-Games

This includes the critical detailed master planning, baseline development and target setting to enable alignment between vision and what gets built and delivered.

## The Games

The 28 days of competition and celebration of both the Olympic and Paralympic Games, where operational efficiency and athlete and visitor experience are paramount.

## Legacy

The longer term benefits to the region, and beyond, as a result of the planning and investment in infrastructure and services that aligned with set targets.

Each of these phases presents unique opportunities for collaboration around making the 2032 Games a centrepiece investment in the regions growth and prosperity.

This document outlines immediate pre-games recommendations, with additional documents covering the other phases to be published by the Smart Cities Council in the coming months.



# THE PRE-GAMES PRIORITIES

Building the necessary baseline to ensure we can measure our impact with confidence in a transparent and comprehensive way is the first priority. This effort must also include establishing the necessary data insights capability to engage the community, businesses and visitors to our region.

Our three key pre-Games priority recommendations therefore include:

## 1. A DATA STRATEGY TO GUIDE SUCCESS

It is recommended a Data Strategy be produced to guide investment in Games-related infrastructure and services. It's purpose among other things is to provide a mandate for all engaged stakeholders to invest in 'data as infrastructure'.

The Strategy should:

- Define the current state and a target state with respect to opportunities in creating value from data and delivering outcomes for the region
- Align with the sustainability goals and aspirations for the Games
- Define the business case and roadmap of actions in creating opportunities from data
- Articulate the role of standards in procurement processes - providing a common language and clear guidance on data collection, management and activation
- Define clearly the role of state, local, federal government, utilities, academia, citizens and the private sector with respect to data collection, management and activation
- Outline relevant data leadership and governance arrangements, such as privacy, security and ethics.

**The Strategy will be critical for helping stakeholders:**

- **Articulate the 'why' for investing in data in the built environment in the region**
- **Define the role of data activation for the Games, before, during and after the event**
- **Identify the pain points to be addressed by data collection, management and activation**
- **Identify the core data assets to be gathered as part of the baseline project (see Recommendation 2)**
- **Utilise the data baseline to support business case development for the various investments in infrastructure and services**
- **Identify opportunities for collaboration in collecting data across sectors and across silos**
- **Respond to the Federal Government's Digital Economy Strategy, Infrastructure Australia's 'Australia Infrastructure Plan' and other strategic policy documents that have mutually-reinforcing goals**
- **Establish an ongoing governance and operational framework for data activation and decision making, including mechanisms such as a Regional Civic Data Trust.**

## 2. A PRE-GAMES BASELINE

Games success can only be measured where a starting point has been confirmed. And whilst baselines and analyses are typical of major infrastructure programs such as this, digital and data has now taken such processes to the next level with accuracy, frequency and fidelity like never before seen.

The Internet of Things, artificial intelligence and Digital Twin capability now available to us has essentially redefined what a baseline is.

While some of the data sets we need are well known and at our fingertips, new data sets emerge every day as our data collection technologies advance at eye-watering pace. Real-time accessibility data, full digital models of kerbside assets and urban life data screened from exabytes of social media data is the 'now'.

We can measure social wellbeing, predict how people will travel to venues and optimise service delivery to a level of accuracy like never before. But to benefit from this, we need a measure of our baseline. Here are just some inputs:

### Facilities

Determine the accessibility and performance of existing venues and proposed precinct spaces and places. This will include the degree of accessibility of core precincts (footpath widths, ramps, venue accessibility, kerbside data, crossing sight distance, tactile paving etc) and the pedestrian movement in core activity centres, open spaces and venues (dwell times, movement paths).

Using industry best practice tools and guidelines such as Green Star, the WELL rating system and the Code for Smart Communities will help identify and guide the data to be collected from a sustainability perspective for built environment assets.

### Transport and Mobility

With movement around the region being a critical success factor for the Games, a comprehensive baseline on all relevant transport and mobility attributes will be necessary. From public transit patronage and rideshare usage to the region's micro mobility use patterns and footprint should be assembled. Walkability assessments, catchment analytics and first mile/last mile servicing will also support venue feasibility, along with sustainable transport infrastructure such as electric vehicle charging points.

### Urban Development

With an aspiration for the games to help catalyse key urban projects around the region, understanding existing environmental conditions will be essential. With critical issues such as climate change, technology adoption and hybrid working patterns all impacting the planning and design of built form, and how goods and services are delivered, a new baseline must be established for SEQ post-COVID.

### Housing

Accommodating our guests for the Games is going to be a challenging task. Exactly how many visitors do we anticipate for a physical games to be hosted in a decades time and that is to be played out in a world that is relying more and more on a virtual presence? We need to establish a baseline for housing now, to enable a potential housing end state for 2032. Land supply, density, open space, affordable housing targets and characteristics of our emerging digital lifestyles are all essential data sets that need to be gathered, and integrated.

All of the above data sets will be critical not only for baseline establishment, but also for the proposed data activation activities needed to shape the best investments.



### 3. DATA ACTIVATION FOUNDATIONS TO UNLOCK VALUE

Similar to Games success relying on a comprehensive baseline, the ability to activate that data is equally important.

Here are the core data activation platforms that should be established to accelerate positive outcomes pre, during and post Games:

- Building a region-wide Digital Twin that will provide the core functionality of ingesting and integrating the data collected/procured, enable modelling and simulation of that data and visualising the insights to engage the community and support enhanced decisions
- Ensuring additional data sharing and data exchange capability for the Digital Twin, helping create Australia's first open market for valuing and monetising data assets on a regional data exchange
- Situating this data activation capability on a 'heads up display' in a Integrated Intelligence Hub with co-located government services, where the community, businesses and visitors can 'touch and feel' the heartbeat of the region via an immersive data insights and visualisation environment.

Whilst parts of these platforms exist across the region, they are not complete, nor integrated. Therefore, this pre-Games recommendation is considered an opportunity to leverage existing investments made to finally build a globally recognised platform for prosperity that the region deserves and demands in a digital economy.

# WHERE TO FROM HERE

The three key recommendations within are viewed as essential tasks that we must mobilise now, and we look forward to helping scope these three activities further in a collaborative way, with key multi-sector stakeholders.

We look forward to working with representatives from the Australian government, Queensland government, and the South East Queensland Council's to convert these recommendations to actions.

This 'Opening Statement' is the first of a number of Connected Games Playbooks the Smart Cities Council is preparing with its 2032 Games Task Force to help bring opportunity to the region.

The second Playbook will focus on minimum digital and data specifications for infrastructure and services procured pre-games, to help ensure the 'digital dividend' is realised.

The third Playbook will be a deeper look into the ways the region can power greater sustainability outcomes from data, and how the Games will set a new global benchmark for catalysing prosperity and growth for communities pre and post Games.

## **PLAN ON A PAGE: 2021-2023**

### **1. SEQ DATA STRATEGY**

**Classifies data as infrastructure**  
**Guides all Games investment in infrastructure and services**  
**Coordinated data leadership for the region**

### **2. PRE-GAMES BASELINE**

**A benchmark for success**  
**Urban life, sustainability and prosperity - measured**  
**New industries, trade and investment leadership mobilised**

### **3. DATA ACTIVATION FOUNDATIONS**

**Region-wide Digital Twin**  
**SEQ Data Exchange - powering regional growth, investment and jobs**  
**Integrated Intelligence Hub - our 'heads-up' display**

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Australia New Zealand

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