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## **BUILDING MEGAPROJECTS IN SE QUEENSLAND: AN ANALYSIS FROM THE PLANNING, PROPERTY AND PROJECT MANAGEMENT PERSPECTIVES**

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### **ABSTRACT**

*Megaprojects are becoming part of global urban transformation, creating landmarks, jobs, and essential infrastructure, but they face challenges like stakeholder engagement, cost overruns, delays, and delivery risks. These projects need diverse professionals to ensure value creation, stakeholder satisfaction, and risk management. Southeast Queensland is experiencing significant growth with mega projects such as Queen's Wharf Brisbane, Waterfront Brisbane, Cross River Rail, and Brisbane Metro. The 2032 Brisbane Olympics will further drive significant sports infrastructure and property developments. Collaboration among city planners, property developers, project managers, and corporate property asset advisors is essential for optimal performance, sustainability, and value creation. The main aim of the paper is to analyse megaprojects from multidisciplinary planning, property, and construction project management perspectives. The research methods include a literature review and a case study of a large megaproject - Queen's Wharf Brisbane. The study examined planning mechanisms, property development, and project management approaches, highlighting key issues and lessons for Southeast Queensland. From a planning perspective, some important considerations for megaprojects include an understanding of planning legislation and the important role of state government in implementing megaprojects. Megaprojects should be aligned with strategic plans for the region and cities. Likewise, from a property development perspective, the feasibility and cost-benefit of megaprojects should include the analysis of the project's economic impact, providing value creation to the project. From a project management perspective, controlling cost overruns, managing time delays, dealing with conflicts and mitigating risks is crucial. Post-construction, property management and asset management of megaprojects need to consider the sustainability of these developments in the long run. A multidisciplinary lifecycle perspective can indeed provide valuable lessons for planning and developing megaprojects such as the Brisbane Olympics 2032 in Southeast Queensland.*

Key Words: Megaprojects, Planning, Property, Project Management, Queen's Wharf Brisbane, Southeast Queensland.

### **INTRODUCTION**

Urban transformation is ongoing worldwide with the development of megaprojects, typically costing more than 1 billion. These could include massive building and infrastructure projects such as hotels, casinos, airports, urban regeneration, and redevelopment of underutilised urban land. Multiple global and national stakeholders often form an urban growth coalition of public and private sectors to attract transnational investments with long-term impacts on the city economy, society and environment, and future development of cities. Special legislation and governance mechanisms are often put in place to attract and develop megaprojects, which may overshadow the long-term strategic plans of the metropolitan cities. With a long development period, these projects face the challenges of cost overruns, community opposition and long-term delays in the project delivery. While megaprojects could be innovative and productive, they can also lead to social and economic disruption and exclusion of citizens (Flybjerg, 2014; Cantoni and Favari, 2022; Ashkanani and Fronzoi, 2023). A holistic analysis of megaprojects throughout their life cycle—from initiation, planning, design, construction, delivery, to operation—is vital to maximising their long-term benefits while addressing planning challenges and managing risks at different stages.

No systematic research is currently being conducted into the planning, development, and management of megaprojects in Southeast Queensland. Although megaprojects are complex projects requiring coordination from different disciplines, there is limited analysis of megaprojects in Southeast Queensland from a multidisciplinary perspective. The major objective of the paper is to conduct an exploratory study to examine megaprojects from planning, property and project management perspectives. The research methodology includes a case study approach to critically examine a large megaproject - Queens Wharf Brisbane - and draw lessons from it. The research is based on a review of literature and policy/planning documents, content analysis of developer and government websites, and media reporting of ongoing projects.

The paper is structured as follows: First, it will review literature from diverse planning, property, and project management disciplines to highlight diverse perspectives and identify key challenges of megaprojects. Next, it will provide an overview of current and upcoming megaprojects in Southeast Queensland. This is followed by a case study of Queen's Wharf Brisbane, one of the largest building megaprojects in the region, analysing it from planning, property development, project management, and operational management perspectives. Lastly, the paper will draw lessons for future megaprojects based on the local case study.

## **BRIEF LITERATURE REVIEW: MULTIPLE PERSPECTIVES AND CHALLENGES**

Extensive literature exists on various aspects of megaprojects, from planning, property development, project management and operational management (Widiastuti et al., 2022; Ninan et al., 2023; Cosby 2017; Cacciananza et al, 2022; Yuan et al (2021).

### **Planning Perspective**

As part of the *planning perspective*, some planning academics have identified the failure of many megaprojects to achieve the desired outcome due to a lack of planning for complexity and uncertainty (Widiastuti et al., 2022). Likewise, using a systematic literature review, another group of researchers have identified problems in delivering megaprojects at different project stages (Ninan et al., 2022). They argue that the *planning and design stage* plays a crucial role in all stages of the project and affects the overall outcomes of the project. During the *development phase*, there are implementation challenges in conflict management, quality management, safety management and schedule management. At the operation and management stage, issues are related to resolving environmental performance, social responsibility, and sustainability of mega projects (Ninan et al., 2022).

### **Property Development Perspective**

From the *property development* perspective, two essential aspects that need to be considered are feasibility analysis/cost-benefit analysis and risk management. Feasibility analysis and cost-benefit considerations are critical in the planning and execution of mega projects due to their substantial investments and far-reaching impacts (Boateng et al., 2015; Chattopadhyay et al., 2021). This is important for property development, which involves evaluating a project's financial and economic viability. It also specified the need for feasibility analysis in the context of risk management and project selection. Risk management is important in identifying, assessing, and mitigating megaproject risks (Boateng et al., 2015; Chattopadhyay et al., 2021). By accurately identifying and managing risks—whether technical, socio-ecological, or relational—projects can achieve a more favourable cost-benefit balance, supporting successful project initiation and completion.

### **Project Management Perspective**

From a *project management perspective*, the three secrets of megaproject success are clear strategic vision, total alignment, and adaptation to complexity (Shenahar and Holzmann, 2017). The clear strategic vision that aligns stakeholders guides decision-making and adapts to project complexity and uncertainty. Total alignment is required to ensure all stakeholders share the same strategic vision, fostering collaboration and consistency throughout the project's lifecycle. Adapting to complexity is required to select a suitable management style and resources for the project's challenges/risk management in a systematic literature on gaps in megaproject management systems (Ashkanani and Franzoi, 2022).

## **Property Management and Asset Management Perspective**

While property management focuses on the operational and maintenance aspects, asset management deals with the strategic and financial aspects of development, both of which ensure the property is well-maintained and profitable. From a *property and asset management perspective*, megaprojects significantly impact the value and investment of corporate real estate and asset management (CREAM). They include lease management, capital project planning and management, maintenance and operations, energy management, occupancy and space management, employee and occupant experience, emergency management, business continuity, and real estate management (Shenahar and Holzmann, 2017). There is also increasing importance of environmental sustainability in global real estate investment markets (Newell and Marzuki, 2022)

The above brief review is a useful basis for identifying key challenges in these areas based on the above review. For example, the challenges of megaprojects in *planning* include managing the competing interests of various stakeholders, ensuring sustainability, and the need for government support and partnership. From the *property development* perspective, the significant issues could include the complexity and scale of projects with huge costs and timelines, huge investments and market uncertainties during project planning and delivery, and the need to link with existing real estate and infrastructure. From the *project management* perspective, some challenges could be time and budget constraints, such as delays and cost blowouts, stakeholder management, integration of technology for managing projects, and risk management. Lastly, from an *operational management* perspective, some issues could be sustainable operations and maintenance, staff management and asset management.

This review provides a useful basis for understanding the challenges of megaprojects in Southeast Queensland and a case study of Queen's Wharf Brisbane.

## **MEGAPROJECTS IN SOUTHEAST QUEENSLAND**

Brisbane, Australia's largest city council, is undergoing significant urban transformation with several ongoing building and infrastructure megaprojects. Many of these projects are either under construction or in advanced planning stages. Queen's Wharf Brisbane and Waterfront Brisbane are examples of major mega-building projects, while Cross River Rail and Brisbane Metro are mega-infrastructure projects under construction in the heart of the city. With Brisbane announced as the venue for the 2032 Olympics, several mega projects related to the event, such as sports venues, precinct development, and transport upgrades, are expected. We will briefly discuss Waterfront Brisbane, Cross River Rail, Brisbane Metro, and the Brisbane Olympics 2032, followed by a detailed case study of Queen's Wharf Brisbane.

### **Waterfront Brisbane - megaproject under construction**

Waterfront Brisbane is a \$2.5 billion redevelopment project by private sector developer Dexus, currently under construction in Brisbane's CBD (Dexus, 2024). The project includes two new office towers, providing 120,000 square meters of premium office space, a riverfront retail precinct, and expanded public space with a riverwalk featuring 7,000 square meters of riverfront dining, cafes, and retail. The Brisbane City Council approved the proposal in 2020, and it is expected to open in 2028. Dexus has partnered with John Holland for the construction. The two towers will be 52 and 44 storeys high, with one planned for completion in 2028 and the other at a later date.

### **Cross River Rail – megaproject under construction**

Cross River Rail is a \$5.4 billion state government-initiated major infrastructure project in Brisbane that is under construction. It is a 10.2 km rail line with two tunnels under the Brisbane River and CBD and four new underground stations. The government established the Cross River Rail Authority to deliver this project. However, it later expanded its scope to deliver additional new stations on the Gold Coast and rebuilt seven stations in Brisbane (Cross River Rail Authority, 2024). The project was initiated to improve travel time, increase train services, and enhance urban renewal and property development at major stations; an EIS was

approved by the Queensland Government's Coordinator-General in 2012. The State government designated four Cross River Rail Priority Development Areas (PDAs) for major stations (Albert Street, Roma Street, Boggo Road and Woolloongabba) to promote transit-oriented development around the stations. Since November 2022, Economic Development Queensland (EDQ) has become responsible for planning these PDAs. The project is primarily funded by the state government and delivered in partnerships with the private sector, such as the CIMIC Group of companies (for tunnel, station and development) and UNITY Alliance (for rail, integration and systems). There are media reports that the Cross River Rail budget has blown from \$5.4 billion to \$17 billion and a time delay for opening from 2026 to 2029 which the previous government has disputed (Johnson and O'Malley, 2024)

### **Brisbane Metro – megaproject under construction**

Brisbane Metro bus rapid transit service in city infrastructure project in Brisbane funded in partnership with the Federal government, introducing high frequency, high-capacity electric buses with upgraded stations and public spaces (Brisbane City Council, n.d.). The council has partnered with construction company ACCIONA and design lead Arup to deliver the project. It will primarily serve inner Brisbane suburbs with the current development of two lines - Metro 1 from Eight Mile Plains to Roma Street and Metro 2 from the University of Queensland to Royal Brisbane Hospital (which is expected to open at the end of January 2025). There are plans for extension to other outer suburbs of Brisbane, such as Brisbane Airport, Capalaba, and Springwood. There are reports that the Brisbane Metro project cost has blown from \$99 million to \$1.55 billion, and the rollout has been postponed to 2025 (Sato et al, 2024; Johnson and O'Malley 2024). The original Brisbane Metro Plan, originally conceived as a subway network was budgeted for \$1.54 billion. Initially conceived as buses on dedicated tracks with driverless vehicles, the project switched from track to road to bring down the project's cost from \$1.54 billion to just under \$1 billion (Clark, 2017). The estimated Australian Government contribution to the project is \$351 million.

### **Brisbane Olympics 2032 – planning for future megaprojects**

With the announcement of the Brisbane 2032 Olympics, there are proposals for further megaprojects, including the expansion of sports facilities, commercial development, and road and rail infrastructure in the city (Queensland Government, n.d.). An infrastructure agreement has been made for \$7.1 billion in funding from the Federal and State governments for sports venues and precincts. The new state government has recently established the Games Independent Infrastructure and Coordination Authority, with seven board directors, to conduct a 100-day review of the Brisbane Olympics infrastructure to identify priority projects, connectivity, and benefits for the games (Queensland Government 2024).

There has been considerable debate about the venue for the main event. At the time of the announcement by Premier Annastacia Palaszczuk, the \$2.6 billion redevelopment of the Woolloongabba stadium in inner Brisbane was announced as the major venue, with plans to expand the current stadium for the Olympic event. However, there was community opposition due to the need to demolish an existing school and use a local park (Raymond Park) to accommodate the rebuilding of the Gabba. There was also opposition from the AFL and Cricket clubs which currently use the stadium.

Later, the Steve Miles Labor government recommended a \$1.6 billion upgrade of the Queensland Sports and Athletic Stadium (QSAC) on the city's outskirts, despite its limited venue size and poor public transport access. With the recent change to David Crisafulli's Liberal-National government, the new Premier announced another review of the venues for the event with the 100-day review of the Brisbane Olympics infrastructure (the report is due in March 2025). Several plans for megaprojects for venue development are now being discussed as alternative options in the media (Courier Mail, 2025). One proposal is a \$6 billion development at Northshore Hamilton by the private sector, with minimal financial contribution from the state government. Another idea is to redevelop the existing Victoria Park in inner Brisbane into a new 60,000-seater stadium. However, there is opposition to this idea due to the potential loss of major public parklands for sports development. There has been considerable delay in decision-making regarding the venue's selection and benefits. This shows how the planning for megaprojects can be delayed considerably with changes in government and the diverse viewpoints of stakeholders.



Having provided a brief overview of megaprojects under construction and consideration, the paper will now look at the case study of the Queen’s Wharf Brisbane is one of the largest building megaprojects in the heart of Brisbane CBD.

## CASE STUDY OF A MEGAPROJECT: QUEEN’S WHARF BRISBANE

Queens Wharf Brisbane, an integrated resort development, is one of the most significant megaproject developments in the heart of Brisbane, covering about 10 per cent of the CBD. It occupies 12 hectares of CBD land and 26 hectares of land and water (Urbis 2017; Destination Brisbane Consortium, 2024a.). It is built on prime urban land fronting the Brisbane River and South Bank Parklands (Figures 1 and 2). Next to the site is the location of Queensland Government Building (nicknamed ‘*Tower of Power*’), Queensland University of Technology, Garden’s Point Campus and Brisbane Botanical Gardens.

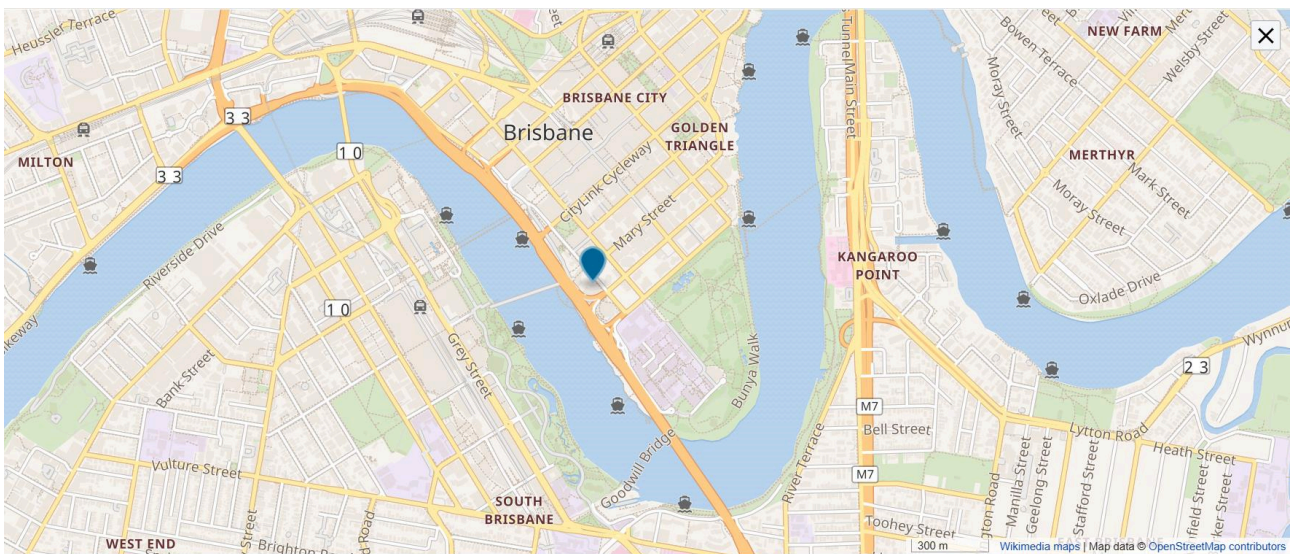


Figure 1: Location map of Queen’s Wharf Brisbane (shown in blue dot)  
Source: Wikimedia Commons

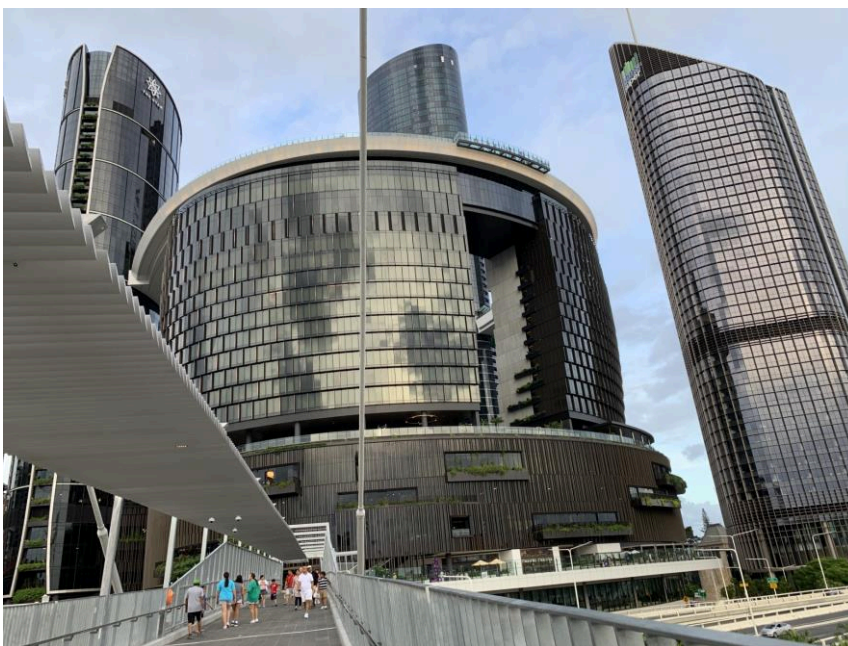


Figure 2: View of Queen’s Wharf Brisbane from South Bank. The building on the left is the Queensland Government Building.



Source: Bhishna Bajracharya

The paper will analyse Queen's Wharf Brisbane from a perspective of planning, property development, project management and operational/asset management.

## Planning Perspective

### Planning legislation

The project involves the state government leasing prime urban land to the private sector Destination Brisbane Consortium. To fast-track development as a Priority Development Area (PDA), the state government enacted the *Economic Development Act 2012*, bypassing local government planning processes (Figure 2). The site was declared a Priority Development Area on 29 November 2014 to facilitate the integrated resort development (EDQ, n.d.). Destination Brisbane submitted the Plan of Development (PoD) on May 30, 2017, which Economic Development Queensland (EDQ) approved in December 2017, expediting the development. The developer was required to submit detailed environmental and traffic studies and drawings before construction began. As a state-initiated project on state government land, the local council had a limited role in the planning and assessment of the project.



Figure 2: Queen's Wharf Brisbane - Priority Development Area shown in blue line

Source: Economic Development Queensland (EDQ) website (<https://www.edq.qld.gov.au/our-work/priority-development-areas-pda/queens-wharf-brisbane>)

Special legislation, the *Queen's Wharf Brisbane Act 2016*, was enacted to establish an agreement to locate a casino within Queen's Wharf Brisbane and address other matters related to the development (State of Queensland, 2020).

### Role of state and local government

The state government played a crucial role in shaping and supporting the project. The state government's Economic Development Queensland (EDQ) office facilitated the planning and assessment process, established the Priority Development Area, and provided long-term government land leases to the private sector. As the

Queensland Government initiated the project on state government land, the Brisbane City Council had a limited role, despite the significant implications of megaprojects like Queen’s Wharf Brisbane on the council’s long-term strategic plans.

### Property Development Perspective

The property development for the project is being undertaken by the Destination Brisbane Consortium (DBC), comprising the Star Entertainment Group, a major casino owner/manager in Australia and Chow Tai Fook Enterprises and Far East Consortium, two Hong Kong-based property development companies. It was the largest building construction project in Queensland and to be developed as a “world-class integrated resort development that will position Brisbane as a tourism, leisure and entertainment destination” (Destination, Brisbane 2024).

#### Property development component

The development component of the project includes a resort development with a hotel, casino, entertainment, and sky deck, residential towers with 2000 luxury apartments, and retail and dining spaces with over 50 restaurants, cafes, and bars. The development also includes extensive public spaces like a riverwalk, public park, and pedestrian bridge, which connect the building with the South Bank on the opposite side of the river. Old historical buildings within the site, such as Commiserate stores and Miller Park, have been restored as part of the project (See Figure 4 for some of the features of the development).

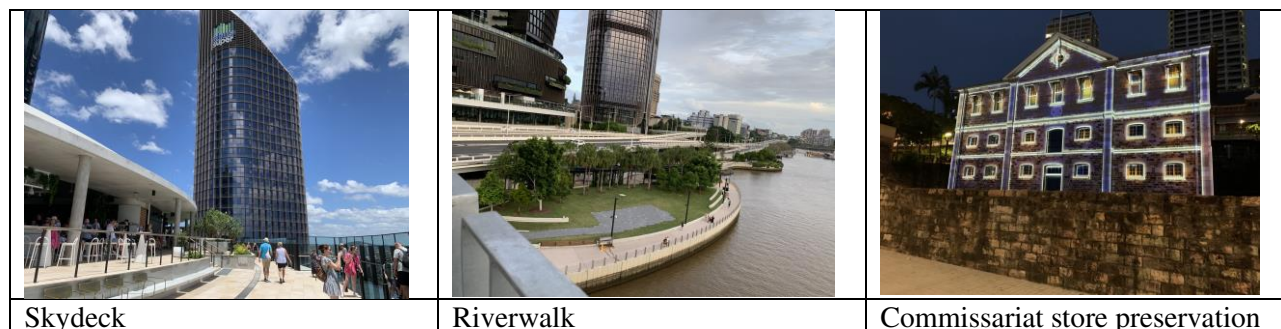


Figure 4: Examples of development components of Queen's Wharf Brisbane

Source: Bhishna Bajracharya

Expected economic impact and benefit  
The development proponents see the project as transforming the Brisbane CBD skyline with iconic landmarks, repurposing heritage buildings, reusing underutilised riverfront areas under freeways for public parks, and linking it with South Bank through a pedestrian bridge. The developer has identified many economic benefits such as up to 2000 jobs during the peak construction phase, a projected \$1.69 billion annual increase in Queensland tourism spending, a projected 1.4 million additional tourists per annum and a \$ 4 billion projected boost to Gross State Product (Destination Brisbane Consortium, 2024a). Whether these expected benefits will materialise when the project is complete is yet to be seen.

While the development was promoted as a significant project creating jobs and stimulating the economy, concerns have been raised regarding the public benefit, giving air rights over public streets for the casino, and the project's planning process (for example, see Kirk and Bull, n.d.).

### Project Management Perspective

Queen’s Wharf Brisbane has taken the Integrated Project Delivery (IPD) approach to deliver the project, which includes collaboration among key stakeholders such as State Government, Local Government, Destination Brisbane, architects, engineers, contractors and subcontractors. It uses Building Information Modelling (BIM) to facilitate collaboration and improved coordination, efficiency and accuracy (Gulyas, 2020).

#### Risk management

The web search for the risk management plan for Queen’s Wharf Brisbane yielded limited public information. The Queensland Government’s reports, “Queens Wharf Priority Development Area



Infrastructure Plan Background Report” (Economic Development Queensland, 2017) and “Priority Development Area Development Scheme” (Queensland Government, 2016), provided only minimal details on risk management planning for the project.

For a project of this scale, the developer typically prepares a comprehensive risk management plan that identifies and assesses various risks, along with strategies to mitigate them for both the environment and the people working on the project. For Queen’s Wharf Brisbane, flood risk management is crucial during both the construction and operational phases due to its proximity to the Brisbane River. Additionally, health and safety considerations for construction workers, especially those working on tall buildings, must be addressed. The project website highlights a strong commitment to environmental considerations and the well-being of all individuals involved in the project (Destination Brisbane, 2024).

The financial risks that need to be considered for a project of this nature are risks of cost overruns, casino revenue dependence and public scrutiny about the development from regulatory agencies.

#### Cost and timeline

The timeline for the project spans several years. Construction commenced in 2016, and the project was recently opened in August 2024. There were delays and cost overruns due to various factors, including COVID-19, a shortage of construction materials, and conflicts with contractors and other partners. The cost blowouts have been estimated at \$260 million, attributed to inflation impacts on materials, labour shortages, supply chain disruptions, and legal disputes.

### **Property and Asset Management Perspective**

#### Operation/maintenance management

The project would require consideration of maintenance and operation, including management of public spaces, infrastructure and buildings, including maintaining the six-star sustainability standards as well as waste management for projects of this scale.

#### Asset management

Regarding asset management, the project used Building Information Modelling (BIM) for design, construction and facilities management. There would be a requirement for complex data management from design models, construction documents and operational data.

### **CHALLENGES AND IMPLICATIONS OF MEGAPROJECTS**

While Brisbane and Southeast Queensland are embarking on many megaprojects, it is important to consider the likely challenges of these large and complex projects (Bartsch, 2024; Bajracharya, 2023).

#### **Conflict management**

The project faced numerous conflict management issues. First, the developer had a dispute with the contractor Multiplex regarding time and cost overruns, with both parties blaming each other and making claims and counterclaims in court. This was later resolved through a settlement deed. Destination Brisbane claimed \$360 million from Multiplex, which in turn sued The Star for \$420 million over project delays (Bleby, 2023).

Second, the developer had a conflict with luxury retailer DFS Australia when it withdrew from the proposed high-end retail precinct. DFS Australia launched a \$24 million lawsuit against Destination Brisbane, claiming it was forced to abandon the project due to mould and lead paint contamination in old historic buildings that needed redevelopment (Norris, 2024; Courier Mail 2024). The developer counter-sued DFS Australia for lost rent when it abandoned plans for a luxury shopping precinct in the historic Printery building on George Street (Norris, 2024).

The Star Casino also faced financial difficulties, struggling to raise adequate funds to pay taxes to the Queensland Government amid a recent fall in its share prices (Harrison, 2025). Recently, it was announced that Star Casino’s Hong Kong-based partners, Chow Tai Fook Enterprises and Far East Consortium, cancelled hundreds of sales contracts for apartment units due to cost blowouts in the high-end luxury towers. Due to cost and time constraints, they could not develop Queen’s Wharf Tower, which included 819 luxury apartments next to the Queen’s Wharf casino and entertainment precinct (Norris and Kerr, 2025). The tower, originally

scheduled for completion in 2026, is now delayed by three years to 2029. The Star Casino is requesting a temporary pause on gaming taxes to address the financial woes of this megaproject.

### **The complexity and scale of the project**

There were many challenges to the Queen's Wharf project. The first challenge was the complexity and scale of the project, as it was an integrated resort development and the largest building project in Brisbane CBD, with a mix of uses. Coordinating several stakeholders, both external and internal, whose roles and interests needed to be considered, was a significant aspect of project management.

### **Risk management**

The major risks include its focus on a narrow market segment and the unexpected challenge of the construction during the height of the COVID-19 period.

### **Changing circumstances of the project**

Recently, the company sold the historic Treasury Casino building to Griffith University for \$67.5 million to raise much-needed cash for the Queen's Wharf megaproject. Griffith University plans to use the building for educational purposes (Burnett, 2024). Figure 5 shows the historic Treasury Building.



Figure 5: Treasury Building part of Queens Wharf Brisbane sold to Griffith University to raise cash  
Source: Wikimedia Commons

### **Protection of heritage and creating a distinctive place**

There were also issues with heritage conservation, as some community groups expressed concerns about the impact of development on historical buildings within the precinct. Some argue that the development does not reflect Brisbane's urban heritage, replacing it with a townscape like international locations like Dubai and Singapore's Marina Bay Sands from the early 2000s. Are we losing the distinctive character of Brisbane for something that may go out of fashion? (Kirk and Bull, n.d., Bajracharya and O'Hare 2022).

### **The public benefit of megaproject**

Another challenge is ensuring adequate public benefit from these projects, particularly in terms of public spaces, without privatising them. The wider community needs greater engagement in megaprojects, especially when they are built on public land. If not executed well, a megaproject can pose financial risks to the city and the broader community. Additionally, megaprojects can divert resources and labour from other important projects, leading to shortages for initiatives such as affordable housing.

## **LESSONS FROM THE STUDY**

Several valuable lessons can be drawn from the case study of Brisbane Queen's Wharf for future megaprojects in Southeast Queensland such as the Brisbane Olympics 2032.

### **Multidisciplinary life-cycle approach to megaprojects**

A holistic understanding of megaprojects throughout their life cycle from multidisciplinary perspectives—from initiation, feasibility, approvals, construction, and delivery to asset management—is essential. It is important to ensure that these projects are not aimed at a narrow market segment, as market conditions can change due to factors such as the global economy, geopolitics, and pandemics. A comprehensive project lifecycle analysis, covering initiation, planning, design, construction, and operation, can maximise the long-term benefits of these projects while managing risks at each stage.

### **Alignment of megaprojects with the strategic plan of the council and SEQ region**

Megaprojects offer significant opportunities for urban transformation but also present considerable challenges that must be effectively addressed. With numerous mega projects in the pipeline, it is crucial to consider their alignment with long-term metropolitan and regional plans, the roles of various stakeholders, potential impacts on local communities and the environment, and the equitable distribution of public benefits. By carefully evaluating and understanding these challenges, decision-makers and stakeholders can maximise the positive impacts of megaprojects on urban development, promoting sustainability and inclusive growth in Brisbane and Southeast Queensland.

### **Urban governance**

Considering the need for sustained political support, the successful execution of megaprojects requires a strong governance structure, accountability, and transparency. It also necessitates bipartisan political commitments and long-term coordination to serve the greater public interest. Given the large scale and significant impact of these projects on the community and city, the state government need to establish a robust governance framework to manage mega projects such as the Brisbane Olympics 2032.

### **Controlling costs and timely delivery**

Phased delivery of megaprojects and infrastructure is crucial for managing costs and timelines. This approach can be applied to the Brisbane Olympics 2032. The previous Labour government had worked with construction unions to establish Best Practice Industry Conditions (BPIC) setting out new favourable pay and conditions for workers in state projects worth more than \$100 million. Arguing that this would increase the costs of large projects, the new National-Liberal government has suspended the use of (BPICs) on all new government-funded construction projects to boost productivity and reduce costs through increased market competition (Gillespie, 2024). While the removal of BPIC can contribute to cost reduction in future megaprojects, this needs to be balanced with the need for workers' safety in large construction projects.

### **Risk management**

The case study highlights the importance of risk management in developing future megaprojects. The cost blowouts and time delays observed in the case study indicate that the Olympic project should implement comprehensive risk management strategies to address potential issues. To do so, project assumptions should be frequently checked and timely updated.

### **Sustainability and legacy**

The project could provide long-term benefits to the city, attracting more tourists and locals alike to the landmark building and its amenities. Queen's Wharf has a strong focus on sustainability, featuring six-star green buildings, energy efficiency, and the provision of green and open spaces as part of the development. The Brisbane Olympics can adopt a similar approach to sustainability, creating a legacy for Brisbane through its new and upgraded venues and infrastructure.

## **CONCLUSION**

To sum up, mega projects can play an important role in urban transformation shaping Brisbane and Southeast Queensland in future. However, they come with challenges that need thoughtful planning and consideration. Integrating these mega projects with long-term city planning strategies is essential. Tackling governance issues and ensuring fair public benefits from megaprojects are also crucial. Multidisciplinary lifecycle analyses of projects from diverse disciplines such as planning, property, and project management can contribute to long-term inclusive and sustainable development. These insights are important for future megaprojects in Southeast Queensland, such as the Brisbane Olympics 2032, to ensure they deliver lasting public benefits and a meaningful legacy for the city and region.

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