

CAPABILITY STATEMENT FOR

2032 BRISBANE GAMES VENUES



HOTA AMPHITHEATRE

EXECUTIVE SUMMARY

For four decades, Schuler Shook has earned international recognition as venue planning specialists, mastering the complex art of creating spaces where people gather and experiences come alive.

Our expertise in designing venues from “front door to back door” - understanding patron flow, sightlines, technical infrastructure, and operational efficiency - translates directly to the sophisticated demands of Games venues.

However, many project teams don't immediately recognise how venue planning expertise applies beyond traditional performance spaces. The reality is that any venue where people gather for shared experiences - whether watching elite athletic competition, attending corporate events, or participating in community celebrations - benefits from the same fundamental design principles that make great theatres work. The difference between a venue that operates smoothly and one that creates operational headaches often lies in understanding these nuanced spatial relationships, circulation patterns, and technical integration strategies that venue planners have refined over decades.

The measurable value we bring includes optimised capacity planning that maximises revenue potential, efficient backstage and service circulation that reduces operational costs, integrated technical infrastructure that eliminates the need for expensive temporary solutions, and flexible space planning that enables venues to capture diverse revenue streams rather than remaining single-purpose facilities. These aren't abstract benefits - they translate directly to improved patron experience, reduced operational complexity, and enhanced long-term financial viability.

Just as successful theatre design requires balancing artistic vision with practical operations, Games venues demand the same holistic approach: spaces that deliver exceptional experiences for athletes, spectators, and broadcasters whilst remaining commercially viable long after the closing ceremony.

Short and Long-term Games Venue Requirements

The 2032 Brisbane Games will require venues that serve dual purposes: delivering world-class sporting events whilst becoming enduring community assets. These facilities must accommodate:

- **Immediate 2032 Brisbane Games needs:** Broadcast-ready infrastructure, athlete accommodation, spectator experience, and operational efficiency for high-capacity international events
- **Legacy functionality:** Flexible spaces adaptable for concerts, corporate events, community gatherings, and diverse entertainment formats that ensure long-term commercial sustainability
- **Civic and cultural impact:** Designs that strengthen community identity, encourage public use beyond major events, and deliver lasting social and cultural value

THE SCHULER SHOOK VALUE PROPOSITION

Our multidisciplinary expertise in venue planning, audio-visual systems, and lighting design uniquely positions us to enhance architectural offerings for Games projects. We bring:

Venue Planning Mastery

Translating our theatre planning excellence to sports venues, ensuring optimal functionality for athletes, officials, spectators, and broadcast operations, whilst planning for post-Games commercial viability.

Broadcast-Ready AV Systems

Proven experience with mission-critical systems for professional stadiums, including redundant infrastructure, international broadcast coordination, and equipment that supports hundreds of simultaneous broadcast feeds.

Industry-Leading Technical Partnerships

Collaborative relationships with major equipment manufacturers, including consultation on next-generation product development, ensuring access to cutting-edge technology and favourable procurement terms.

Operational Intelligence

Deep understanding of venue operations from our team's hands-on experience as facility managers, technicians, and operators, ensuring designs that work in practice.

International Expertise

US origins and integrated international expertise with proven success across diverse facility types, from intimate performance spaces to major stadiums, bringing global perspective to Brisbane's unique Games requirements.

Integrated Design Philosophy

Seamless coordination of venue planning, AV, and lighting that enhances architecture rather than compromising it, supported by collaborative approach that strengthens rather than dictates design direction.

Urban Places and Interstitial Connectivity

Beyond individual venues, the 2032 Brisbane Games experience extends to the urban fabric connecting these spaces. Our lighting design expertise creates sense of place, guides wayfinding, and enhances safety through thoughtful environmental design. We understand how lighting can transform utilitarian infrastructure into memorable, celebratory experiences that reflect Brisbane's unique character whilst managing crowds safely and efficiently.

SERVICES, EXPERTISE AND APPROACH



RADY SHELL



ACMI

VENUE PLANNING AND INTEGRATED AV/LIGHTING SERVICES

International Experience and Evolving Event Formats

The landscape of major venues has transformed dramatically over the past decade. What were once single-purpose sporting facilities are now complex entertainment destinations that must accommodate everything from international sporting competitions to corporate galas, music concerts, esports tournaments, and intimate private events. Modern Games venues cannot afford to be designed solely for their sport - they must be conceived as dynamic, revenue-generating assets that adapt to rapidly changing entertainment and corporate markets.

Understanding Games Venue Complexity

A stadium is not a single entity - it's a collection of interconnected venues that function like a small city. Beyond the primary sporting field, Games venues encompass broadcast centres, corporate suites, meeting rooms, restaurants, retail spaces, and entertainment areas, each serving different stakeholders with distinct technical requirements. Our venue planning approach recognises this complexity, designing systems that serve multiple masters whilst maintaining operational simplicity for venue management teams.

COLLABORATIVE TEAM EXPERIENCE

Our team brings a multi-dimensional perspective to this challenge, encompassing design, technical and operational elements.

Jack Dahlqvist's hands-on experience managing major events at Melbourne & Olympic Parks - from Australian Open tennis to corporate productions and touring concerts - provides invaluable insight into the practical realities of venue transformation. He understands firsthand the operational complexities of converting a basketball stadium into a wedding reception or adapting an arena floor for a large corporate presentation, and how proper planning during design can make these transformations seamless rather than prohibitively expensive.

Jim Hultquist brings over two decades of theatre planning mastery, with particular expertise in the "front door to back door" approach that Games venues desperately need. His experience with over 100 venue projects, including world-class facilities like the Sydney Opera House Concert Hall Renewal and Ho Guom Opera House in Vietnam, demonstrates how sophisticated patron flow, sightlines, and technical space integration can create venues that work beautifully for diverse programming. Jim's understanding of how spaces must adapt to different user needs - from intimate performances to large-scale productions - directly translates to Games venues that must serve athletes, spectators, and media whilst preparing for post-Games community use.

Garth Hemphill and our large team of US colleagues bring proven experience from venues such as NRG Stadium in Houston, which seamlessly hosts NFL games, international soccer matches, major concerts, corporate events, and the Super Bowl, and Millennium Park in Chicago, which integrates performance spaces, gardens, public art, and civic gathering areas. These facilities show how integrated technical infrastructure, planned from the outset, enables venues to capture diverse revenue streams while maintaining operational efficiency.

Nicolò Brambilla's international lighting design expertise adds the critical third dimension to venue planning. His deep understanding of the LED revolution and its implications for Games venues means lighting systems can be designed from the outset to support spectacular Opening Ceremony moments, broadcast-quality sporting events, and intimate post-Games community gatherings. With over 20 years of global experience across Milan, Hong Kong, China, and Southeast Asia, Nicolò understands how lighting creates sense of place and manages crowd psychology - essential skills for Games precincts that must guide tens of thousands of visitors safely and memorably through celebratory urban experiences.

The convergence of sports, entertainment, and broadcast media that defines contemporary mega-events demands venue design that anticipates rather than reacts to changing requirements. 2032 Brisbane Games venues that fail to plan for this evolution risk becoming stranded assets - impressive during the Games but struggling to find viable programming and revenue streams in their post-Games lives.

RESPONSIVE VENUE DESIGN FOR CHANGING NEEDS

Brisbane Games venues face unique challenges in balancing immediate Games requirements with long-term viability. Our approach addresses:

- **Event and Staging Flexibility:** Infrastructure that allows rapid transformation between Olympic sports, concerts, corporate events, and community functions
- **Broadcast Readiness:** Integrated systems supporting international broadcast standards whilst maintaining architectural integrity
- **Technology that Enhances, Not Distracts:** Seamless integration of AV systems that become invisible when not needed, allowing architectural vision to remain paramount
- **Indoor and Outdoor Venue Coordination:** Understanding the unique requirements and opportunities of different venue types, from enclosed arenas to open-air stadiums
- **Operational Excellence:** Design informed by real-world venue management experience, ensuring spaces work efficiently for hirers, operators, and audiences
- **Long-term Commercial Viability:** Creating flexible infrastructure that supports diverse revenue streams and programming opportunities post-Games



THE SALT SHED



NRG STADIUM

AUDIO-VISUAL SYSTEMS FOR GAMES VENUES

BROADCAST-READY INFRASTRUCTURE AT INTERNATIONAL SCALE

Games venues require AV systems that seamlessly support both live spectator experiences and global broadcast distribution. Our team brings proven expertise in designing systems that accommodate hundreds of broadcasting entities simultaneously, with the redundancy and reliability essential for events that cannot afford technical failure.

MISSION-CRITICAL SYSTEM DESIGN

Drawing from experience with professional stadiums, we understand the critical importance of system redundancy for 2032 Brisbane Games events. Our designs incorporate multiple layers of backup systems - from redundant amplifier racks and network infrastructure to battery backup systems that maintain operation during power transitions. This approach ensures uninterrupted performance during high-stakes international broadcasts whilst maintaining cost-effectiveness through strategic redundancy planning.

ADVANCED BROADCAST INTEGRATION

Games venues must accommodate complex broadcast requirements, including signal distribution to hundreds of international broadcasters, multi-language translation facilities, and coordination with central broadcast centres. Our experience with major league stadiums and international sporting venues provides a deep understanding of how venue-based systems integrate with broader broadcast ecosystems, ensuring seamless coordination between local venue technology and Games broadcast infrastructure.

MANUFACTURER PARTNERSHIPS AND PROCUREMENT EXCELLENCE

Our Principal AV Designer, Garth Hemphill, maintains collaborative relationships with major equipment manufacturers, contributing to next-generation product development through ongoing consultation agreements. These relationships provide 2032 Brisbane Games projects with access to cutting-edge technology, favourable procurement terms, and technical support that ensures equipment availability and performance reliability during critical Games periods.

POST-GAMES ADAPTABILITY

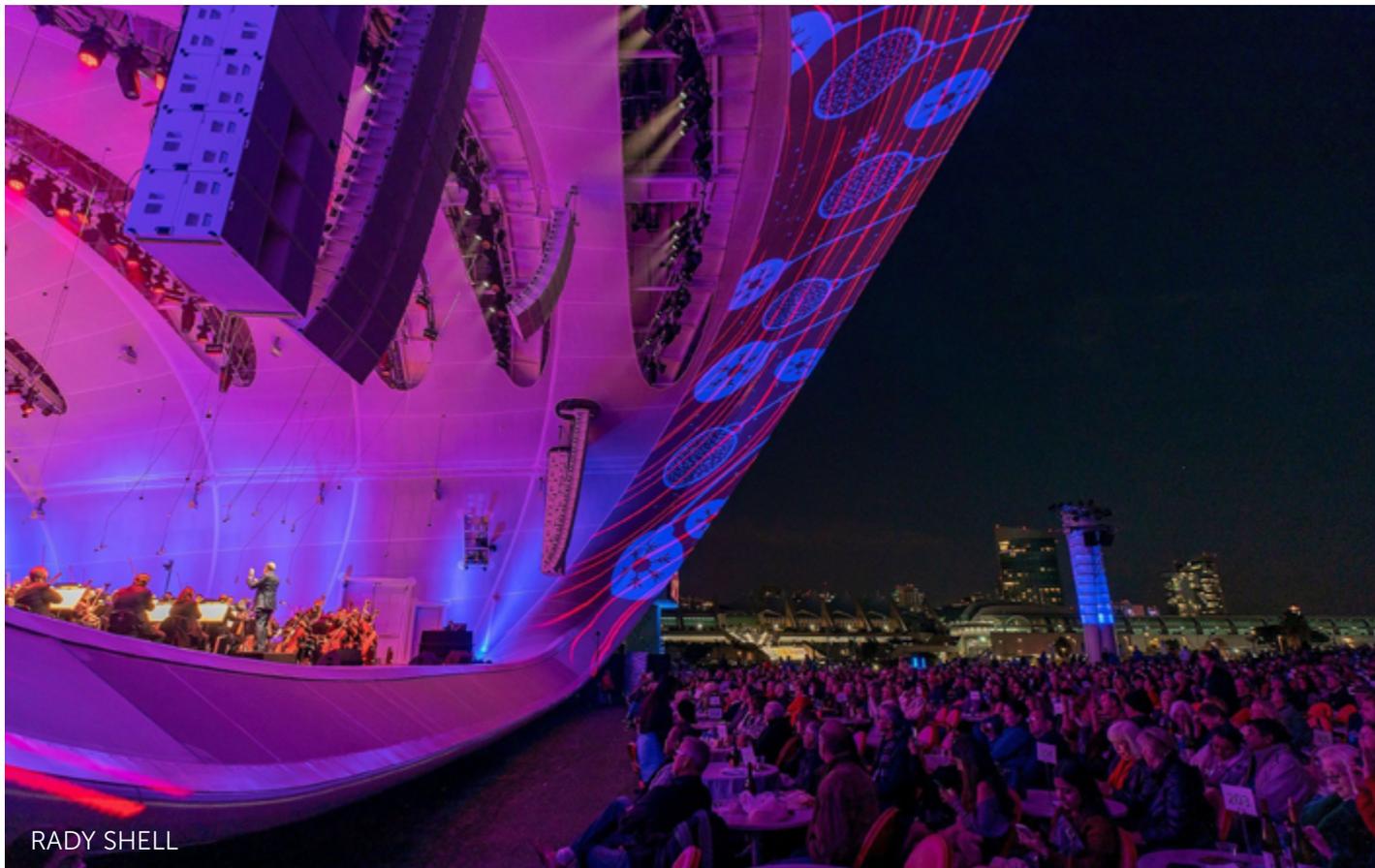
Understanding that venues must thrive long after the Games conclude, our approach separates permanent venue infrastructure from temporary Games-specific overlay systems. Base AV designs support diverse post-Games programming - from corporate events and concerts to community functions - whilst Games enhancements can be implemented through strategic equipment rental rather than permanent installation. This approach optimises both Games performance and long-term operational sustainability.

IMMERSIVE AND INTERACTIVE TECHNOLOGY

Modern Games venues increasingly incorporate immersive audio-visual environments that enhance spectator engagement and create memorable experiences. Our expertise spans from traditional stadium AV to cutting-edge immersive projection systems, 360-degree audio environments, and interactive digital signage that can transform venue atmospheres for different event types and programming needs.

COLLABORATIVE DESIGN PHILOSOPHY

Our AV team brings a collaborative approach grounded in real-world venue experience. Rather than imposing prescriptive solutions, we listen carefully to venue operators, understand specific operational requirements, and design systems that enhance rather than complicate daily operations. Our team members have worked as venue managers, technical directors, and equipment installers, providing practical understanding of how design decisions impact operational reality.





QPAC GLASSHOUSE

LIGHTING FOR URBAN PLACES

THE LED REVOLUTION AND GAMES VENUE OPPORTUNITIES

The lighting industry has undergone unprecedented transformation over the past decade through LED technology advancement. Where lighting designers once worked within strict limitation, the LED revolution has created virtually infinite possibilities for fixture shapes, sizes, optics, output, and control capabilities. This technological evolution means 2032 Brisbane Games venues can incorporate sophisticated illumination effects, dynamic colour systems, and responsive lighting that adapts to different events and programming needs.

However, this expanded capability also means that successful lighting design requires deeper expertise than ever before. The difference between effective lighting design and mere technical illumination has never been more pronounced, making specialist lighting design consultation essential for Games venues seeking to maximise both spectacular visual impact and long-term operational flexibility.

Lighting designers bring a fundamentally different skill set focused on spectator's human experience of the venue, architectural expression, and place-making. We speak the language of design, understanding spatial relationships, material qualities, landscape character, and design intent across architectural, urban, and landscape contexts.

COMPLEMENTING LANDSCAPE ARCHITECTURE AND URBAN PLANNING

Our lighting design approach seamlessly integrates with landscape architecture and urban planning disciplines. Where landscape architects shape the physical environment and urban planners coordinate movement and functionality, lighting designers add the temporal dimension - transforming how spaces are perceived and experienced from day to night. We collaborate to ensure lighting supports wayfinding strategies, enhances planted landscapes, and creates cohesive visual experiences across multiple scales from intimate pedestrian areas to grand civic gestures.

Our expertise lies in creating lighting that enhances rather than compromises architectural vision whilst addressing the nuanced requirements of human perception and behaviour.

SCHULER SHOOK'S GAMES VENUE FOCUS

Our lighting design expertise specifically addresses:

Spectator Experience: Creating memorable, comfortable environments that enhance crowd enjoyment and manage the psychological aspects of large gatherings.

Broadcast Integration: Balancing spectacular visual effects with broadcast lighting requirements, ensuring venues look exceptional both in person and on screen.

Urban Environment Enhancement: Transforming utilitarian infrastructure into celebratory experiences that guide crowds safely whilst creating distinctive sense of place

Architectural Expression: Revealing and enhancing the unique character of venue architecture through strategic illumination of forms, materials, and spatial relationships

VENUE CONTEXT APPLICATIONS

2032 Brisbane Games venues present unique lighting challenges that extend far beyond sports field illumination:

Expressive

Enhancing building forms and materials to create iconic, recognisable venues that become landmarks in the urban landscape

Functional

Strategic lighting that guides patron flow, identifies key destinations, and manages congestion points during peak arrival and departure periods

Flexible

Lighting systems that adapt to different event types, from high-energy sporting events to intimate corporate functions

Integrated

Balancing spectacular visual effects with broadcast lighting requirements

URBAN PLACES AND CONNECTIVITY

The Games experience extends beyond venue boundaries into the urban fabric:

Place Making

Lighting creates memorable experiences that distinguish Games precincts from everyday urban environments. Through careful selection of colour temperature, contrast, and visual hierarchy, we can guide visitors through celebratory journeys that build anticipation and excitement whilst reflecting Brisbane's unique character.

Crime Prevention Through Environmental Design (CPTED)

Effective lighting design naturally enhances safety without creating fortress-like environments. Our approach focuses on providing appropriate illumination for face recognition, eliminating hiding spots, and creating visual connections between spaces whilst avoiding over-lighting that can actually reduce visibility through glare.

Wayfinding and Movement

Strategic lighting creates intuitive navigation systems that guide large crowds efficiently. Visual landmarks, graduated brightness levels, and rhythmic lighting patterns can direct movement whilst reducing stress and confusion during peak periods.

HOW WE WORK WITH YOU



INTEGRATION WITH ARCHITECTURAL AND ENGINEERING TEAMS

We collaborate as partners, not subcontractors. Our role is to enhance design vision through technical expertise, ensuring that functional requirements strengthen rather than compromise design intent. Drawing from our theatrical design background, we understand our place within the broader design team and work to support everyone's goals rather than pursuing our own agenda. We provide detailed planning drawings, equipment specifications, and coordination support throughout all project phases.

SERVICE DELIVERY MODEL

Our multidisciplinary capability allows single-point coordination of venue planning, AV systems, and lighting design, reducing coordination complexity whilst ensuring integrated outcomes. We engage from concept design through commissioning, providing continuity and accountability across all project phases.

COLLABORATIVE DESIGN PHILOSOPHY

Informed by decades of experience, we've learned to approach every project with humility and genuine curiosity. Rather than imposing prescriptive solutions, we listen carefully to understand specific requirements and work to support the broader design vision. Our team understands that Games projects require coordination among many specialists, and we pride ourselves on being easy to work with, supportive partners who enhance rather than complicate the design process. We excel at finding creative ways to achieve project goals whilst maintaining technical excellence and operational practicality.

URBAN PLANNING AND LANDSCAPE ARCHITECTURE COLLABORATION

Our lighting design integrates seamlessly with urban planning and landscape architecture teams, ensuring coordinated outcomes across multiple scales from individual fixtures to precinct-wide lighting strategies.



MILLENNIUM PARK

VENUE PLANNING AND INTEGRATED LIGHTING AND AV SERVICES

Projects by Garth Hemphill - prior to Schuler Shook:

NRG STADIUM | HOUSTON, TEXAS

AV Systems Design

A leading example of integrated AV systems in multi-use venues, demonstrating how technical infrastructure can support diverse event formats whilst maintaining architectural integrity. Features include broadcast-integrated systems supporting 70,000 spectators, massive LED video displays, and 65,000 programmable LED fixtures. The AV design enables seamless transitions between NFL games, international soccer, major concerts, and corporate events. Recent events include Super Bowl 2017, NCAA Final Four 2023, and major touring concerts.



DAIKIN PARK | HOUSTON, TEXAS

Broadcast Control Room Relocation

Complete redesign and relocation of broadcast control infrastructure from behind home plate to third baseline, requiring coordination of every wire and fibre connection throughout the 1.9 million square foot facility. The project demonstrated expertise in broadcast system integration, including coordination with multiple TV truck loading docks, distributed camera positions, and permanent venue systems. This complex infrastructure project showcases understanding of how stadium-wide technical systems must integrate to support both daily operations and major broadcast events.



UNIVERSITY OF CONNECTICUT SPORTS FACILITIES | STORRS, CONNECTICUT

Multiple Venue AV Design

Comprehensive AV systems for Toscano Family Ice Forum, Joseph J. Morrone Stadium, and Elliott Ballpark, demonstrating ability to create coordinated technical infrastructure across multiple venue types within a single athletic complex. Each facility required distinct AV solutions whilst maintaining operational consistency and broadcast capability for collegiate sporting events.





QUEENSLAND PERFORMING ARTS CENTRE, GLASSHOUSE | BRISBANE, QLD

AV Systems & Specialist Lighting Design

Schuler Shook is providing theatre planning, AV design, and specialist lighting services for the Glasshouse, a new performing arts venue at the Queensland Performing Arts Centre (QPAC) in Brisbane. Nearing the end of construction, this landmark project will deliver a 1,500-seat theatre and two large studios, significantly expanding QPAC's capacity and positioning it as the largest performing arts centre in Australia.

Our scope includes seating and sightlines, a state-of-the-art power flying system, and a highly adaptable orchestra pit to support a broad range of productions. The design also incorporates fully integrated AV systems for both live performance and broadcast, enabling the venue to host major events and connect with wider audiences across Queensland and beyond.

Schuler Shook's specialist lighting scope includes architectural and feature lighting for foyers, performance venues, exterior façades, and integrated public artworks. The lighting design is carefully coordinated to enhance the architectural character of each space while supporting wayfinding, atmosphere, and identity.

This project of state significance demonstrates our capability to deliver innovative venue planning, advanced AV systems, and specialist lighting design, providing directly relevant experience for the successful delivery of a complex and highly visible Brisbane Games projects in Queensland.



SCOPE OF WORK: Theatre Planning, AV,
Specialist Lighting

COST: \$189M

CLIENT: Queensland Performing Arts
Centre

ARCHITECT: Blight Rayner and Snøhetta

COMPLETED: 2026 (Projected)

VENUE PLANNING AND INTEGRATED LIGHTING AND AV SERVICES

ACMI REDEVELOPMENT | MELBOURNE, VIC

Venue Planning and Lighting Design

Collaboration with BKK Architects demonstrating our ability to create highly flexible cultural spaces. The lighting design enables seamless transformation from educational programming during the day to premium corporate events at night within the same spaces, showcasing the operational flexibility essential for 2032 Brisbane Games venue legacy planning. Winner of 2021 Australian Institute of Architects Award for Interior Architecture and 2022 Illumination Engineering Society Award of Commendation.



THE SALT SHED | CHICAGO, ILLINOIS

Venue Planning and Architectural Lighting Design

Adaptive reuse of historic Morton Salt Warehouse into 3,800-capacity concert venue. Our venue planning optimised sightlines and accessibility across multi-level seating whilst our lighting design enhanced the industrial architecture. This project demonstrates our capability to balance preservation with contemporary venue functionality requirements and the transformation of existing structures into modern entertainment destinations.



ARTS CENTRE MELBOURNE | MELBOURNE, VIC

Ongoing Venue Planning and AV Design

Comprehensive redevelopment of Australia's premier cultural precinct, showcasing our ability to coordinate multiple venue types within a unified master plan. Our work demonstrates expertise in managing complex stakeholder requirements whilst maintaining operational continuity during staged implementation - critical experience for Games venue development timelines.





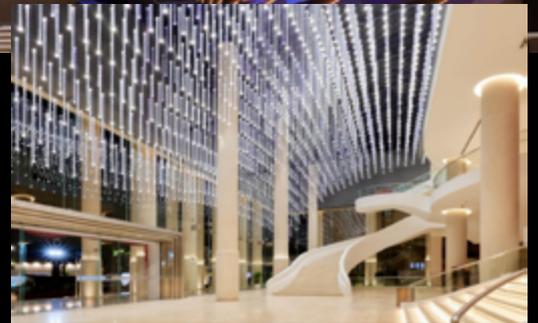
HO GUOM OPERA HOUSE | HANOI, VIETNAM

Theatre Planning, Specialist Lighting, and AV Design

This striking new cultural icon in the heart of Vietnam's capital features a 900-seat main auditorium designed for both grandeur and versatility. Working closely with the project team, Schuler Shook designed the critical performance infrastructure that underpins the Opera House's world-class capabilities. Our scope included audience sightlines, a power flying system, stage lifts, a fully trappable stage floor, integrated performance AV, and specialist lighting across all public and backstage areas.

The specialist lighting reveals a sense of grandeur and ceremony, fitting for a national-level cultural venue. The foyer spaces feature a warm, even lighting scheme that creates an inviting and sophisticated atmosphere. The ceiling feature lighting is a masterful integration of architecture and light, transforming the ceiling into a luminous sculpture. It adds identity, elegance, and a sense of wonder to the public space.

This international project demonstrates our capability to deliver world-class venue planning across different cultural contexts and regulatory environments - relevant experience for 2032 Brisbane Games projects with international oversight and standards. The project required coordination with local teams whilst meeting international performance standards.



SCOPE OF WORK: Theatre Planning, AV, Specialist Lighting

COST: \$200M USD (Approximate)

CLIENT: Ministry of Public Security and the Hanoi People's Committee

ARCHITECT: Ho Thieu Tri and Associates and Sun Group

COMPLETED: 2023



HOME OF THE ARTS (HOTA) OUTDOOR STAGE | SURFER'S PARADISE, QLD

Theatre Planning and AV

This a multi-purpose amphitheatre sits within the Gold Coast Cultural Precinct and features a large proscenium stage built into an engineered hill, with tiered concrete seating and a sculpted lawn accommodating up to 5,000 patrons.

A key innovation of the Outdoor Stage is its ability to convert into an indoor venue. A 14-metre-wide by 7-metre-high motorised bi-fold door opens to the outdoors for large-scale concerts and closes to create a more intimate, flexible space for cabaret, corporate functions, exhibitions, weddings, and theatrical performances of up to 280 guests.

The venue is equipped with extensive rigging capacity, dedicated technical power, and integrated cable management to support diverse event formats. Careful coordination ensured that exposed technical services were seamlessly incorporated into the architecture, preserving both form and function in this award-winning design.

This outdoor venue project showcases our expertise in designing large event spaces that adapt seamlessly to a wide variety of uses, from intimate 100-person functions to 5,000-person concerts, providing the operational flexibility and audience experience essential for Brisbane 2032 Games venues.



SCOPE OF WORK: Theatre Planning, AV

COST: \$37M

CLIENT: City of Gold Coast

ARCHITECT: ARM Architecture

COMPLETED: 2017



MILLINIUM PARK FOUNTAIN



JIM HULTQUIST ASTC, LEED AP

Partner

Director and Principal Designer with over 100 completed venue projects ranging from strategic master plans to fully realised venues.

Jim's theatre planning expertise translates directly to Games venue requirements, with particular strength in patron flow, sightlines, technical space planning, and multi-purpose venue functionality. His international experience includes the Sydney Opera House Concert Hall Renewal and Ho Guom Opera House in Vietnam, demonstrating capability to deliver world-class venues across diverse cultural contexts.



JACK DAHLQVIST

Senior Consultant, Venues & Technical Services

25+ years of experience spanning AV design and hands-on venue operations, including Lead Technology Manager roles at Melbourne & Olympic Parks during Australian Open and major events across Rod Laver Arena, Margaret Court Arena, and AAMI Park.

Jack's unique combination of design expertise and operational reality provides critical insight into backstage circulation, load-in/load-out logistics, crowd flow, and the practical demands of venue transformation between different event types.



GARTH HEMPHILL CTS-D

Principal (US-based)

Over 30 years of experience designing AV systems for stadiums, arenas, and performance spaces, including broadcast-integrated systems for Houston Astros' Daikon Park, Houston Texans' NRG Stadium, and multiple collegiate sports facilities.

Garth leads Schuler Shook's AV teams across multiple US offices and maintains collaborative relationships with 9-10 major manufacturers under NDA, contributing to next-generation equipment development. His expertise spans mission-critical broadcast systems, immersive audio-visual experiences, and complex multi-venue coordination.



NICOLÒ BRAMBILLA CLD, IALD

Senior Lighting Designer

Certified Lighting Designer and professional member of the International Association of Lighting Designers, representing the highest international credentials available in lighting design.

With over 20 years of global experience across Milan, Netherlands, Hong Kong, China, and Southeast Asia, Nicolò brings deep understanding of architectural integration, place-making, and sophisticated lighting control systems essential for Games venue flexibility and urban precinct connectivity.