

melbourne 2002 world masters games  
final report





the melbourne 2002 world masters games

## mission statement

To elevate the World Masters Games to a new level of delivering  
the highest standard of international competition and providing  
a festival environment to perpetuate the masters tradition of  
friendly competition and fellowship.

**Ken Hallam**

Games official  
Venus Bay, Victoria

*"I thoroughly enjoyed the experience and I will long remember the incredible group of people officiating in one form or another at the Games. I was proud to have met such an efficient band of people and wish I could personally congratulate them all."*

**Christine Campbell**

Minister for Senior Victorians  
Melbourne, Victoria

*"Hearty congratulations to the entire team, staff and volunteers on a magnificent World Masters Games."*

**Mary Hawthorne**

Competitor  
Mt. Nasura Western Australia

*"I am writing to express my extreme appreciation to the professionalism and organisation of the 2002 World Masters Games. The support and encouragement I received from staff, volunteer workers and other competitors overwhelmed me."*

**Thomas Fahey**

competitor  
Chico, California, USA

*"I was impressed with the dedication of the volunteers and the friendliness of the people living in Melbourne. People who didn't go to the Games don't know what they missed."*

**John Harnden**

CEO, 2006 Commonwealth Games,  
Melbourne

*"We (2006 Commonwealth Games) hired a bus and did a tour of the venues and all the staff got to experience the enthusiasm and atmosphere of the event. Everywhere we went all the participants and spectators appeared to be having a great time and the venues that we visited were all a hive of activity."*

**Justin Madden**

Minister for Sport and Recreation  
Victoria

*"I write to congratulate you in regard to the success of the 2002 World Masters Games."*

*"Without doubt this was an outstanding result for Melbourne and Victoria. For the participants, this event will remain long in their memories as a landmark in their life where they celebrated life and participated in the world's largest ever multi sport event."*

# chairman's report

It gives me great pleasure to submit this report for the Melbourne 2002 World Masters Games, the largest ever multi-sport event held in Australia and to our knowledge, in the world.

Competition was held throughout Victoria, with 62 venues used by the Games. World-class venues, such as Melbourne Park, the MCG, Telstra Dome, Melbourne Sports and Aquatic Centre and others were located within 4 kilometres of the Melbourne CBD.

The philosophy of "sport for life" was reinforced throughout the marketing campaign and throughout the Games. This was evident from the wonderful sporting achievements by all competitors and to the party atmosphere created in the 'most livable city in the world'.

The Games operated within budget, with strong support from the State Government of Victoria, government agencies, the City of Melbourne, many of the municipalities throughout Victoria and the private sector.

Hosting the Games in Melbourne has provided many ongoing legacies for Masters sport and the economy. The economic impact assessment indicates a \$55million boost to the Victorian economy and \$69million to the Australian economy.

My thanks, and that of the Board and staff, to the 24,886 participants, 6281 from overseas, who took part in 29 sports as part of the Games. In total 30,000 people were involved, and this does not include accompanying friends and family who came to enjoy the fun. Thanks too to the sponsors and the 4,000 wonderful volunteers. Also my thanks to the Board of Directors who put in a great deal of time to support the Games. Special thanks must go to the Chief Executive and the staff for their dedication and hard work.

The outstanding success of the Melbourne 2002 World Masters Games sets a benchmark for all other events in Victoria to reach.

**Graham Duff**

Chairman, Melbourne 2002 World Masters Games



## BACKGROUND

The World Masters Games is an event that is held every four years, and each Games is staged in a different city in the world. The event, which is owned by the International Masters Games Association (IMGA), provides mature-aged athletes with the opportunity to participate in a world sporting festival. The first Games were held in Toronto, Canada in August 1985, at which the event achieved 8,305 participants in 22 sports. The event was then staged in Denmark in July 1989 and featured even more sports, with 37 in total, and achieved 5,500 participants. In 1993 the World Masters Games were scheduled for Minneapolis, but due to unforeseen circumstances they were unable to continue. Due to the huge success of the Australian Masters Games in Brisbane in 1991, Brisbane entered a successful bid to stage the Games in 1994. The Brisbane Games achieved 23,500 participants in 30 sports. Four years later in 1998, Portland, USA held the Games and achieved approximately 11,000 participants. In 1997, the Victorian Major Events Company secured the World Masters Games for Melbourne.

## MELBOURNE 2002 WORLD MASTERS GAMES - OVERVIEW

The Melbourne 2002 World Masters Games was the biggest multi-sport festival held in the world at the time, with competitors from 97 different countries entering the event. There were 24,886 competitors, of which 6,281 were internationals, 7,635 from interstate and 10,970 from Victoria. A number of people, who registered as an accompanying person, are not included in the total competitor numbers. Records show that 3,471 registered as an accompanying person. The Games contributed to increased participation in Masters sport in Victoria and around the world, and reinforced Melbourne and Victoria as a leader in major events. More than 70 per cent of the Games venues were located within 4km of the central business district, while venues located in Nagambie, Geelong, Bendigo and Ballarat provided economic benefits to several of the state's key rural regions. In total, 62 venues were used for World Masters Games.

## THE COMPANY STRUCTURE

### THE BOARD OF DIRECTORS

The Board of Directors was appointed in 1998. The Directors were invited to sit on the Board because of their positions within the government, sporting and business communities.

Chairman	Mr. Graham Duff
President	Mr. Ronald J Walker AO CBE
Directors	Mr. Danny Bodycoat
	Ms. Helen Armitage
	Dr. Peter Herten
	Mr. Brian Ward (appointed in 2001)
	Ms. Marcia Griffin (appointed in 2001)
	Ms. Elaine Canty (appointed in 2001)
	Ms. Lois Appleby
	Mr. Scott Chapman (appointed in 2001)
	Ms. Jane Hanson (resigned 2001)
	Mr. Michael Malouf (resigned 2001)
	Mrs. Lynn Anderson (resigned 2001)

The Board met on a bimonthly basis until 2002, when it met monthly. Several Board Directors chaired and sat on department sub-committees, which met bimonthly through until 2002 when they met monthly.

### M2002 ORGANISING COMMITTEE PERSONNEL

Tony Holding was appointed as the Chief Executive Officer of the Melbourne 2002 World Masters Games in 1998. He left the organisation at the end of 2000, and was replaced by Leeanne Grantham on April 9, 2001.

In the lead-up to the Games, the company employed a further 26 full-time staff in a number of specialist areas.

Chief Executive -	Leeanne Grantham
Executive Assistant -	Louise O'Flynn
Operations Manager -	Alistair Punshon
Operations Assistant -	Usa Manczak
Transport & logistics Coordinator -	Daniel Fingerhut
Volunteer Coordinator -	Stephen Fitzgerald
Registration Coordinator -	Rachel Piasiri
Registration Assistant -	Karen Lambert
Medal Ceremony Coordinator -	Gemma Arnold
Sport Manager -	Shane O'Leary
Senior Sport Liaison Officer -	Aaron Humphries
Sports Liaison Officer -	Adam Boldiston
Sports Liaison Officer -	Adam Pearce
Sports Liaison Officer -	Belinda Ralph
Sports Liaison Officer -	Irena Farinacci
Sports Liaison Officer -	Jenny Macpherson
Sports Liaison Officer -	John Connelley
Sports Liaison Officer -	Kathryn Rowarth
Sports Liaison Officer -	Louise Humphreys
Marketing Manager -	Michaela Crump
Media & Communications Coord-	Sara Jones
Special Events Coordinator -	Sarah Coles
Media & Marketing Assistant -	Yvonne Lewis
Competitor Recruitment Coord -	Russell McIntosh
Finance Manager -	Janette Sherman
Finance Coordinator -	Alice Evans
Receptionist -	Laura White

## OFFICE ACCOMMODATION

The Games organising committee originally shared its headquarters with the 2006 Commonwealth Games Organising Committee. As the event neared and the staff numbers increased, more space was eventually necessary. Suitable office space was found at 142 Dorcas Street, South Melbourne. Arrangements were made with Expo Hire to provide furniture and cabling for the office set up. The Dorcas Street office provided room for volunteer training, data entry needs, storage, board meetings and other company requirements. The location provided easy access to public transport and was within close proximity to the city and many of the major venues being used for the Games. However, the office space, which was on the first floor of a larger premises and required stair access, provided some difficulties for deliveries.

## SPORTS

To assist with event awareness and to facilitate essential communication between all parties, sports coordinators nominated by the State Sport Association met regularly with M2002 organising committee.

## SUMMARY

The Melbourne 2002 World Masters Games was a Company Limited by Guarantee. Challenges faced by the Games:

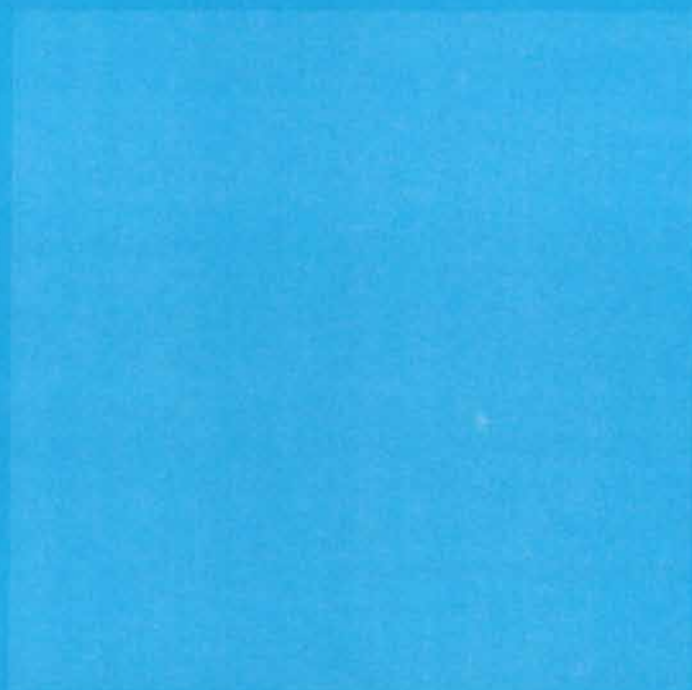
- Provide a strong level of administrative support within budgetary restrictions.
- Avoid capital expenditure.
- Seek and secure suitable office accommodation with budgetary restrictions.
- Reach the income predicted from corporate sponsors when the budget was set more than three years prior to the commencement of the Games.
- Achieve no less than 16,000 competitors, with 4000 to be from overseas.







# marketing



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# marketing

## OBJECTIVES

- To recruit upwards of 20,000 competitors with a minimum base target of 16,000 competitors - 4,000 international, 4,000 interstate and 8,000 Victorian.
- To develop high quality promotional material which maximised awareness of the Melbourne 2002 World Masters Games.
- To establish awareness and understanding of the World Masters Games and position them as the pre-eminent event for masters competition in the world.
- To ensure customer service is the key focus of Melbourne 2002 World Masters Games.
- To deliver a positive financial outcome via securing funds from corporate sponsorship, grants and budget relieving in-kind (BRIK) of at least \$1,300,000.
- To raise at least \$750,000 income from other income.
- To deliver exceptional Opening and Closing Ceremonies and Special Events Program for the Melbourne 2002 World Masters Games.

The above objectives were exceeded. The Melbourne 2002 World Masters Games was the biggest participation-based sporting event ever staged

## SPONSORSHIP

A sponsorship proposal was developed and then tailored to address each organisation's needs and then presented to potential companies. Most sponsors decided to become involved with the Games to ensure exclusive use of their product or service by the competitors prior to or during the Games. Included in the sponsorship package was branding recognition and opportunities, networking and corporate hospitality prior to and during the Games, product distribution, retail product sales opportunities, direct marketing opportunities, web links and pageantry during the Melbourne 2002 World Masters Games.

Five types of sponsorship packages were developed:

**Games Partners** - were the highest level of sponsors and were organisations that offered in excess of \$150,000 in sponsorship and received the most exposure via branding. Victorian Government, Air New Zealand (official airline of the

Games), City of Melbourne, Fuji Xerox, RetireInvest, proud supporter of the Opening Ceremony, Network TEN, media partner, and VicHealth.

**Games Supporters** - were organisations that offered a value greater than \$20,000 in cash or in kind. Seventeen (17) companies were Games Supporters.

**Games Venue Partners** - were venues or regional areas that offered services or facilities to offset some of the operating costs that the Games would incur to hold the associated sport. Seven (7) venues or regional areas were chosen as Games Venue Partners.

**Media Partners** - were set up with a national television station Network TEN, radio stations 3AW and Magic 693 and major daily newspaper the Herald Sun, to maximise media coverage during competitor recruitment and the Games. The media partners offered community service announcements and discounted advertising rates plus regular stories.

**Sport Sponsors** - the individual sports developed sport sponsors to raise additional revenue for the sport, these organisations were not in conflict with the Games sponsors. Guidelines and a standard proposal were prepared by the Games to ensure the sport clearly understood the opportunities available to them when seeking sponsorship.

An e-news was produced bimonthly and emailed to sponsors updating them on the progress of the Games. The sponsors also received copies of the quarterly Masters Memo newsletter.

Sponsors were offered the opportunity to leverage the sponsorship by purchasing advertisements in the Herald Sun liftout, the Official Games Souvenir Program, specific sponsor signage at the Opening Ceremony and sports venues. Sponsors were also encouraged to motivate their staff to compete in the Games by sponsoring them, providing a uniform and possibly offering them a paid day off to compete.





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## COMMUNICATIONS AND COMPETITOR RECRUITMENT

### REGISTRATION COST:

Two price structures were set for competitors to participate in the Games, one for the international market and one for Australia, New Zealand and Papua New Guinea. The international price was more expensive due to the cost of marketing internationally, posting information, newsletters, entry guides and forms overseas.

The price to enter the Games was:

- International competitors  
US\$120
- Australia, New Zealand and Papua New Guinea  
AUD\$165

To encourage early registration, an early bird prize was offered to everyone who registered before 31 March 2002. This encouraged the first group of approximately 5,000 people to enter the Games. The prize was a trip including airfares and accommodation up to the value of AUD\$4,000.

### COLLATERAL

Promotional material, which was consistently styled and carried the Games logo, IMGA logo, Games Partners logos, phone number, fax, website, email and postal address, was developed.

An initial DL size expression of interest (EOI) brochure was produced and included a mail-back form that competitors could send to receive further information. Once the Games entry guide and form was produced this was replaced by a simple mail back EOI postcard. The EOI brochure and cards were a cost effective marketing tool to raise awareness and collect contact information. The EOI cards were distributed at sports venues, in registration kits at sporting events and fun runs, gyms and anywhere collateral could be placed. The EOI

postcard was updated as the Games drew closer.

\*Note: Orienteering negotiated with M2002 to have an individual entry guide. The cost of printing a separate guide was borne by Orienteering with M2002 bearing the cost of promoting and distributing the guide. This proved to be both costly and difficult.

Posters were produced and distributed to sports clubs, gyms and sports venues. They were also used for the Games' road show and used during the Games in retail outlets, Club Masters venues and in any outlet wanting to promote the Games.

In June 2001, a comprehensive entry guide and form was developed and sent to every person on the database. Two different versions of the Guide and Form were produced to cover the domestic (Australia/New Zealand) and international markets. The international version contained more detailed travel and accommodation information and included entry fee information in US dollars.

Accompanying each entry guide and form mailed out was a specific sport information sheet that contained more detailed competition and venue information.

Orienteering negotiated with the Games to have an individual entry guide developed. The cost of the entry guide was borne by orienteering, with the Games bearing the cost of printing and distributing the guide. This proved to be both costly and difficult for the Games.

A promotional video was produced for international recruitment and the road show, showcasing Australia, Victoria and Melbourne plus the benefits of competing in the Melbourne 2002 World Masters Games.

### DIRECT MARKETING

A database containing approximately 5,000 contacts was provided to the Games as part of the agreement with the International Masters Games Association. The database came



from previous World Masters Games and was a small base from which to start. Expressions of interest were targeted, from which 16,000 competitors were expected to take part in the Melbourne 2002 World Masters Games. Contacts were added to the database via the website, EOI cards, promotions at other Masters and sporting events and via telephone enquiries.

The EOI database contained over 40,900 entries that received the Masters Memo newsletter quarterly, and included the International Games travel offices and all sponsors. The Masters Memo included information to encourage potential competitors to enter the Games, including articles on Australia, Melbourne, sports, social events and training tips.

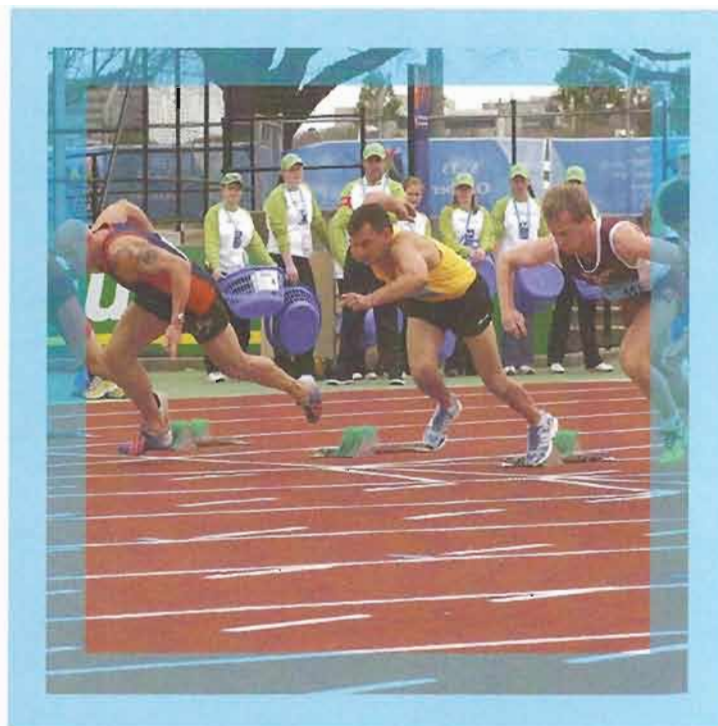
The first newsletter was sent in October 2001, a Christmas edition in December 2001, close of early bird registration newsletter in March 2002, a close of registration newsletter in July 2002 and final information prior to the Games in September 2002. The Masters Memo was also sent to all competitors who had registered.

The Games also developed a 'key contact' mailing list and distributed a comprehensive information kit on the Games. Key contacts included international sports federations and their international members countries of the 29 participating sports, high profile spokespersons within Masters sport worldwide, Australian and New Zealand sport contacts. The Games also targeted local sport associations, and sent bulk information to one key individual (often team captains) who distributed the information to their membership base.

Letters were sent to Australian embassies and missions around the world to inform them of the Games and encourage them to inform colleagues and local media about the Games.

## WEBSITE

An initial website for the Games was created in late 1998 to provide information about the Games. The website was redesigned and relaunched when the Games were officially



launched by the Premier of Victoria in June 2001. The website was formed in response to feedback from Masters competitors, which outlined the type of information they needed before they could decide to come to the Games.

Significant detail was given to the areas of sports competition, venues, travel and accommodation, social events and entry fees. An online EOI page - or 'mailing list' - was designed so information was sent directly to the Games database via email and required no manual data entry, reducing the chance of incorrect information. Fifty per cent of the EOIs received were online.

A comprehensive online Games entry process was created in conjunction with the Games database company. This enabled individuals and teams to enter and complete payment online. The information was sent electronically into the registration database with no manual data entry required. The online entry process was the first time a World Masters Games had offered a web-based registration process, and 34 per cent of registrations were subsequently received online.

Links to the Games website was an important method of driving traffic to the site. Sporting organisations and sponsors were contacted and encouraged to link to the Games website. The website was updated regularly to ensure the information was always current. Sport schedules, a message board to find additional team members, merchandise sales and official souvenir program sales were available online prior to the Games. During the Games competitors could check results,



and after the Games competitors could purchase photos and limited merchandise.

## **M2002 NEWS - CORPORATE ONLINE NEWSLETTER**

A regular online newsletter was distributed to more than 200 contacts from the management database. This kept sponsors, government, suppliers, other Games organisers and key contacts up-to-date with activities and major achievements of the Games organising committee. The focus of the newsletter was the 'business' of pre-Games marketing, operations and

also contained facts and figures of interest to key stakeholders. An online format was chosen as a cost-effective, immediate way of delivering information.

## **SPECIFIC SPORT TARGETS**

Working in conjunction with the 29 Victorian state sport associations, the Games forecast the number of potential competitors for each sport based on previous competitions and the popularity of the individual sports at the Games. These forecasted numbers were used as a guide to evaluate the strengths and weaknesses of the competitor recruitment plan and to highlight areas for additional promotion.

## **EVENT PROMOTIONS**

An extensive list of local and international events in the two years prior to the close of entry on 5 August, 2002 was

prepared, and the Games attended many of these events. The Victorian state sport associations assisted by pinpointing key events that had large attendance numbers, both around Australia and overseas, and provided contact details for event organisers. Where possible, a Games representative attended the event and set up an information desk and display, visited the sports competition and often ran a promotion to encourage people to fill out an EOI card.

When it was not feasible for a representative to attend an event, arrangements were made for EOI cards to be inserted into the registration bags or for people from Melbourne clubs to hand out information to competitors. Games Ambassadors also promoted the Games at several high profile international events.

Games staff also competed at several local multi and single sport events, competing under the banner of the Melbourne 2002 World Masters Games, wearing promotional clothing and handing out information regarding the Games.

## **NATIONAL ROAD SHOW**

From January until March 2002 a national road show was conducted that visited more than 30 cities and towns across Australia. Invitations were sent to 8,622 people in the EOI and registration database, at sports clubs, multi-sport venues, gyms and the media to attend an information sessions that was held in each town. As a result, 1,359 people attended the information sessions. Competitors were also encouraged to register on the night and go into the draw for a Games merchandise pack. There were 242 paid registrations collected and more than 130 media interviews conducted on radio, television and in local newspapers. Media contacts developed during the road show were added to the media database. They were provided with the contact details of local competitors for human interest stories, and they were sent regular Games media releases.

The Games team also distributed information and posters to sports clubs, multi-sport venues, sport stores and gyms when



visiting different towns.

## ASIA TRIP

The Chief Executive Officer visited four key Asian countries - Singapore, Malaysia, Japan and Hong Kong - and met with government officials and national sporting associations to raise awareness of and promote the Melbourne 2002 World Masters Games. The four countries were specifically chosen as they all have established masters sporting competitions, were strong in one or more of the 29 sports offered at the Games and had close ties with Australia. The trip to Asia resulted in increased registration numbers from these countries.

## MEDIA

Media coverage was difficult to attain prior to commencement of the Melbourne 2002 World Masters Games, as the Games is a participation-based event for mature-aged people rather than an elite sporting competition. The media traditionally cover stories as they happen rather than in advance. The Games media plan included:

- appointing well-known sporting celebrities as Games Ambassadors;
- establishing media partners as sponsors with key Melbourne print and electronic media;
- highlighting Games milestones such as the launch of the Games on 19 June 2001, one year to go, close of early bird, number of registrations, etc;
- focusing on achievements such as free public transport for Games competitors, tourism boost, expected economic impact, prevention of obesity, etc; and
- identifying prospective competitors or competitor stories that would interest the media such as the oldest competitors, overcoming serious illness or injury, human interest angles, biggest multi-sport event ever held in the world, etc.

- releases and invitations were sent to media contacts in each town visited during the national road show.

Significant media attention was received prior to the Games as a result of the media plan.

During Games, overwhelming media attention was received due to:

- The size and magnitude of the Games, as it was the biggest multi-sport event ever held in the world.
- The characters identified as being of significant media interest, such as the oldest male and female competitors, former Olympians and former champions and teams that had been playing together for more than 30 years.
- The relationships that had been developed with the media.
- The fantastic support provided by the Games media partners.
- The Games falling between sport competition fixtures (i.e. following the end of the Australian Rules Football season but prior to the beginning of the Spring Racing Carnival and cricket season).

## MEDIA PARTNERS

Key Melbourne print and electronic media were sought as media sponsors of the Games. The Herald Sun newspaper, Radio 3AW and Magic 693 and Network TEN were considered to be the best media partners for the Games due to their wide audience reach and their standing in the media as rating leaders. The media partners played a key role in creating media attention prior to the Games when it was difficult to receive any coverage, as well as providing numerous free community service announcements. The media partners also provided enormous support during the Games.

## GAMES AMBASSADORS

Well-known sporting identities were approached to be Games Ambassadors. The role of the Ambassador was to gain media coverage and promote the Games to the wider community. The Governor of Victoria John Landy was the Games Patron and Games Ambassadors included Nick Green, Andrew Gaze, Sue Stanley, Michele Timms, Billy Brownless, Tommy Hafey, Russell Mark, Dean Pullar and George Donkian.

## MASTERS DAILY

The Masters Daily newsletter was the only other form of communication with the competitors during the Games, other than the Games website. The Masters Daily was an A4 four-page newsletter that included important Games information, social events and stories highlighting competitors and teams in action. A professional editor was employed to produce the newsletter over the nine-day period. The editor was assisted by a team of media, PR and Journalism students who were identified and interviewed by the Games volunteer coordinator prior to the Games.

## GAMES MEDIA CENTRE

The Games Media Centre was an area that did not work. The centre was located at Olympic Park, a Games venue. However, the venue was not operational during the first few days of the Games despite arrangements being in place. This meant that the Media Centre could not be set up until day four of the Games. By that stage, it was too late to be effective because the media were using their own facilities. With mobile phones and email, it may not even be necessary to have a media centre as most local media don't require a Games base, and few international media attended.

## ADVERTISING

The target market for communication and advertising the Melbourne 2002 World Masters Games was active people worldwide, who are over twenty five from a mid to higher socio-economic group.

The advertising was a mix of mass media advertising and very targeted sports and event media/publications. Advertising occurred in sporting event programs and sports magazines worldwide two years prior to the Games until the close of registration on 5 August, 2002. The tagline for the Melbourne 2002 World Masters Games was "The biggest multi-sport festival on Earth".

From January until March 2002, an intensive national advertising campaign occurred on television, radio and outdoor to support the national road show and close of early bird registration on 29 March, 2002. The tagline for the campaign from January until March was "For People Like You". This tagline was developed to encourage non-elite athletes to participate in the Games.

In June and July 2002, the campaign continued with the tagline "You're never too old but you might be too late! Registrations Close 5 August".

In early October 2002 the final campaign was run on Victorian television, outdoor and in the newspaper to promote the free Opening Ceremony at the MCG on Sunday 6 October. This was a short campaign to ensure the Games had a capacity crowd for the Opening Ceremony.

## GAMES TRAVEL AND TOURISM IMPACT

A travel operator was appointed in Melbourne as the official Games travel office, which then appointed tour operators in twenty-seven countries to represent the Games. The travel operator organised flights, accommodation, car hire, day tours and any other travel needs the competitors required. The travel operator organised a series of day tours during the Games and set up a travel desk at the Games Centre.



## **MERCHANDISE**

A merchandise company tendered for the right to sell licensed Games merchandise and souvenirs and the agreement was finalised in October 2001. A wide range of merchandise was developed at no financial risk to Melbourne 2002 World Masters Games. The first range was available online for Christmas 2001 and a merchandise brochure was distributed with the Christmas Masters Memo in December.

A more extensive range was developed and a new brochure produced and distributed in the July 2002 Masters Memo mail out. As items became available they were added to the website for online sales. Merchandise sales prior to the Games were in excess of \$70,000.

During the Games, merchandise sales outlets were set up at sports venues and the Games Centre. The sports had the option to sell merchandise on consignment at venues to raise additional funds for the sport. An extended range of merchandise was developed for sale during the Games.

## **OFFICIAL GAMES PHOTOGRAPHY**

Photography of competitors during the Games was contracted to Moving Pictures in January 2002. The brief they were given was to take photos of every competitor, at every venue and to cover all sports. This also included medal ceremonies, team photos, action photos and photos at the Opening Ceremony, Down Under Dinner with the Stars and Closing Celebration. The photos were AUD\$15 each and sold with a Games watermark on each photo. The photos were presented in a cardboard folder with the Games logo and IMGA logo on the cover.

The sale of photographs was a minor revenue earner for the Games. However, management of the images required considerable time and occupied a considerable amount of display space at venues. Part of the contract with the official photographer also included 200 photos for copyright to the

Games to be used for the final report and to be given to the next Games for marketing.

Because of the large volume of photos, it was not possible for photography displays and sales outlets to be set up at all sports venues. Major sales outlets were set up at the Games Centre, Melbourne Park, State Netball Hockey Centre, Waverley Women's Sports Centre and the four regional areas. Photography sales were also available via the Games website and the Moving Pictures website after the Games.

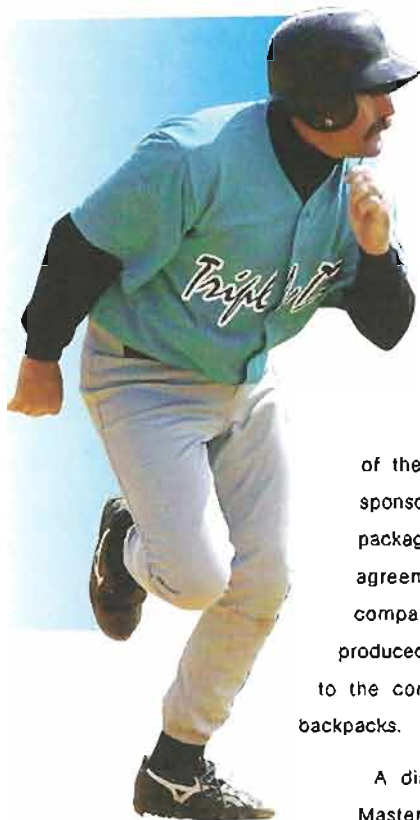
The Games also had a sponsorship arrangement with Getty Images/Allsport which provided images from their sport library for collateral in the lead up to the Games.

## **CLUB MASTERS**

Twelve venues were set up from Saturday, 5 October until Sunday, 13 October in Melbourne and regional Victoria for competitors, and family and friends of competitors, to gather for a meal and a drink during the Games. Daily highlights footage could be viewed at the venues, the Masters Daily newsletter was available and some venues were set up with web lounges for competitors to check results from the day.

## **OFFICIAL SOUVENIR PROGRAM AND MASTERS PASS**

The official souvenir program was 132 pages and contained welcome messages from the Premier of Victoria, Lord Mayor of Melbourne, President of the IMGA, President, Chairman and Chief Executive Officer of the Melbourne 2002 World Masters Games, information on Melbourne, history of the Games, sports overview, transport information, sponsor recognition and all competitor names. The program was produced in September 2002 in time to be packed into the competitor backpacks that were distributed when the competitors accredited from 2 October. The program was tendered out to a design and production company who sold the advertising,



wrote the feature story and designed the contents. Some of the advertising was offered to sponsors as part of the sponsorship package and this was factored into the agreement with the production company. 40,000 programs were produced, of which 33,000 were given to the competitors in the registration backpacks.

A discount coupon book called Masters Pass was developed and distributed with the official souvenir program in the competitor backpacks. There were 33,000 Masters Pass coupon books produced, giving competitors special offers such as restaurants, bars, tourist attractions and souvenir shops.

## SPECIAL EVENTS

### GAMES EXPO

The Games Expo was held from Tuesday, 1 October until Sunday, 13 October as part of the Games Centre at the World Trade Centre. The expo stands were sold for \$5,000 per 3m x 3m stand. A total of nineteen exhibitors took stands at the expo, five of which were in-kind sponsor stands with the remaining 14 sold to a range of organisations including other masters games, tourist attractions, souvenirs, sporting and health products.

The first week of the expo provided the largest opportunity for exhibitors, with the majority of the 25,000 competitors passing through the expo at accreditation. However the second week still provided a steady flow of Games participants through

the Expo as they returned for another look at the stands or to purchase merchandise and photos. The interest generated by the Games Expo exceeded exhibitor expectations.

### OPENING CEREMONY

The Games was officially opened at the Opening Ceremony on Sunday 6 October 2002 from 5pm until 7pm at the Melbourne Cricket Ground. It attracted 18,000 Games participants and 32,000 spectators. This was the best opening ceremony ever staged at a World Masters Games. The free entry to the ceremony helped to attract the 32,000 spectators.

Following a tender selection process, Peter Jones Special Events were contracted to produce the Opening Ceremony in January 2002. The Opening Ceremony commenced with an introductory video welcoming Games participants to the World Masters Games.

About 18,000 competitors then participated in the march on to the MCG. They marched by sport wearing ponchos in the four colours of the Games logo. More than 200 volunteers helped to marshal the competitors. While the 40-minute march took place, the crowd and the competitors were entertained by four multi-cultural acts. Four of the Games Ambassadors performed roving interviews with competitors as they marched. The ceremony was projected onto two large screens at the venue.

The official proceedings followed the march and included an official raising of the International Masters Games Association flag and the Games flag, formal speeches by the Lord Mayor of Melbourne Cr. John So, Wurrundjeri elder Joy Murphy, President of the International Masters Games Association Kai Holm, Games President Ron Walker and



Victorian Premier Steve Bracks, who officially opened the Games. The official opening was also commemorated with a torch relay and lighting of the Games cauldron. There were four relay participants representing all the age groups of competitors. The relay included the Games' oldest participant, 99-year-old Charlie Booth, who handed the torch to the Governor of Victoria and Games Patron John Landy who lit the cauldron.

The Opening Ceremony concluded with a 40-minute Masters of Rock concert, featuring Marcia Hines, Wendy Stapleton, Darryl Cotton, Russell Morris and the Australian Army Band performing a range of hit songs from the 60s, 70s and 80s.

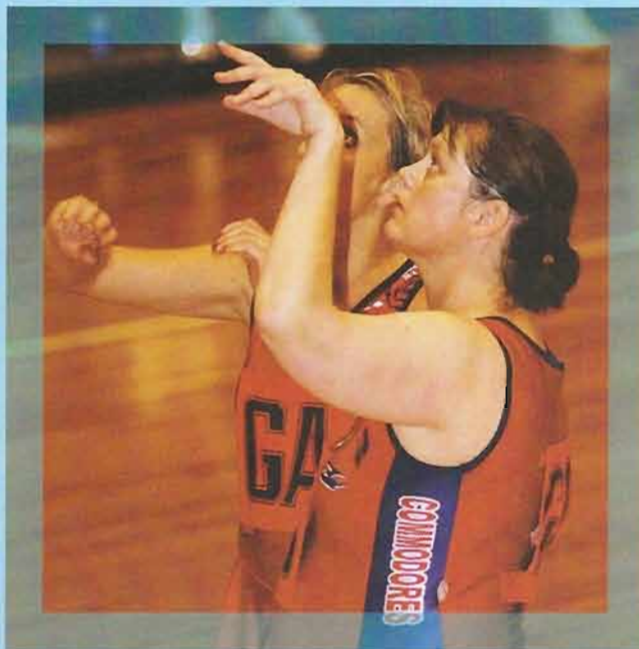
### **CITY OF MELBOURNE WELCOME PARTY AT SOUTHGATE**

An estimated 6,000 people attended the Welcome Party at Southgate on Monday 7 October, hosted by the City of Melbourne. This free event on the banks of the Yarra River provided fantastic live music and street theatre to entertain competitors from 6.30pm until 10pm.

### **DOWN UNDER DINNER WITH THE STARS**

There were 1300 guests (1150 competitors and 150 VIP's) who attended the the Down Under Dinner with the Stars at the Palladium at Crown on Friday 11 October. Tickets cost \$100 and were sold out prior to close of competitor registration.

On arrival guests were greeted by native Australian animals that were walked through the pre-function area for guests to see and touch. The animals included a joey kangaroo, a dingo, a four-foot salt-water crocodile, a black-headed python, frogs and lizards. A three-course meal and Australian wines and



beers were provided throughout the evening. Highlights footage of the Games was played on screens throughout the remainder of the evening and spot prizes were awarded to competitors.

### **CLOSING CELEBRATION**

On Sunday, 13 October, 15,000 people farewelled the Games at the Closing Celebration at Telstra Dome (formerly Colonial Stadium). Gates opened at 6pm, and entry was by accreditation pass or voucher.

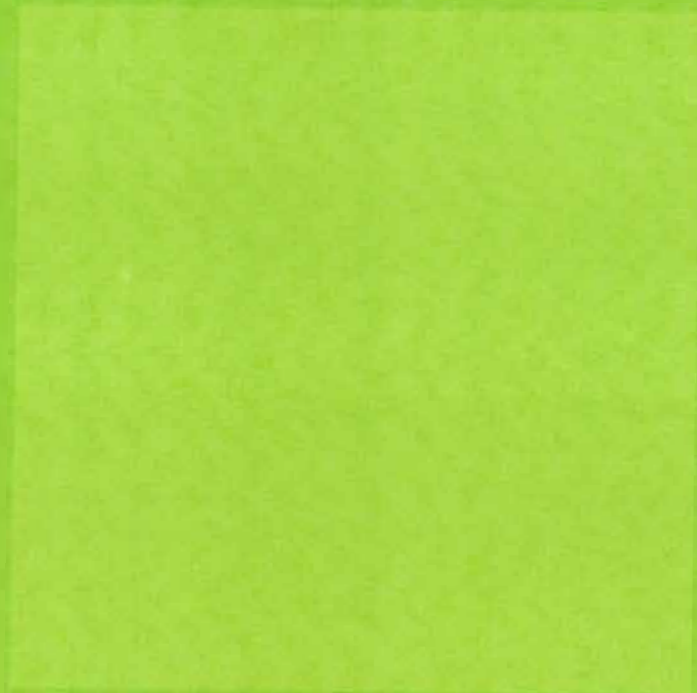
Guests purchased their own food and drink from food stalls located around the stadium and the beer garden and barbeque area set up on the field.

Peter Jones Special Events was contracted in July 2002 to stage the entertainment at the Closing Celebration. Guests assembled on the field area for the celebration that commenced at 7.30pm, with the official closing of the Games and included speeches by the Chairman of the Games Graham Duff and the Minister for Sport Justin Madden, who officially closed the Games. The formal proceedings also included the handing over of the International Masters Games Association flag to the next host city, Edmonton, and a presentation by the City of Edmonton to promote the 6th World Masters Games in 2005.





# operations



# operations

## THE PROJECT PLAN

The operations program, initiated by the project plan, was developed between April and June, 2001. The program included investigation of all contracts, documentation and obligations to governing bodies, governments and Games partners. The project plan identified 22 sub-projects within the authority of the Operations Department. All projects had quality statements and regular reviews as part of its schedule, and monthly reports tracked all of the sub-program tasks.

## RISK MANAGEMENT

The Games identified the need to conduct risk assessments across all areas of the event. Internal white board sessions were established to identify areas of risk and to facilitate planning. A tender was conducted for a risk management consultant to assist in the risk management process.

## SCOPE

The consultancy, Landers and Rogers, was asked to plan and identify the risks of operating the Games. The Games team provided the day-to-day legwork, while the consultancy provided the established formats, audits and reviews. Tasks for the consultancy were:

1. Initial Risk management plan format
2. Risk Review of Risk Management Plan
3. Consult and Advise as required
4. Review Risk Policies and Procedures
5. Audit and Approve Final Risk Management Plan

## REGISTRATION

The Melbourne 2002 World Masters Games used a customised Events Pro database from Amlink Technologies. This database enabled the Games to record comprehensive information for all competitors, including team and Individual event details, personal details and payment details.

All registration payments were processed electronically through the database. The Games used an electronic payment service to link the database payment details with banking institutions. Online registrations for Australian and New Zealand competitors only were accepted by the Games upon authorisation of their credit card payment.

## ACCREDITATION

### GAMES CENTRE

Planning for the Accreditation Centre was based on 30,000 - 32,000 accreditations. These figures were the estimated total accreditations of competitors, accompanying persons, sport officials, volunteers, contractors, medical, Games staff, VIPs and media.

Games Centre systems were designed to ensure operation always would be possible. Ninety-five per cent operational time was achieved during the Games. Technical difficulties were experienced on the test day - 1 October, 2002 - which impacted on the printing of accreditation cards. A temporary solution was found within 45 minutes and cards were printed that evening and distributed to all venues for collection by affected volunteers and sport officials.

Certificate distribution was planned to coincide with card and kit bag distribution. The size and space required for this operation meant certificate distribution was not possible during kit bag distribution. Competitor certificates were printed in bulk and distributed from the Games Centre towards the end of the final week of the Games. This was advertised through sport venues and the Games' daily newsletter.

## REGIONAL CUSTOMER SERVICE CENTRES

Bendigo and Ballarat were given the infrastructure to manage the large number of competitors expected to complete accreditation in these regional centres. Six accreditation points, which had cameras, a server and two data card printers





each, were sent to both of these regional centres.

Nagambie and Geelong, which operated on a smaller scale with only two accreditation points, had cameras and one data card printer each.

All regional venues were successful in accrediting competitors, VIPs, media, accompanying persons and volunteers. All regional venues experienced 100 per cent operational time.

#### Regional Accreditations

Bendigo	626
Ballarat	482
Nagambie	61
Geelong	138
Total	1307

All venues had access to both the simplified accreditation screen and the full registration database.

## **INFORMATION TECHNOLOGY**

Centari Systems designed and supplied hardware for the Games. Centari negotiated sponsorship of the Games Centre, and provided hardware such as three quad processing servers, 45 PC's, 36 digital cameras and tripods, Extreme switches and Symantec software.

Data Card provided the hardware and consumables to print the identification cards.

Amlink Technologies provided the software - Events Pro - for online registration, database and accreditation.

## **CEREMONIES**

### **OPENING CEREMONY**

The MCG seating capacity allowed the Games to seat all competitors and 50,000 spectators. By seating the athletes in the Olympic stand they could be part of the pre-march entertainment and not have to marshal outside the ground and no additional resources were required. Toilets, food and beverage were all provided from existing facilities.

The Games expected a number of sporting teams to provide their own mini bus transport. Normal user-pay event day parking arrangements were available at Melbourne and Olympic Parks. It was a convenient location because of the easy access for buses and the pedestrian bridge connection to the MCG. Public Transport was recommended. An electronic bus order form was available from the Games website.

Yarra Park opened as per large event. Areas of the MCG car park were inaccessible due to construction work and the need for the Games organisers to marshal the marching competitors. A 75-metre buffer was left for competitor marshalling.

A large number of competitors accredited at the Games Centre on 6 October and travelled to the MCG. On advice from the Traffic and Transport sub-committee, no additional police or traffic management resources were required at the Games Centre. The agencies responsible for the traffic management surrounding Flinders and Spencer St were informed of the event and monitored the intersections for congestion and safety. Operations for a large crowd event at the MCG were implemented.

The Games provided free charter trains to the Opening Ceremony from Geelong, Ballarat and Bendigo, with free charter buses from Nagambie. Trains arrived at Spencer Street Station at staggered times to provide enough time to complete accreditation and continue to the MCG. The return trip departed from Richmond station.

Pre games transport issues included:

- The organization of additional trams..
- Additional volunteer resources to guide competitors to the correct plat form. Volunteers escorted regional travelers to Richmond Station after the Opening Ceremony.
- Nagambie buses parked at approved location for easy access.

### **CLOSING CEREMONY**

The closing celebration was Initially booked for the Exhibition Building in Carlton, with 8,000 to 10,000 guests forecast. At the close of registrations, it was determined that the venue was inadequate for the expected numbers. The Games decided to relocate the ceremony to Telstra Dome. Peter Jones Special Events was awarded the Closing Celebration entertainment production.

Regional Train Vouchers restricted the number of free competitor travel available to the Closing Celebration. Train timetables precluded the return of some regional competitors and volunteers. No additional services were provided to facilitate late returns to regional areas.



## VENUES

### CATERING

The Games catering program was limited to volunteer meals and VIP services.

VIP services were conducted at Melbourne Olympic Park, Melbourne Sports and Aquatic Centre, State Netball Hockey Centre, the Opening Ceremony and the Closing Ceremony.

The volunteer program covered all volunteers at all venues during the Games. Catering was supported by the Games sponsors, which contributed food and beverage products. These sponsors included: Coke - Mt Franklin water; Villi's Cakes - pastry items and cakes; Robert Timms - Café bars, tea and coffee; and Queen Victoria Market - fresh fruit.

#### Catering logistics

---

4,000 Volunteers

---

34,500 Meals provided

---

3 Shifts were provided

#### Sponsors provided:

---

7,100 pies

---

10,000 cakes

---

10,000 pieces of fruit

---

### CLEANING AND WASTE

In most cases, cleaning and waste services were costed into the venue hire agreements. A list of venues not covered by hire agreements was then compiled and a tender document produced. This document covered cleaning, waste removal, medical and sanitary waste, street sweeping for the road cycling events and paper recycling. Berkley Challenge was the successful tenderer.

### SPECTATOR MEDICAL

A medical subcommittee was formed in August 2001. Dr Andrew Bacon was appointed as chair of the sub-committee, and representatives from all service providers were invited to be members of the committee.

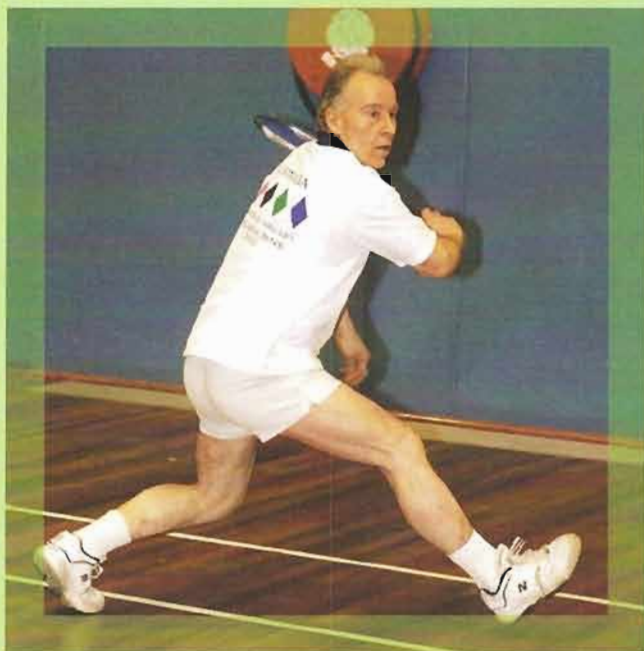
Representatives were:

- Sports Medicine Australia - Games athlete medical providers
- Metropolitan Ambulance
- Rural Ambulance
- St John
- SES
- Red Cross
- Games Sport and Operations Managers

St John was appointed as the provider for spectator medical. As the need for the service provision increased, St John enlisted Red Cross to assist. This was the first time the two organisations had worked in partnership and its success was noted at the last Medical sub-committee meeting. All organisations should be commended on the high quality of their staff and service provision.

### SECURITY

A tender was conducted, with Wilson Group Services the successful tenderer. A fixed hourly rate across all games venues for all hours was agreed. As part of the conditions of the tender, Wilson Group supplied the management of the security contract through a sponsorship arrangement.



## TEMPORARY STRUCTURES

Harry the Hirer was awarded the supply of temporary structures. This included tents and marquees, results boards and incidental hire items.

The supply of additional toilet and shower requirements was awarded to Coats Prestige.

## MEDIA SERVICES

A Media Centre was established at Melbourne Olympic Park, to give media access to computers, photocopying and internet access.

## SIGNAGE, PAGEANTRY AND VENUE PRESENTATION

The games venues were located across the state, challenging the operations department to be able to provide signage and decoration required for an international event. Fence wrap and banners was used for pageantry and corflute for directional signage. This allowed the most exposure within budget constraints. The tender was divided into three areas; fence wrap, cloth and vinyl banners and corflute signs. The tender covered all three areas but each area was evaluated separately.

## TRAFFIC MANAGEMENT

The games were responsible for four road closures: Docklands - cycling criterium; Boathouse Drive - canoe marathon; Albert Park - 10km road run; and Yarragon - cycling road race.

The road closures were tendered to a short list of companies that were preferred suppliers for the City of Melbourne. Citywide were successful for Docklands and Boathouse Drive, Standard Roads closed Albert Park and Skilled Engineering secured the Yarragon cycling road race.

## TRANSPORT

### PUBLIC TRANSPORT

The State Government Host City Agreement provided free transport to competitors, team officials, media and volunteers. Access public transport was provided through the Metcard logo placed on the Games accreditation card.

### GAMES PROVIDED TRANSPORT

A Games private taxi was provided for VIP transport. Mitsubishi provided 16 vehicles as sponsorship and volunteer drivers were provided by the volunteer program.

## LOGISTICS

The Logistics Centre was set up in Pit Building numbers 5 and 6 at Albert Park as part of the sponsorship agreement with Parks Victoria. The Logistics Centre was ideally located close to 70 per cent of the major sport venues, Games Centre and Games head office. The Logistics Centre, which was supported by a large team of volunteers, managed all logistics, VIP Taxi, hire car for staff and sport, communications equipment and signage distribution.



## GAMES HEAD OFFICE OPERATIONS

### COMMUNICATIONS

The provision of Games communications was put out to tender in October, 2001. The successful tender was required to write the Games communication plan. Bearcom was the successful radio equipment supplier with 650 units being used during the games.

The Games Communications Centre (GCC) was the hub of all Games communications. There were three methods of communication - two-way radios, mobile phone and landline phone.

Radios were used for direct communication, and mobile phones were used for confidential and lengthy communication.

The main function of the GCC was to communicate with all venues and Games personnel on Games related issues. There are three tiers of radios - Country Wide Network, Metro Network and Simplex Network. The GCC only communicated with those radios on the Metro and Country Wide Network.

A policy and procedure manual was prepared for radio use and responsibility.

Radio communication was the most effective way for staff and volunteers to communicate with all sports, venues and emergencies. It was also less expensive than use of mobile phones.

## VOLUNTEERS

### INTRODUCTION

Large multi-sport events rely on the support of a volunteer workforce. The Games volunteer workforce was a major contributor to the success of the Melbourne 2002 World Masters Games.

The volunteers' level of training and attitude towards their tasks was critical in the lead-up to and during the Games.

Determining the number of volunteers was a complex issue, as the final number of volunteers had a budgetary impact on uniforms, food, and merchandise. The scheduling of volunteer rotation and varying day-to-day requirements had an impact on numbers.

July 2001; setting up scoping document and initial planning of Games requirements.

September 2001; first consultation with sporting bodies regarding their volunteer requirements.

November/December 2001; creating system for recording day to day volunteer requirements by venue and by sport.

January/February 2002; sport liaison officers took our information back to their sports to clarify issues, reduce numbers and identify those from within the sports who were available to assist.

March/April 2002; review of Games and venue positions.

May/June 2002; final scoping of sport numbers.

## SOURCES OF VOLUNTEERS

### THE PIONEER VOLUNTEER PROGRAM

This core group of volunteers assisted the paid staff in the organisation, planning and set up of the Games. These people became integral to the organisation and, in many cases, became volunteer leaders at Games time.

### VOLUNTEERS FROM SPORT

State sporting organisations were consulted regarding their requirements, and numbers were reviewed regularly and carefully. However, additional volunteers were organised by individual sports - and not the Games - and this created some difficulties.

The final date for scoping of volunteer numbers for the Games was 19 July, 2002.

## **VOLUNTEERS FOR NON-COMPETITION VENUES.**

Additionally, volunteers were required to operate the non-competition venues such as the Games Centre, Opening and Closing Ceremony venues. It was a role of the Volunteer Coordinator to liaise with the Games staff in relation to volunteers in operational areas other than sport.

## **VOLUNTEERS FROM THE VICTORIAN OLYMPIC COUNCIL**

The Victorian Olympic Council offered the World Masters Games volunteer program editorial space in its mail-out to all Victorian based Sydney Olympic Volunteers in mid-February, 2002.

## **VOLUNTEERS VIA OTHER SOURCES**

Many of the pioneer volunteers actively recruited friends to become involved in the Games. In addition, expressions of interest were received from individuals as a result of the national promotional road show.

## **VOLUNTEER INFORMATION FORM AND APPLICATION FORM.**

Potential volunteers were required to complete an application form. The application form was distributed with an Information sheet in March 2002 to all those on the volunteer EOI database.

## **RECRUITMENT PLAN**

**Applications.** Sent to those on the volunteer EOI database in March 2002. This included those people the sports had nominated.

**Interviews.** All applicants were required to take an interview, which was conducted by the pioneer volunteers from July to August 2002.

The potential volunteers were scored against the following criteria:

- Communication
- Motivation
- General responses
- Adaptability

## **SKILL-SPECIFIC RESPONSES**

Following the Interviews, the proposed schedule and position offer was sent to the volunteer.

The Volunteer Coordinator worked with the Melbourne 2002 World Masters Games departments to determine the scheduling requirements for the other volunteers.

Personal qualities of the target volunteers were determined by:

1. A commitment to the success of the Games.
2. A friendly and positive manner.
3. Commitment to a high standard of customer service.
4. Ability to speak and read English.
5. Willingness and ability to attend training sessions.
6. Ability to work a minimum of five days (not consecutively).
7. Ability to attend an interview
8. Agreement to wear the official Games volunteer uniform.
9. A minimum of 18 years of age at the time of the Games (There were some exceptions to this in some roles, for example, ball boys/girls in tennis).



## **VOLUNTEER TRAINING**

Volunteering Victoria was the successful tenderer. Volunteer training took place in three stages and had two modes. The stages were:

- Study at home packs
- Orientation Training
- Job Specific Training

## **TRAINING FOR SUPERVISORS OF VOLUNTEERS**

This training took place about two months before the Games and was designed to provide an understanding about some of the volunteer issues likely to arise and how to manage them.

The way volunteers are treated will have an impact on their experience, quality of work and their retention of information. It is important for all supervisors of volunteers to practice good people management skills when dealing with volunteers.

## **VOLUNTEER MANAGEMENT STRATEGY.**

The volunteers were divided into two groups: sport specific volunteers and general games volunteers.

The sports managed their own (sport) volunteers. It was a role of the sport liaison officers to ensure that all the sport specific volunteers in their sports were treated professionally, respected, recognised for their efforts, made aware of their rosters and receiving their meal vouchers.

There was a group of senior 'Games Volunteer Ambassadors', some of which had been involved in the pioneer volunteer program, or had been involved in Games Staffing at the Sydney Olympic Games or other multi sport events. These people were rostered for each venue and allocated a number of sports to oversee (in terms of their volunteer program).

The role of the Games Volunteer Ambassadors was to

ensure the functions listed above were taking place and to assist where possible if venues required assistance with the management of volunteer staff.

## **COMMUNICATIONS WITH VOLUNTEERS (RETENTION)**

A regular monthly newsletter was sent for information purposes and to build up toward the Games. This newsletter commenced in September 2001.

Occasionally, team building activities for the pioneer volunteers and with staff took place. Volunteers were included in Games activities where appropriate.

## **RECOGNITION OF VOLUNTEERS**

It is very important volunteers are recognised for their efforts. A good recognition program will enhance the positive experience for the volunteer and may lead them to volunteer for future sporting events. M2002 provided an exclusive volunteer pin, uniform - long sleeve T and baseball cap, certificate of recognition and meals. Volunteer specific functions were organised during the year for the pioneer volunteers to attend. All volunteers were invited to join in the closing celebration.

## **AIRPORT 'MEET AND GREET'**

The airport meet-and-greet program ran from the international group desk at the Melbourne Airport from 1 October to 7 October, 2002. The program was supported by language services and was valued by more than 7,000 international competitors who attended the Games. As planned this had a large impact on the international visitors first impression of the games.

## MEDAL CEREMONIES REPORT

IMGA Bidding Process Document section 1.1.1 states:

*The Games' Medals must be presented to the winning competitors in a special and significant manner, which provides proper acknowledgement of the participant's sporting achievements. In general the style of the ceremony should be the same for all of the sports and should be consistent with a high quality Masters event generally.*

A detailed medal plan outlined the Games medal ceremony and the venue operations in relation to medal presentations. It aimed to cover all that was required to conduct the medal ceremonies. The medal ceremony presentations were an enormous task with 20,000 medals to be presented over 3,300 ceremonies across 52 sporting venues. The volunteer support was crucial to the success of the program; the volunteer positions are listed below.

- MEDAL CEREMONIES CO-ORDINATOR
- MEDAL CEREMONY VOLUNTEER
- SPORT MEDAL CEREMONY OR VIP LIAISON
- RESULTS AND ADMINISTRATION VOLUNTEER
- MEDAL CEREMONY ANNOUNCER
- SENIOR VENUE VOLUNTEER
- OTHER VOLUNTEERS (INCLUDING SPORT VOLUNTEERS)

## PRESENTERS

Representatives from the International World Masters Games Board of Governors, the Melbourne 2002 World Masters Games Board and Management, state and local government, Games sponsors, sport nominated VIPs and Games Ambassadors were invited to present medals.

## PRESENTER ARRIVAL AND ACCREDITATION

Presenters were asked to report to the Games customer service area upon arrival at each venue, where they collected their temporary VIP accreditation pass.

For high profile presenters, a protocol volunteer greeted and hosted these guests to ensure they were catered for when the MCV was occupied with presentations and or other duties.

## MEDALS

The medals were manufactured in Australia and the design featured prominent Melbourne landmarks. Each medal was presented on a Melbourne 2002 World Masters Games embroidered ribbon.

GOLD, SILVER and BRONZE Medals were presented to the first, second and third individual or team in each event and age category. The weight, size and design of the medal was important to the competitors and the prestige of the event.

Therefore if only one individual or team was competing in a particular age category, then the GOLD medal or medals were presented to that person or team and so on.

## MEDAL DISTRIBUTION

All medals were individually bagged. Medals were grouped and clearly labeled for each day of competition for each sport. A number of contingency medals were allocated to each sport for each day of competition.

Unused and unclaimed medals were taken back to the Games' Transport and Logistics Centre.

## EQUIPMENT

The Games' Transport and Logistics team delivered to each venue all the equipment required for medal ceremonies. The MCV arrived in ample time to check all equipment was in place



before the medal ceremonies began, particularly on the first shift at a venue.

### DAIS COMPONENTS

The Games presentation dais sets were constructed in three pieces for the purpose of the Gold, Silver and Bronze medal winners.

### PRESENTATION TRAYS

The presentation trays were allocated to each sport depending on the number of medals to be presented in one event. Each tray held between 10 and 12 medals in two offset lines with their ribbons draped over the back of the tray.

### SOUND SYSTEMS

In many cases, a portable sound system was used for the medal presentations.

A CD was provided at ceremonies to ensure consistency with music and the obvious fanfare associated with a medal ceremony.

### CEREMONY FORMAT

The essential components for each Ceremony were:

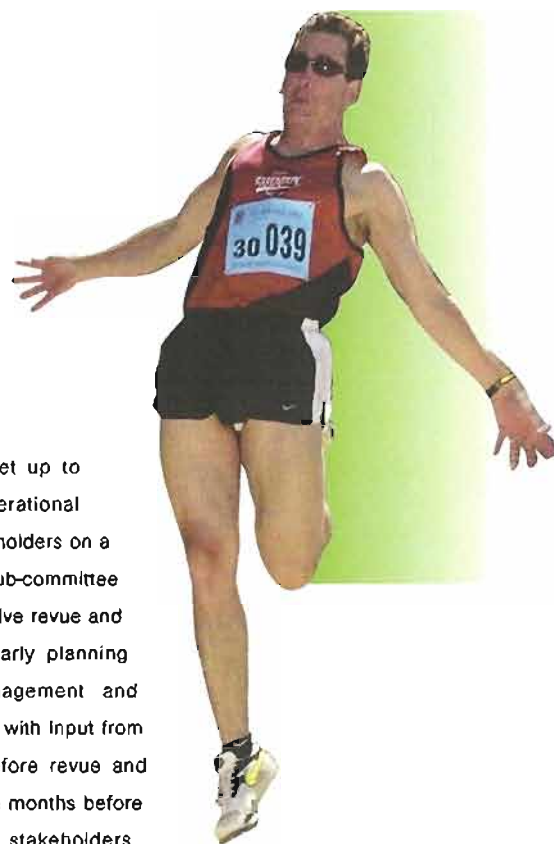
- Introduction of the presenter, event and winning athlete or team name by the announcer.
- Presentation of medals in order of bronze, silver then gold.
- Use of the Games fanfare in the presentation.

### SUB COMMITTEES

Three sub-committees were set up to communicate operational planning to all stakeholders on a monthly basis. The sub-committee format was an effective review and approval system. Early planning included risk management and operational planning with input from all stakeholders, before review and approval in the three months before the Games. The stakeholders included all metropolitan and regional police and emergency services, the medical contractor, local government authorities, CityLink, VicRoads and transport providers.

### OBSERVER PROGRAM

The observer program was attended by 30 delegates from Australia and the world. A two-hour presentation from the Games management, with questions from the attendees, proceeded a site visit to the Melbourne Sport and Aquatic Centre, The Games' Logistic Centre, a green field, and Melbourne Park. The general manager of Melbourne Park presented an overview on venue needs when running a major event.



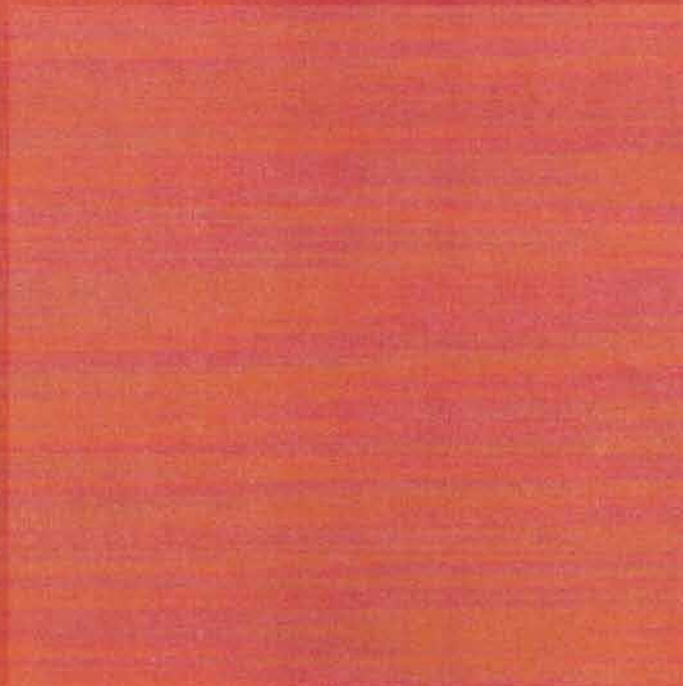




32



# venues





# venues

## SELECTION OF SPORTS

The IMGA has 15 core sports that comprise membership of the international body. These are:

- Athletics
- Badminton
- Basketball
- Canoeing
- Cycling
- Football (Soccer)
- Golf
- Orienteering
- Rowing
- Shooting\*
- Squash
- Swimming
- Tennis
- Triathlon
- Weightlifting

\* The four shooting events of Pistol, Clay Target, Full Bore and Small Bore were admitted for the Melbourne Games.

Guiding principles that governed the inclusion of several other sports at the Melbourne 2002 World Masters Games were (a) the relevant local state sports association had the motivation and will to support the sport's inclusion; (b) there existed a vibrant Masters or Veterans 'scene' at the local level to support the sport at registration time; and (c) the prominence or popularity of the sport at the Masters level was such that a base level number of 300 participants could be assured.

Based on these criteria, the following sports were added to the core group:

- Archery
- Baseball
- Diving
- Golf
- Hockey
- Indoor Cricket
- Netball
- Rugby Union
- Softball
- Table Tennis
- Touch
- Volleyball
- Canoe Polo \*

\*This sport was withdrawn by the State Sport Association for the World Masters Games due to the low competitor interest.



## SPORTS CONTRACT/AGREEMENT

The Games Company entered negotiations to formalise arrangements and relationships with the peak state sports association for all sports accepted into the Games, with the exception of tennis and swimming. Tennis negotiations were held with Tennis Australia and swimming negotiations were held with AUSSI Masters (Vic Branch).

A standard Sports contract was developed.

Central to the sports contract were three significant items:

- (a) The responsibilities the Melbourne 2002 World Masters Games would accept (or retain);
- (b) The technical and operational obligations of the relevant state sports association;
- (c) The funding or grant amount the sport would receive from the Melbourne 2002 World Masters Games.

The first of the 29 sport contracts were signed and executed in November 1999, with the final contract completed in March 2001.

## SPORT GRANTS

Unlike the majority of previous multi-sport Masters Games staged in Australia, each sport did not recoup a sport specific nomination fee for each registration received for its sport.

Rather, a flat fee was provided across all sports and an operational grant was negotiated with the organising body.

The operational grant was reached based on an anticipated base level number of competitors. The amount granted was to cover basic operational costs

associated with each sport's anticipated expenditure to plan and stage its involvement with the Melbourne 2002 World Masters Games.

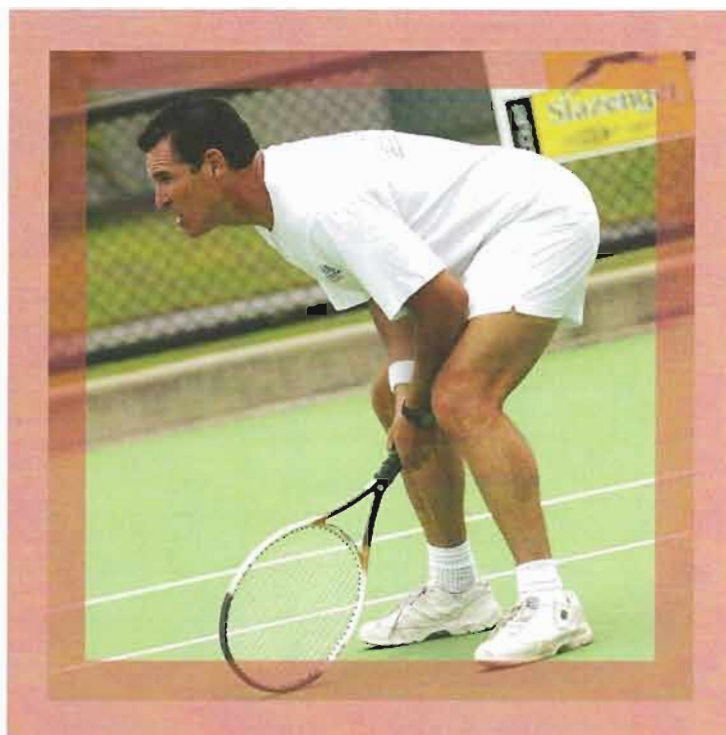
Grants ranged from \$2,500 (for several sports) to \$130,000 for orienteering.

## SPORT RULES AND COMPETITION DETAILS

Another significant departure for the Melbourne 2002 World Masters Games from the manner in which multi-sport masters games have previously been staged in Australia was the requirement for each sport to conduct its competition in accordance with the rules and technical specifications of the peak international body.

In order to achieve this, a hierarchy of considerations was established by the sport's organising sub-committee, and then referred to the relevant international federation for endorsement. This went as follows:

- If the sport had existing masters or veteran's rules endorsed and recognised by the peak international body, these were used;
- If the sport did not recognise masters or veteran's rules, the full international rules and technical requirements would apply;
- If the sport had commonly accepted modifications for masters competition either internationally or within Australia only (that were not legislated by the international federation), then the support of the international federation in recognizing the modifications was sought;
- If the organising sub-committee suggested modifications to enhance the attractiveness of the competition, support and endorsement of the international federation was sought.



## WORLD MASTERS CHAMPIONSHIPS

The annual World Masters Championships for both weightlifting and orienteering were incorporated into the Melbourne 2002 World Masters Games. FITA (archery) also declared the archery competition be regarded as their 'inaugural' World Masters championships. Hosting world championships within the World Masters Games is not something the Melbourne Organising Committee would recommend for future events.

## TECHNICAL DELEGATES

It is an International Masters Games Association requirement for each sport to have a technical delegate appointed by the relevant international federation.

The general role and brief of the technical delegate was to ensure the interests of the international federation were considered by both the sport's organising committee and the Melbourne 2002 World Masters Games.

The international federations were approached to appoint a person to this role. In many cases, repeated requests to the international federations failed to receive any response. It was finally decided, with the approval of the IMGA, that the Games staff would solicit nominations at the local level for the position of technical delegate. The names were then forwarded to the international federations.

To minimize costs, it was desirable to appoint Australian-based (preferably Victorian-based) technical delegates.

Victorian-based Australians:	17
Australians outside Victoria:	8
New Zealand-based:	3
Denmark-based	1

## RELATIONSHIP WITH NATIONAL SPORTS ORGANISATIONS

Each sport's peak body at the national level had limited contact with the Games regarding participation at the Games.

However, the Melbourne 2002 World Masters Games spent significant time keeping the national sports organisations informed about the Games as it related to their sport.

When preparing the bid to host the World Masters Games, the Melbourne Major Events Company (as it was then known), obtained documented support from the national sports organisations for their sports' participation and commitment to this major event.

This caused some disquiet among the state sports associations, which ultimately had the operational responsibility of organising competition, the provision of officials, volunteers and all necessary resources required for the event.

## RELATIONSHIP WITH INTERNATIONAL FEDERATIONS

The Games office made significant efforts to build relationships and have good communication with the various international federations.

In the main, however, the controlling world bodies for the

majority of the Melbourne 2002 World Masters Games sports demonstrated passive support for the World Masters Games as a concept and the Melbourne 2002 World Masters Games as an event. As the World Masters Games evolves, this will undoubtedly improve with IMGA's support, which is vital.

The exceptions to this were:

- Athletics
- Orienteering
- Rowing
- Softball
- Weightlifting

In making this statement, it is acknowledged that touch football, netball and indoor cricket have their power base in Australia and as such provided implied support of the event.

## SPORT MEETINGS

Through the period mid-1999 until late 2001, organised, scheduled and documented meetings with the sports were held every two months.

For the 12 months leading up to the Melbourne 2002 World Masters Games, these meetings were held monthly.

Attendees at the meetings were the key individual(s) for each sport's organising sub-committee.

The sports were split into five groups, and the meeting conducted for each group. The reasons for this were twofold. Smaller meetings were far more effective and efficient than those with 30-plus attendees. Secondly, the groups were selected according to their similarities to each other and therefore commonality of issues. The groups were as follows:



GROUP I	GROUP II	GROUP III	GROUP IV	GROUP V
Athletics	Netball	Clay Target	Badminton	Golf
Cycling	Basketball	Full Bore	Squash	Rowing
Swimming	Hockey	Pistol	Table Tennis	Canoeing
Triathlon	Volleyball	Small Bore & Air Rifle	Tennis	Weightlifting
Diving	Indoor Cricket			Orienteering
	Rugby Union			
	Touch			
	Softball			
	Baseball			
	Soccer			

## SPORT SUB-COMMITTEE

As with other departments within the World Masters Games organisational structure, a sports sub-committee of the board was established. The CEO and Sport Manager attended these meetings.

Originally comprising Danny Bodycoat (chair), Helen Armitage and Dr Peter Herten (who relinquished membership of the sub-committee in early 2001), Julie Sarll of Vicsport joined the sub-committee in late 2001. The sport sub-committee met every second month until 2002, when the meetings became monthly.

## SELECTION OF VENUES

The majority of venues selected for sporting competition were the best available in the state.

The Games was able to accommodate a large number of sports in venues within close proximity of the CBD.

A significant Melbourne 2002 World Masters Games Initiative was the conduct of competition in regional Victoria.

The equity with which competition was spread across Victoria took significant time and negotiation from the Sport department with support from the Sport sub-committee and consequently the board.

Sport was spread evenly across Victoria to benefit regional Victoria.

Geelong	Baseball & Triathlon
Bendigo	Orienteering & Full Bore
Ballarat	Rowing
Nagambie	Canoeing
Morwell	Open Water Swim
Yarragona (near Warragul)	Road Race Cycling

## VENUE CONTRACT

The Sport department, in conjunction with the Operations department, secured and managed the terms and conditions for the use of all venues utilised by World Masters Games.

A standard venue contract was developed by Freehills and used in a majority of negotiations. In selected circumstances, a hybrid of a venue's hire agreement and the venue contract was used to satisfy the necessary considerations of each party.

## ADDITIONAL VENUES

As entries inevitably exceeded the base level number of 16,000 entries, a number of contingency venues were included.

Springers Recreation Centre	Volleyball
Nunawading Stadium	Basketball
Waverley Basketball Stadium	Basketball
Duncan McKinnon Reserve	Athletics
Doncaster Athletics Club	Athletics
Footscray Hockey Club	Hockey

## SPORTS MEDICINE

Dr Andrew Bacon of Sport Medicine Australia chaired a medical committee of key service providers in the area of sports medicine. Sports Medicine Australia (Vic Branch) coordinated the coverage of all competition venues during competition times using the services of their volunteer sports trainers. Dr Anik Shawden and Cathryn Little managed this.

Where international federation guidelines dictated (or risk analysis), SMA also put in place doctors at selected events.

St John, Rural Ambulance Victoria and Metropolitan Ambulance Service also provided additional coverage coordinated by the central medical committee.

The Casualty Report from The Medical Sub Committee:

- No deaths were recorded.
- The most serious injury was a hip replacement.

- 425 casualties treated over the full period of the event.
- 28 Ambulance transfers were made.

## SPORT COMPETITION RESULTS

Sporting Pulse developed billboards for each sport at the Melbourne 2002 World Masters Games via the official Games website. These billboards came online in mid-August and were used for posting news, draws and up to date information of a sport specific nature. During the Games, they were used for posting results. Sporting Pulse supported the sports during the lead up to and during the Games.

## FINAL REPORTS FROM SPORTS

Each state sports association is preparing a final report summarising its involvement in the Melbourne 2002 World Masters Games. Standard areas the sports have been requested to address are:

- Acknowledgements (those involved in the organisation from the sport's view)
- Venue assessment
- Competition assessment
- Assessment of the Games Sports department;
- Registration data and recommendations
- Games Centre operations
- Results assessment
- Any other comments, suggestions or recommendations

The majority of sports complied with the request of a final report with several not completed.

## APPEALS COMMITTEE

The Games identified the need for a committee to consider



appeals in relation to non-sporting matters. IMGA was sent the terms of reference for such a committee, and subsequently approved these terms. IMGA do not have an appeals committee in place, therefore it is recommended that future host cities consider such a committee.

A copy of the Terms of Reference has been included in the documentation forwarded to the next host city, Edmonton, Canada and to IMGA. The Games' sports each established procedures and guidelines to resolve disputes and breaches

governed by the laws and by-laws of the sport. These are generally the rules set down by the sport's international federation. There may, however, be disputes that arise with World Masters Games policy that will require review by a Games appeals committee. These issues might concern age determination, eligibility protocols, the awarding of medals and similar matters. The appeals committee should be a discrete group that will only be convened at the recommendation of the Games Chief Executive Officer or the Board's Chairman or representative.





finance



# finance

The Melbourne 2002 World Masters Games operated within budget due to responsible management overseen by a Finance Sub Committee from the Board of Directors, and the assistance of several major organisations. The Games received substantial funding from the State Government of Victoria, including a grant from VicHealth, and sponsorship from a number of Victorian companies. Both cash and budget relieving in-kind support was also received from the City of Melbourne.



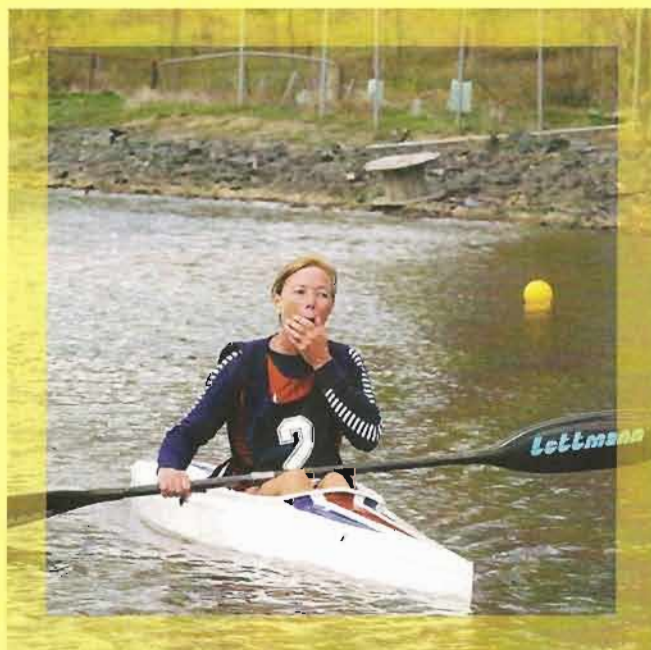
## BUDGET

The Melbourne 2002 World Masters Games operated within budget. Management of the Games' financial aspects was achieved:

- All revenues and expenditure was constantly compared to the budget.
- The level of contingency was maintained until the last few months before the Games.
- The cash flow projections were introduced on a monthly basis in early 2002, at the request of the Finance sub-committee.

Management faced some challenges relating to:

- Increased cost of public liability insurance due to collapse of HIH.
- Introduction of goods and services tax.
- Considerable expenses involved with mail outs, when it was hoped that a sponsor would be found for such costs.
- Sponsorship income relating to the official airline was deemed greater in the area of value in kind.
- The collapse of the Australian domestic airline, Ansett
- The early need to find larger premises at the company's cost, rather than provided for by the State Government.
- The cost associated with 16,000 competitors to that of the actual achieved, 24,886. This meant far greater expense in the areas of venues, pageantry, facilities, volunteer and date entry.





Australian Dollars

	BUDGET SUMMARY			ACTUAL
	\$,000's	\$,000's	\$,000's	\$'000,s
	CASH	IN KIND	TOTAL	
<b>REVENUE</b>				
Sponsorships	400	600		
Sponsor Commission to IMGA	(40)			
Grants	300			
Sub Total	660	600	1,260	
Competitor Fees 2,633			2,633	
Other Income				
Merchandising	80			
Inbound Operator	205			
Ticketing	250			
Other Income	168			
Sub Total	703		703	
State Government Contributions	4,658		4,658	
<b>TOTAL INCOME</b>		<b>8,654</b>	<b>600 9,254</b>	
Expenditure				
Contingency	773		773	
Finance and Administration	5,198		5,198	
Marketing and Communications	1,193		1,193	
Operations 1,028	1,028			
Sport and Venues	1,062		1,062	
<b>TOTAL EXPENDITURE</b>	<b>9,254</b>		<b>9,254</b>	

The budget assumed the Games would achieve 16,000 competitors, but this was revised as competitor numbers increased from 16,000 to 25,000.

## WIND UP OF COMPANY

The wind up of the company was planned accordingly:

- All personnel other than the Chief Executive and Executive Assistant finished at end of November 2002.
- All documentation was archived with the State Government
- All relevant documents were forwarded to IMGA and the next host city, Edmonton, Canada
- Closure of Office was scheduled for December 2002
- The company's financial end of year was extended to 15

November, 2002.

- The auditor's statement was produced in November 2002.
- Annual General Meeting was held within three months after the audited statement.
- The Board resolved to hire a chartered accountant Sims Lockwood to control financial and business related issues at its meeting of 29 November 2002.
- Final report was prepared and distributed in accordance with State Government and IMGA requirements.

## AUDIT

The Auditor General of Victoria performed the audit; the work was tendered to Day Neilson, Chartered Accountants.

# recommendations

## MARKETING

### MORE ONLINE

Once competitors express interest online, it would be more cost effective to maintain contact with these people by sending entry guides and newsletters as a PDF, rather than mailing printed materials. Two databases should be created: one for electronic customers who receive all information online and another for contacts who receive information via the mail. If a competitor has initially shown inclination towards use of the web then they should be maintained as an electronic customer.

The website should also have PDF's of all entry guides and forms, newsletters and any required information.

### FEWER SPONSORS

The Melbourne 2002 World Masters Games had thirty-one sponsors, not including preferred suppliers and the volunteer sponsors. This is a large number of organisations to service, invite to functions, provide logo recognition in collateral and on pageantry. Ensuring their needs are met prior to and during the Games can be time consuming. Fewer sponsors of greater value would bring the same revenue to the event, greater sponsor satisfaction and less administrative expense.

### FEWER CLUB MASTERS VENUES

Management of signage, hours of operation, standard of service and facilities at social venues for competitors - called Club Masters - proved difficult when there were too many Club Masters venues. Four Club Masters venues would be a manageable number - the Melbourne 2002 World Masters Games had 12. Club Masters venue sponsorship determined the large number of venues in Melbourne.

## RESULTS

A dedicated person in either marketing or sport to assist with results at a sport level and online is required. The major daily newspapers required results by 7.30pm and with so many sports it was difficult collating results. The media require updated schedules and results during the Games.

### LARGER MEDIA TEAM DURING THE GAMES

A minimum of one additional full-time, paid staff member is needed to assist with media in the month prior to the Games and during the Games. Other media recommendations are:

- Request details of where the interstate and

international competitors stay during the Games to assist with media queries and contact for interviews.

- List competitor's country, state or suburb on website sports results to assist media.
- Media students working with each sport coordinator during the Games to assist with story leads, setting up interviews and results.

### SALE OF THE OFFICIAL SOUVENIR PROGRAM

The Melbourne 2002 World Masters Games offered 7,000 programs for sale online, at the Opening Ceremony and at merchandise outlets for A\$9.90. Because all competitors received the official souvenir program in the backpack, few people wanted to purchase the program. The demand for a program from spectators is very limited. Sale figures reached approximately 1,000.

### DOWN UNDER DINNER TICKETS

This function was sold out two months before the Games. Many competitors wanted to sit together at the dinner, without notifying the Games. Many requested changes in the week of the dinner, which was difficult to accommodate. The Games entry form needs to state clearly that for competitors to sit with their friends at the dinner, one person in the group must purchase all the tickets.

### OPENING & CLOSING CELEBRATION

The Games recommends that the Opening Ceremony and Closing Celebration be staged under cover to remove all risks associated with open-air ceremonies.

One suggestion presented by the Chief Executive post the Games was to create a street ceremony rather than the expense and risk associated with an Opening Ceremony.

### MERCHANDISE SALES

It is strongly recommended to ensure the official merchandiser can create products of good quality and that the company can deliver competitors' orders. The demand by the competitors on merchandise is high. It is further recommended that merchandise be available for sale at the Closing Celebration as competitors tend to purchase at the last minute.

### OFFICIAL PHOTOGRAPHER

Due to the enormity of the exercise and the economic outlay, the Games received only two

proposals for the official photographer role. Competitors expect to have a selection of photos of themselves, their teams and medal ceremonies. To achieve this across many sports at many venues and then display them in a number of areas is a huge task. The financial return to the Games was minimal for the difficulties faced, however the service to the competitor is not only needed but expected.

The photographer will require a display area no less than 600 sq m, which should be part of the Games Centre. They will also require similar space at major venues. Plan for this approximately six months prior to the Games.

### DAILY NEWSLETTER

It is highly recommended that an editor and trainee journalists are hired for the Games. It is a large task, but is the only way to communicate with competitors during the event. The newsletter needs to be informative, colourful and have human interest stories about competitors. It provides a method to remind competitors of special functions, sport specific parties and the like.

## OPERATIONS

### RISK ANALYSIS -

- Commence planning the risk management analysis early.
- Dedicate one person to the task and ensure all managers are involved in the process.
- Create an intranet for easy communication and easy access for staff at all times, including during the Games.

### REGISTRATION -

- Ensure that the state sporting association approves the design of the official entry form. This form must be designed to consider possible future changes in sport rules.
- Ensure that the design and application of the online official entry form is clear and precise in its explanation and that it can only be recorded after all of the form fields are completed by the competitor.
- Consider sharing wages for staff members aligned with the state sporting associations. These people would then be responsible for liaising between the organising committee and the state sporting associations. They could possibly become the sport liaison officers.
- The Games experienced difficulty with the transfer of information from the state



sporting associations coordinator - who attended meetings - back to the necessary people at the state sporting associations. The above recommendation would see accountability to both parties and a greater sharing of information.

- Online registration for teams was the most difficult. It is recommended that this be taken into account for the next Games. It is possible that upgrading the registration software or obtaining new software to better suit online registration will be available at that time.
- Hire data entry staff one month prior to the close of early bird entry and maintain those people plus others through to the end of the Games. Data entry people become familiar with names and competitor changes and queries. The Games did not have sufficient experienced data entry staff a week before close of entry and a month after.

#### ACCREDITATION -

- Ensure the capacity of your Games Centre, including accreditation, is sufficient. The Games had 1,600 square metres and would recommend a minimum of 2,000 square metre.
- This statistics that show average number of accreditations and visitors of the center will assist with staff and volunteer numbers.

#### OPENING CEREMONY -

- It is recommended that the World Masters Games does not try to out-perform the Olympics or Commonwealth Games. Ceremonies can be very costly and only run for a very short period of time.
- Consider taking the Ceremony "to the streets" of the host city. Possibly a street parade, using retailers, shoppers, and school children as the spectators, pageantry and music can be incorporated and the official ceremony could be conducted in a park or in front of the town hall. This concept would reduce cost but still provide the competitors with the experience of an official opening.

#### PUBLIC TRANSPORT -

- Masters competitors now expect free public transport. It is recommended that this be discussed with each host city, as not all cities can provide free transport. If not possible, it is essential to make it clear to competitors in early communication the cost of public transport and a map showing the system.

#### VOLUNTEERS -

- The expectation of volunteers has grown enormously since the Sydney Olympics. The cost for these expectations is high. Give consideration to what you will provide to each volunteers by way of shirts, caps, badge and food.
- The Games initially planned and budgeted for 1,800 volunteers. However, this increased to 4,000.
- It is further recommended that, based on 25,000 competitors, 4,000 volunteers would be required to support the event.
- Ensure a "meet and greet" volunteer base is established at the International Airport and Domestic Terminal.

#### MEDALS -

- Ensure the quality of the ribbon holding the medal is of high standard and displays the event logo.
- Ensure the weight of the medal is substantial and the size.
- Ensure the design highlights the host city, the year and provides an area for the competitor to place his name and event details.
- Ensure sufficient VIP's and sport officials are approached to present medals during the Games, with close to 20,000 medals presented, it is imperative that the numbers of presenters are in place. Commence this preparation six months before the Games, as it is time consuming and a difficult task.
- Ensure the ceremonies have the necessary "fanfare": dais's should be bright and well signed; presentation trays are required to show off the medals; media and the winners need to gather for the ceremony.

#### OBSERVER PROGRAM -

It is strongly recommended that an Observer Program be included in the requirements of the Games, because:

- It enables the next host city and other masters sport organizations to hear about the operations of the Games.
- Senior managers can be questioned.
- It reduces the impact on staff as many Masters Games groups will attend the Games and expect or seek meetings with the organising committee. During the Games, this is impossible.
- It enables the organising committee to pass on information.

#### VEUNUES

Based on competitor feedback and experiences of the Melbourne Organising Committee in the lead up to and during the Games, the following recommendations are made:

**Badminton** Based on 1,173 competitors, a venue with greater capacity (or secondary venue) was required. A more ordered procedure for allocating courts and ensuring matches got underway on vacant courts was also required.

**Basketball** Greater flexibility was required to make last minute changes to the draw such as the collapsing of grades or age groups when teams did not turn up. "No-show teams" in team sport is not uncommon in masters sport and those preparing fixtures and draws need to understand the need for quick decisions and excellent communication with competitors. The insistence of the sport organisers to play fully timed games suited neither the elite team nor the social teams, this requires reviewing by the International Federation.

**Cycling** An appreciation of the variety of aspirations participants bring to the road events need to be appreciated. Many riders merely want to finish. A combination of UCI rules and time restrictions make these aspirations difficult. The scheduling of additional days for the road race and criterium events requires some consideration. Discussions on the rules suitable for masters sport is required.

**Golf** Awarding medals for ties seems unnecessary and avoidable. Count backs need to be used to separate ties.

**Rowing** Flaws in the entry form placed pressure on staff and the rowing organisers. Future entry forms should not allow crews to nominate separately;

#### RECOMMENDATIONS OF A MORE GENERAL NATURE ARE:

- Awarding team medals must take place immediately after a medal-deciding match. Awarding all medals for all grades and age groups at the conclusion of the last game suits no one;
- Self-assessed grading for team sports can cause potential problems. Masters 2002 was fortunate that organisers had access to knowledge and contacts who were able to advise on the appropriateness of the grade for which teams nominated. It is strongly recommended that draw systems, such as the "leveler system", be considered by other host cities and sport associations.
- IMGA should support the recommendation of local technical delegates and only request internationals where there is no one with technical expertise in the host country.



- While it is appreciated that the International Federations' current drug policy fits with the IOC policy, there is a requirement for International Federations to reflect the health needs of Masters competitors.
- Results of all World Masters Games events should be recorded by IMGA and accessible on their website. This will encourage future competitors, and provide a means for previous competitors to access their results.
- It is recommended that IMGA and the host cities do not include World Masters Championships for individual sports within the World Masters Games. Reasons being: the independent requirements by those sport hosting their own World event, the cost associated to the host city is far greater than for other sports, it causes fragmented issues for the host city and issues outside of what should be one event for all participating sport. For sports running their world championships within the WMG it is understandable that specific needs are required, but at what cost.

#### KEY PERFORMANCE INDICATORS AND LEGACIES:

##### KEY PERFORMANCE INDICATORS -

The number of competitors - 16,000 upward

- Achieved 24,886 competitors.

Economic Impact to the State of Victoria and to Australia

- Impact was \$55million to Victoria and \$69million to Australia.

Tourism increase

- Average stay in Melbourne was 12.5 nights.
- Average stay in Australia was 16 nights.
- 7,671 International guests to Victoria (this figure includes only competitors and accompanying persons who accredited).
- Areas within regional Victoria benefited, including Geelong, Bendigo, Ballarat and Nagambie.

Planning and implementing the Games within budget

- This was achieved.

#### Sponsorship benefits for sport gained via the Games

- 31 sponsors were secured by the Games. Many showed support of individual sport during the Games and have expressed ongoing interest.

#### CBD benefits for the City of Melbourne

- Increased awareness of the city's attractions for visitors.
- Media exposure for the city through the Games.
- Huge economic boost to retailers, hotels, restaurants, cafes, etc.
- Conducting the Opening Ceremony at the MCG.
- Conducting other special functions within the City of Melbourne precinct.
- Myer, a major Melbourne retailer, stated it saw an increase in sales during the Games and regretted not being involved with the event.
- Many of the sporting events were held within the City of Melbourne precinct, using venues, parks and gardens and other spaces.
- Sport and event parties were held in city hotels and function rooms.
- Opportunities for the Lord Mayor to welcome overseas guest and host mayors visiting from both regional areas and overseas.
- Business to business opportunities for the city with companies associated with the Games.
- Economic impact to the city's stakeholders.
- Return visits by Games competitors.

#### LEGACIES:

- Quality staff trained in a large multi-sport event.
- Board Directors experienced with multi-sport events.
- Skills acquired by state sports associations to run large events.
- Masters sport and World Masters Games brand recognition
- Better understanding in Victoria of the concept of Masters sport.
- Involvement in a large event for regional and outer suburban areas.

- Sponsorship recognition and brand awareness.

- Media exposure for the Games, the city, the sponsors and the state

- Volunteers - a co-ordinated approach, recruitment, training and recognition model.

- Sport officials - exposure to international competition

- Venues - capacity to accommodate the sporting numbers and to hold a large sporting event under pressure. The ability to seek assistance from Councils and Government to upgrade facilities.

- Sub-committees developed and documented policy and procedures for police and emergency services, transport and medicine.

- Development of documentation suitable for use by future events held in Victoria

o Risk Management analysis

o Transport and coordination plans

o Emergency Services plans

o Medical plans

o Business plan

o Marketing plan

o Financial plan

o Volunteer documentation

o Operations plan

o Over 50 venue plans

- Introduction of new sponsors to sport in Victoria

- Mentoring via speaking engagements to schools, corporates, charities etc.

- Strong promotion of "sport for life", which encourages the aging population to maintain health and fitness.

## COUNTRY STATISTICS

Country	Count
Albania	1
Antigua/Barbuda	3
Argentina	13
Armenia	13
Australia	9
Austria	18605
Azerbaijan	43
Bangladesh	3
Barbados	1
Belarus	2
Belarus	1
Belgium	6
Bolivia	4
Brazil	150
Bulgaria	21
Canada	456
Chile	5
China	106
Colombia	2
Croatia	1
Czech Republic	42
Denmark	81
Ecuador	5
Egypt	4
El Salvador	5
England	195
Estonia	111
Fiji	2
Finland	201
France	34
French Polynesia	2
Germany	171
Ghana	2
Greece	13
Guam	33
Guatemala	13
Hong Kong	54
Hungary	87
India	102
Indonesia	22
Ireland	18
Israel	16
Italy	37
Japan	199
Kazakhstan	2
Korea	2
Latvia	108
Lebanon	4

Lithuania	215
Macau	18
Malaysia	11
Mariana ISL	2
Mexico	109
Moldova	1
Mongolia	4
Nepal	1
Netherlands	18
New Caledonia	13
New Zealand	1230
Nigeria	30
Northern Ireland	2
Norway	160
Pakistan	2
Papua New Guinea	15
Peru	3
Philippines	5
Poland	62
Puerto Rico	1
Russia	304
Scotland	36
Serbia/Montenegro	1
Singapore	21
Slovak Republic	14
Slovakia	4
Slovenia	11
Solomon Islands	10
South Africa	103
South Korea	15
Spain	5
Sri Lanka	92
Sweden	151
Switzerland	89
Syria	1
Taiwan	73
Thailand	1
Tonga	1
Trinidad & Tobago	2
Turkey	1
Ukraine	59
United Arab Emirates	3
Uruguay	17
USA	950
Vanuatu	10
Venezuela	1
Wales	7
Yugoslavia	3
Zambia	1
Zimbabwe	1

## SPORT STATISTICS

	Male	Female	Total
Archery	289	95	384
Athletics	1735	834	2569
Badminton	667	506	1173
Baseball	478	0	478
Basketball	1480	836	2316
Canoeing	397	124	1453
Cycling	1234	219	1453
Diving	52	35	87
Football	1084	313	1397
Golf	526	182	708
Hockey	446	550	996
Indoor cricket	259	143	402
Netball	50	1168	1218
Orienteering	853	410	1263
Rowing	1109	617	1726
Rugby	216	0	216
Shoot Clay Target	198	12	210
Shoot Full Bore	97	9	106
Shoot Pistol	118	44	162
Shoot Small Bore	74	13	87
Softball	695	1509	2204
Squash	229	86	315
Swimming	950	805	1755
Table Tennis	187	96	283
Tennis	397	271	668
Touch	504	179	683
Triathlon	554	182	736
Volleyball	772	356	1128
Weightlifting	297	37	334

## GAMES STATISTICS

	Competitors	Non-competitors
Total	24886	3471
Male	15502	na
Female	9384	na
Australia	18605	2081
International	6281	1390
Victoria	10970	na



