



# Sydney 2009 World Masters Games

FINAL REPORT



Australian Government



NSW  
GOVERNMENT



## PRINCIPAL PARTNERS



**Australian Government**



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## MAJOR PARTNERS



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## MEDIA PARTNERS



# THANKS TO OUR PARTNERS

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## BRONZE PARTNERS



# Sydney 2009 World Masters Games

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## COMMUNITY PARTNERS



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# Introduction

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## Message from the Minister



For nine memorable days from 10 to 18 October, Sydney played host to the world's largest ever multi-sport event – the Sydney 2009 World Masters Games.

Sydney has a fantastic track record for staging sport and cultural events and the World Masters Games was no exception.

More than 30,000 people gathered in Sydney to take part in the Games as either competitors or spectators.

Sydney's reputation as a global sporting event host city was underlined by International Masters Games Association President, Mr Kai Holm who declared the Games "absolutely the best Games ever".

As the Minister responsible for the Games, it was a great experience to witness athletes from nearly 100 countries live and breathe the Games' motto - "Fit, Fun and Forever Young".

The staging of an event the size and scope of the Sydney 2009 World Masters Games would simply not be possible without the men and women who gave up their time to become Games volunteers.

I would especially like to thank the volunteers for being such wonderful ambassadors for Sydney and furthering our global reputation as Australia's major event capital.

I also acknowledge the leadership, hard work and dedication of the Games Advisory Committee and the Sydney World Masters Games Organising Committee.

They have delivered a remarkable event and should be congratulated on a job well done.

A handwritten signature in black ink that reads "Jodi McKay".

**Jodi McKay MP**  
Minister for Tourism

# Message from the Games Advisory Committee Chair



The Sydney 2009 World Masters Games will long be remembered by all who were involved as a wonderful and successful sporting event. Success made all the more meritorious given the record number of participants achieved at a time when both the Global Financial Crisis and the H1N1 virus (swine flu), were having major impacts on the travel and event markets around the world.

The Games were an initiative of the New South Wales Government with a matching financial contribution from the Australian Government. Without the involvement and support of our State and Federal Governments, the Games simply would

not have been possible. I place on record my sincere gratitude to the Hon Kate Ellis MP, Federal Minister for Sport and Youth Affairs, and the Hon Jodi McKay, NSW Minister for Tourism and Minister responsible for the Sydney 2009 World Masters Games, for the support provided by their respective Governments.

To our valued partners and sponsors of the Games – thank you. Without your involvement we could not have staged such a successful event.

Similarly to the staff and volunteers, I simply say “congratulations on a great job”.

Finally to the International Masters Games Association, I thank you for the confidence you showed in the great city of Sydney when you awarded us the rights to host the Games in 2004. We promised to raise the benchmark for future host cities beyond Sydney. There is no doubt we achieved this aim. In the words of President Kai Holm, the Sydney 2009 World Masters Games were “absolutely...the best Games ever...”

A handwritten signature in blue ink, appearing to read 'M Osmond', written over a light blue grid background.

**Margy Osmond**  
Chair  
Sydney 2009 World Masters Games  
Games Advisory Committee

## Message from the CEO



The Sydney 2009 World Masters Games were the product of a number of years hard work by many dedicated people.

With 28 sports, 80+ venues, and over 28,000 athletes, the contribution of the State Sports Associations and venues deserves special mention. It truly was what happened on the courts, pitches, ovals, pools, playing fields and more that was the “backbone” of what made the Games so memorable.

As an initiative of the New South Wales Government, the Sydney 2009 World Masters

Games benefited from the expertise of many professional people across a wide variety of State Government agencies who provided services and resources to stage the Games.

The guidance and support of the Games Advisory Committee was invaluable. The Games Advisory Committee was tireless in their commitment and support.

The Sydney 2009 World Masters Games team of staff were a dedicated crew whose contribution ensured the Games would be afforded the accolades received. A well earned outcome for those of my colleagues who strived for and achieved excellence in staging an event that showcased Sydney, New South Wales, and indeed Australia, to an international audience.

The team was complemented and supported by a remarkable workforce of over 4000 volunteers without whom there would have been no Games.

Finally, the 28,000+ athletes – the Sydney 2009 World Masters Games proved that these Games were for the “Fit, Fun and Forever Young”.

A handwritten signature in black ink, appearing to read 'Shane O'Leary', with a horizontal line underneath.

**Shane O'Leary**  
Chief Executive Officer  
Sydney 2009 World Masters Games Organising Committee

## Executive Summary

The Sydney 2009 World Masters Games set a new benchmark in masters sport and in the staging of the World Masters Games. Sydney, when it bid for the Games in 2004, had this goal in its sights, and certainly delivered on it in 2009.

IMGA President Kai Holm concluded at the final press conference of the Games, “absolutely the best Games ever.” The relationship between the Sydney 2009 World Masters Games Organising Committee and the International Masters Games Association was a collaborative one, and ensured that the new standard set by Sydney can be taken forward to future World Masters Games.

Sydney Olympic Park came back to life from 10 to 18 October, with all Olympic venues in the precinct hosting competition. Sydney reasserted itself as an excellent host of major multi-sport events.

The record number of participants of 28,676 was achieved at the Sydney Games in the midst of a global financial crisis and the H1N1 virus (swine flu). Sydney welcomed 8587 international visitors from 95 countries, with the top countries being Canada (2,242), New Zealand (1,395), the United States (899) and the Russian Federation (416). Australian registrations totalled 20,089, with 9,011 interstate visitors making the trip to Sydney for the Games.

The unprecedented media coverage both within Australia and internationally will leave a lasting legacy not only for the IMGA, but for masters sport in Australia generally. The Games attracted new people to masters sport, and also inspired many others to get active.



The successful coordination of Government services to deliver the transport and medical services ensured that competitors were able to access professional and specialised services. The commitment shown from NSW Government agencies contributed to the smooth running of these services.

Finally, the post-Games research conducted showed that the Sydney 2009 World Masters Games generated \$60.2 million for the State's economy.

A female athlete in a blue and black uniform is captured in the middle of a javelin throw on a grass field. She is leaning forward, with her right arm extended back and her left arm forward, holding the javelin. The background is a blurred crowd of spectators.

# GOVERNANCE

## Overview

In 2004, the NSW Government, through a bid team created by the former NSW Major Events Board, won the right to host the 2009 World Masters Games.

The NSW Government identified the World Masters Games as an event that would generate numerous community benefits, particularly in the areas of health and tourism.

In 2005, the NSW Government created the Sydney 2009 World Masters Games Organising Committee and also appointed a Games Advisory Committee.



## International Masters Games Association



The World Masters Games are owned by the International Masters Games Association (IMGA) which awards the right to host the event through a bidding process every four years.

Based in Lausanne, Switzerland, the IMGA comprises 18 members of the General Association of International Sports Federations and their sports form the core of the World Masters Games competition program.

At the time of the Games, four of the IMGA's 12-person Board of Governors were International Olympic Committee (IOC) members, including IMGA President Kai Holm, a former President of the Danish National Olympic Committee. The IMGA operates under the patronage of the IOC.

# Sydney 2009 World Masters Games Organising Committee

The Sydney 2009 World Masters Games Organising Committee (SWMGOC) was established as a statutory authority of the NSW Government under the *Sydney 2009 World Masters Games Organising Committee Act 2005*. The Minister responsible for SWMGOC was the Minister for Tourism, the Honourable Jodi McKay MP.

## Vision

Setting new standards of excellence in all aspects of the World Masters Games

## Mission

To plan and stage a World Masters Games that focuses on the experience of participants, resulting in benefits to our many supporters and partners.



## Objectives

- Attract and service a record number of participants
- Deliver a World Masters Games experience to the highest international standard
- Enhance the understanding of the World Masters Games in the wider Sydney and New South Wales communities
- Encourage the community to participate in ever-lasting social, active and healthy lifestyles
- Position the event's profile to benefit Sydney, the International Masters Games Association, participating International Federations and the Masters Sport movement
- Deliver the Games within budget
- Set a standard of excellence that creates a lasting legacy for stakeholders involved in sport
- Lead and direct our stakeholders to deliver an unforgettable Games experience

## Staffing

At its peak, SWMGOC was staffed by forty five (45) full time staff, most of who were employed on fixed term contracts which concluded after the Games. Fifteen (15) contractors and five (5) secondees supported operations during the Games. See Appendix I for the organisational chart and list of staff.

# Games Advisory Committee and Management

The Games Advisory Committee was constituted by the *Sydney 2009 World Masters Games Organising Committee Act 2005*. The Games Advisory Committee provided advice to the Chief Executive Officer and the Minister.

## Membership of the Games Advisory Committee

The Games Advisory Committee consisted of seven members appointed by the Minister and the Chief Executive Officer. Meetings were held quarterly and in 2009 were held monthly. Some of Australia's leading experts in the fields of sports administration, tourism, event management and finance were members of the Games Advisory Committee.



**Margy Osmond, Chair**  
Chief Executive Officer,  
Australian National Retailers  
Association



**Chris Jordan AO**  
Chairman, KPMG New South  
Wales



**Phil Coles AM**  
Member, International Olympic  
Committee; Vice President,  
World Taekwondo Federation



**John Moore**  
Managing Director, Global  
Brands Group Australasia;  
former General Manager,  
Marketing, SOCOG



**Bob Elphinston OAM**  
President, International  
Basketball Federation; former  
General Manager, Sport,  
Sydney Organising Committee  
for the Olympic Games  
(SOCOG)



**David Brettell**  
(from February 2008)  
Chief Executive Officer,  
Australian Cancer Research  
Foundation;  
former Manager, Venue Staffing  
and Volunteers, SOCOG



**Michelle Ford-Eriksson MBE**  
Moscow 1980 Olympic Games  
Gold Medallist



**Shane O'Leary**  
Chief Executive Officer,  
SWMGOC

Note: Sandra Yates AO, was a member of the Advisory Committee from its inception until 7 August 2007. Ms Yates was replaced by David Brettell. Former Director General of Department of the Arts, Sport and Recreation (DASR), Bob Adby was also an observer on the Games Advisory Committee.

## Subcommittees

Four subcommittees of the Games Advisory Committee were formed and chaired by an appropriate member of the Games Advisory Committee. The Chief Executive Officer was either a member of or was represented on each of the subcommittees. The remaining members of the subcommittee were community or industry based experts.

### Sport and Venues Subcommittee

**Bob Elphinston OAM**

(GAC Member) Chair

**Darryl Clout**

General Manager, NSW Sport and Recreation

**Debbie Kemp**

Chief Executive Officer, NSW Sports Federation

**Tom York OAM**

Sothertons Chartered Accountants

**Greg McCallum**

GM Consultancy

**Phil Titterton**

NSW Rowing Representative

**Lynne Bates**

Chief Operating Officer, SWMGOC

**Nick Jordan**

Group Manager, Sport and Venues

### Games Services Subcommittee

**David Brettell**

(GAC Member) Chair

**Bernadette Serone**

Event Operations Manager, Sydney Showground

**John Ferguson**

Director - Events & Operational Support  
Sydney Olympic Park Authority

**Jan Willett**

Community Engagement and Events Division,  
Department of Premier and Cabinet

**Margaret Pollard**

Community Engagement and Events Division,  
Department of Premier and Cabinet

**Greg Huish**

NSW Transport and Infrastructure

**Lynne Bates**

Chief Operating Officer, SWMGOC

**James Hunter**

Group Manager, Games Services

### Marketing and Communications Subcommittee

**John Moore**

(GAC Member) Chair

**Lyndel Gray**

Executive Director and General Manager,  
Tourism NSW

**Peter Loxton**

Managing Director  
Peter Loxton & Associates Pty Ltd

**Shane O'Leary**

Chief Executive Officer, SWMGOC

**Natalie Soltyszewski**

Director Marketing & Communications

### Finance and Corporate Services Subcommittee

**Chris Jordan AO**

(GAC Member) Chair

**Sue Power**

Director, Property and Venues Branch  
NSW Treasury

**Bob Adby**

Former Director General, DASR

**Shane O'Leary**

Chief Executive Officer, SWMGOC

**Sally Judd**

Group Manager, Finance & Corporate Services



## **SWMGOC** **Senior Management Group**

The Senior Management Group members were:

**Shane O’Leary**  
Chief Executive Officer

**Lynne Bates**  
Chief Operating Officer

**Natalie Soltyszewski**  
Director, Marketing & Communications

**Tom Sloane**  
Director, Games Integration

**Nick Jordan**  
Group Manager, Sport & Venues

**Rod Dowler**  
Group Manager, Corporate Relations

**James Hunter**  
Group Manager, Games Services

**Sally Judd**  
Group Manager,  
Finance & Corporate Services

The five divisions were:

- Marketing & Communications
- Sport & Venues
- Corporate Relations
- Games Services
- Finance & Corporate Services

## Government Relations



### NSW Government

The State of NSW was the host party to the Host City Contract in place with the IMGA and the major funding source of the Games. The undertakings given by the NSW Government in both the bid for Sydney to host the Games and the Host City Contract were on the understanding that the funding model to stage the event would include support from a broad range of NSW Government agencies. A CEO's Group was established for the Games, comprising the CEOs of the key NSW Government agencies. Working Groups were formed in order to coordinate the services of these agencies (see Working Groups, page 19).

### Australian Government

The Australian Government also provided financial support towards the staging of the Sydney 2009 World Masters Games, equal to the level committed by the NSW Government. This relationship guaranteed the support of Australian Government agencies, including:

- Australian Customs and Border Protection Service
- Department of Immigration and Citizenship
- Australian Federal Police
- Department of Foreign Affairs and Trade

## Local Government

Local Government Councils provided support to the Games at varying levels, through sponsorship, use of venues in their local areas and promotion of the Games. Many also provided operational support, approvals for placement of banners and signage, support for access to council owned facilities and venues, installation of wayfinding signage, venue hire negotiations, letterbox drops and transport coordination.

A number of councils provided financial and in-kind support and were acknowledged as Gold or Silver Local Government Partners:

### Major Partner:

- City of Sydney

### Gold Local Government Partners:

- Bankstown City Council
- Blacktown City Council
- Hills Shire Council
- Manly Council
- Penrith City Council
- Woollahra Municipal Council

### Silver Local Government Partners

- City of Canada Bay
- City of Ryde
- Hurstville City Council
- Lithgow City Council
- Randwick City Council



The following councils had events conducted within their local government areas:

- Auburn Council
- Campbelltown Council
- City of Botany Bay
- Fairfield City Council
- Hornsby Shire Council
- Ku-ring-gai Council
- Liverpool City Council
- Pittwater Council
- Strathfield Municipal Council
- Sutherland Shire Council
- Warringah Council
- Wollongong City Council

# Working Groups

The following Working Groups and Committees were established to coordinate Government services and provide expert advice and support to the operations of the Organising Committee:

- NSW Government CEO's
- Medical
- Special Events
- Emergency Management
- Sydney Olympic Park Precinct
- Value Optimisation
- Airport and Federal Agencies
- Traffic and Transport
- Procurement Panel
- VIP and Protocol
- Registration and Accreditation

Please see Appendix 2 for a full list of members.



## Operational Planning

Operational planning was developed based on 13 Organisational Phases:

Concept/Scope Planning	Up to 31 March 2008
Registration Planning	31 January 2008
Registrations Open	1 June 2008
Detailed Planning (costing/tendering/ contracting)	30 November 2008
Games Times Management Plan	31 March 2009*
Final Planning	30 April 2009
Readiness (testing and change management)	1 May to 31 August 2009
Activation of contingencies	1 August to 10 October 2009
Close of registrations	31 July 2009
Acceptance of late entries	31 July to 31 August 2009**
Delivery/Pre Games operations	1 to 30 September 2009
Games Time	10 to 18 October 2009
Final Report and Transfer of Knowledge	1 November 2009 to 31 January 2010

\* Note that this plan was completed in September 2009.

\*\* Note that late entries were accepted in most sports until 31 August 2009, with three sports (rugby union, surf lifesaving and water polo) accepting entries until 11 September 2009.

The Senior Management Group members developed detailed plans within their Divisions, including timelines against each task within the plans. Staff worked to the timelines and reported to their Group Manager or Director in regular work in progress meetings.

Games Time Policies and Procedures, Venue and Sport Operations Manuals and the C3 (Command, Control and Communications) Management Plan were developed during August and September 2009, and were key tools during the Games.

An overall project plan and critical path was developed and progress was regularly reviewed by the Games Advisory Committee.

## Risk Management



A contractor was appointed in mid 2007 to provide expert advice and guidance on the Risk Management for the Games to ensure compliance with the Australian Standards AS/NZS 4360:2004.

In September 2007 the identification commenced of the risk management context, risks and the development of mitigation strategies with SWMGOC staff and stakeholders. The risks were then evaluated and ranked for pre-Games, Games time and post-Games in a version controlled matrix.

Games policies and procedures reflected the risks identified in this plan, with strategies developed to address them. All staff took on the responsibility of risk management in their program areas.

Just prior to the Games a series of tabletop exercises were conducted focussing on impacts and responses to emergencies and foreseeable risks that would impact on the operations of the Organising Committee.

## Environmental Initiatives



The Sydney 2009 World Masters Games Organising Committee's approach to environmental sustainability was to minimise impacts by a range of initiatives that included:

- Access to public transport included as part of the registration fee for all participants for the duration of the Games
- Where possible, competition venues chosen close to public transport
- Competition held at Olympic venues which were originally designed to be energy efficient and waterwise, including the Sydney Olympic Park Precinct and its venues, Dunc Gray Velodrome, Sydney International Regatta Centre and the Sydney International Shooting Centre.
- Participants and spectators encouraged to recycle waste at Games venues
- Ninety percent of Games registrations completed online, limiting paper usage
- Backpacks provided to 35,000 participants made from 66% PET-recycled material
- No plastic packaging used for the Games backpacks or Games medals
- Participants provided with reusable water bottles



# MARKETING COMMUN

## Overview

Key objectives of the Marketing and Communications Division:

- recruit 25,000+ competitors
- execute a communications strategy, including effective collateral, media relations, promotional activities, web presence and advertising campaigns
- monitor all branding aspects and deliver a merchandise program to enhance the reputation of the World Masters Games
- plan and deliver the Opening Ceremony, Closing Ceremony and a range of other special events
- coordinate the VIP program, including hosting delegates from the International Masters Games Association, and providing hospitality for VVIP and VIPs

*The success of the team in recruiting a record number of competitors in the midst of the global financial crisis was a key achievement and can be attributed to the plan that escalated in early 2009. The total registration figure of 33,244, with 28,676 competitors and the remainder accompanying people and team personnel from 95 countries exceeded any previous World Masters Games.*

*The attraction of a high number of international competitors (8,587), at a time when international travel was declining was a terrific result. Canadians (2,242) were the biggest international group, which was expected considering the previous World Masters Games were held in Canada. See Appendix 3 for registration figures.*

# AND ICATIONS



## Marketing and Competitor Recruitment



Competitor recruitment was a core activity of the Sydney 2009 World Masters Games with a range of marketing and promotional activities undertaken to attract competitors to the Games. This process commenced in November 2007 and went through three phases: building interest, encouraging registrations and converting registrations.

Analysis was conducted on registration figures from previous Games and expressions of interest to prioritise marketing activities based on the sports and countries from which there was a higher expectation of securing competitors. While the majority of Games participants were actively sourced from countries with an established masters market, SWMGOC dedicated some resources to developing non-traditional masters regions, with particular emphasis on Asia.

The marketing strategy was reviewed in November 2008, in light of the global financial crisis with targeted emphasis placed on the domestic, North American and New Zealand markets, which were evaluated as the best prospects under the circumstances. This was reinforced in the final registration figures which exceeded targets and had a high representation from the countries targeted in the marketing strategy.

One of the objectives in recruiting competitors was to address the 'last minute' nature of registrations from previous Games and encourage early registrations. This was somewhat achieved with an Early Bird campaign, however over 60% of registrations were received in July, three months prior to the Games.



## Database

Building a database was a key part of the marketing strategy, with creating an 'expression of interest' the first step in the online registration process. This ensured SWMGOC could regularly communicate with people interested in the Games. By the end of the Games the database had reached 56,980. See Appendix 4 for a breakdown of expressions of interest.

## Sport relationships

The development of relationships with a range of sport stakeholders was an important facet of the competitor recruitment strategy, particularly in the early stages of promotion where individual approaches were made to key organisations.

International Federations and National, State and Local Sport Associations from key countries around the globe were engaged to varying degrees in order to promote the Games to their constituent groups. This was a crucial and effective strategy in terms of getting the Sydney 2009 World Masters Games message out.



### Presence at events

Targeting people who regularly participated in masters events was a key strategy, as the best marketing prospects would be existing masters athletes. The presence at a range of international and domestic masters events enabled SWMGOC to:

- communicate the Games message directly to a captive audience of competitors
- interact with and gather information from a large number of competitors to help further target promotional activities and messaging
- source expressions of interest and registrations directly from the target market

A masters event calendar was created to ensure as many relevant events as possible were targeted and to keep track of activities. Over 200 events were targeted with activities ranging from a physical presence to information being provided directly to participants. Some of the key events attended included:

- 2005, 2007 Australian Masters Games, Adelaide; and the 2009 Australian Masters Games in Geelong;
- 2006 and 2008 Pan Pacific Games, Gold Coast;
- 2007 and 2009 New Zealand Masters Games, Dunedin, 2008 New Zealand Masters Games in Wanganui;
- 2008 FINA World Masters Swimming Championships, Perth;
- 2008 US Track Championships, Spokane, United States;
- 2008 Canadian Track Championships, Regina, Canada;
- 2008 European Masters Games, Malmo, Sweden;
- 2007 World Masters Rowing Championships, Trakai, Lithuania;
- 2007 World Police and Fire Games, Adelaide
- 2006 and 2008 Alice Springs Masters Games, Alice Springs; and
- 2008 Australian Police and Fire Games, Coffs Harbour.

In 2009 the focus also included local sporting events without a masters component, to target those people participating in regular sport. This was an extremely successful strategy that enabled SWMGOC to encourage many first time masters athletes to register.



### International and domestic roadshows

The Games roadshow program involved a series of regional, interstate and international presentations to help raise awareness and drive registrations. Focus was placed on domestic and international locations that were identified as key target areas for the recruitment of competitors.

Two international roadshows were initially conducted in Western Canada to take advantage of the opening of Games registrations and history of World Masters Games participation. Edmonton and Vancouver were selected based on Edmonton being the previous Games host and both cities' proximity to direct travel routes to Sydney. Toronto was a late inclusion due to an increase in interest coming from eastern Canada. An Asian leg was also conducted in June 2009 to cultivate interest in that region.

For a complete list of roadshow locations and dates go to Appendix 5.

### Direct marketing campaigns

Direct marketing was the most cost effective method of raising awareness of the Games and converting expressions of interest to registrations. A variety of targeted marketing campaigns were conducted in the six months prior to the close of registrations:

North America direct mail campaign January 2009	Postcard mailed to expression of interest database with an incentive to win a trip to Sydney. Follow up conducted online.
New Zealand direct mail campaign March 2009	Postcard mailed to expression of interest database with an incentive to win a trip to Sydney. Follow up conducted online.
Shopping cart campaign July 2009	Targeted emails and phone calls to those who had partially completed the registration process.
Team organisers May to June 2009	Electronic campaign with an incentive to win the ultimate Games VIP package (Opening Ceremony).
Corporate organisations January to April 2009	Targeted top 100 companies in Sydney, including those that regularly participate in NSW Corporate Games.
Australian Defence Force January to June 2009	Targeted ADF Sports Councils to facilitate entry for their staff.
Sport campaigns January to June 2009	Targeted electronic campaigns to individual sport databases with specific sport information.
Expression of interest campaign May to July 2009	Targeted electronic and phone campaign to those who had expressed interest in competing in the Games, but had not yet registered.

***Integrated registration campaign –  
May to June 2009***

*This campaign was a major registration push in traditional media, PR and direct contact. The purpose was to communicate the close date of 31 July 2009 and encourage people to finalise their registration. Elements included:*

- *Phone calls to expression of interest database over weekday evenings in concentrated bursts to encourage people to finalise registrations over the phone.*
- *Direct mail letterbox drop to households in Melbourne and Sydney. Census data was used to target households with regular participation in sport, and within the age-group of the Games. 100,000 households were targeted.*
- *Radio advertising on AM and FM stations in Sydney, Melbourne, Adelaide and Brisbane in May and June.*
- *Newspaper inserts in Sydney, Melbourne, South East Queensland, Adelaide and Canberra in mid June.*
- *Targeted radio and newspaper articles and interviews.*





### Late acceptance of registrations

The registration close date of 31 July 2009 was communicated as part of the marketing campaign, however registrations were accepted after this date. With the exception of football which closed early, most sports accepted limited entries beyond the official close date. The target and record (25,788) was reached by the 31 July date, and the late acceptance of entries was a key factor in securing additional competitors, particularly in sports that had lower entry numbers than expected. The final number of competitors registered was 28,676.

## Promotions and events

### Early bird registration

Registrations opened on 2 June 2008 and led with an early bird campaign, which offered a 15% discount on the registration fee. This campaign also offered the first 250 registrants a gold accreditation pass for registering early.

### One year to go

The one year to go milestone of 10 October 2008 was celebrated with a range of promotions, including a media launch in the heart of the city. Media momentum heightened from this point forward.

### 100 days to go

A critical part of the final stages of competitor recruitment, 100 days to go on 2 July was marked with a range of promotions including a media event and public sporting demonstrations at Circular Quay in the Sydney CBD. The media event was extremely successful and 92 people from NSW and 168 from across Australia registered for the Games on that day alone.

A partnership with the Daily Telegraph and Sydney BridgeClimb offered the first 100 people to register for the Games the opportunity to climb the Sydney Harbour Bridge for free. This offer built momentum to the 31 July registration deadline.

### Outdoor promotions

Outdoor promotions were also introduced in 2009 to raise awareness, collect expressions of interest and encourage registrations for the Games. Open space and train station promotions throughout the Sydney CBD and suburbs were held each week from mid March 2009 until the close of Games registrations. A Games tent was used to create a public display presence and branded shopping bags were packed with flyers, stress balls and pens for distribution.

### Competitions

A range of promotions tied to registrations were conducted from March 2009 to provide incentives to register early. Some examples were to win VIP passes to the Opening Ceremony, a table at the Gala Ball and a BridgeClimb. These competitions created a sense of urgency and were a successful way to encourage people to register by a certain date.

***Online Campaign - Magazine competition.***

***Expanding the reach of the Games via established contacts forwarding information onto their friends to encourage them to register was a driver of this campaign. The “Create your own magazine cover” competition gave people the opportunity to create a cover and forward it onto three contacts. There were over 1000 entries in the competition, meaning up to an additional 3000 people were exposed to the Games.***



# Communications and Branding



## Website

The official Sydney 2009 World Masters Games website was launched in July 2007 with functionality added at regular intervals. The website was integrated with the Games Travel Office, the registration system and Online Store, so the user had a seamless experience when using these sections of the site.

From November 2008 the site was refreshed to make it more user-friendly and provide more information to potential participants as the Games drew closer. This included:

- including a multimedia section
- updating the home page so a number of news items were visible and they automated into news archives

- rebuilding the menu, so that additional information could be provided for participants
- building image galleries for Games images
- updating the sport pages so they were able to display automated results from the Sporting Pulse results network

The website was the primary tool for communicating information to participants, and visitation consistently grew as the Games approached. The site experienced extremely high visitation at the close of registrations in July, and then again during October. See Appendix 6 for website visitation.

### Social networking

The use of Facebook, You Tube and Twitter as communication tools were used for the first time in a World Masters Games. SWMGOC was able to promote upcoming events and news and provide important information to those using social networking sites.

Facebook was the most successful forum, with more than 1500 members signing up to the group, where members shared information, photos and footage. Twitter and You Tube accounts set up for the Games also enabled people to share their comments and footage with others.

The Games website also featured a blog of Olympic Gold Medallist and Games Ambassador Daniel Kowalski's training regime in the lead-up to the Games.

### Masters Mail

Another communication tool, the Masters Mail e-newsletter, was established as a monthly fixture from February 2008 ensuring that everyone interested in competing in the Games was constantly advised with the latest news and developments.

Regularly issued on the first day of each month, the newsletter became an eagerly anticipated avenue for advising competitors of information. It was also of interest to corporate partners as it was a vehicle to promote their products and services.

After the close of registrations there was a need to communicate important information related to sporting draws, visas, transport, accreditation and the like. Communications were provided in August and a checklist in September, and were tailored by sport. These were branded separately to Masters Mail, so that participants could recognise it as necessary information, rather than promotional.

## Branding, collateral and publications

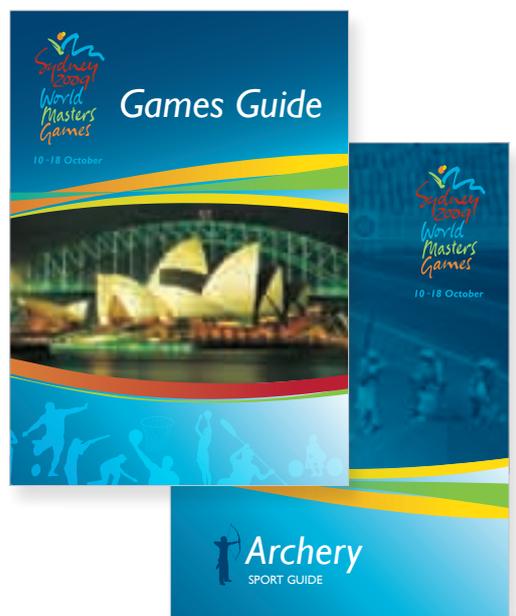
The Sydney 2009 World Masters Games revamped brand was launched in July 2007, and was associated with the highly visible "Sydney" tourism trademark that captured the spirit and excitement of the event. A tagline of Fit Fun & Forever Young was also adopted to capture the essence of the Games.

A style guide was produced to govern the look and feel of the Games with consistent elements applied across Games collateral, advertising and other communication elements.

In order to support the marketing effort a range of pre-registration marketing collateral was produced with the new brand. To coincide with the launch of Games registrations, promotional flyers, expression of interest flyers, a comprehensive Games information Guide, A3 posters, stickers and manual registration forms were produced for distribution to sporting clubs.

In November 2008 the collateral was refreshed to better reflect Sydney and the key messages of the Games. Posters and flyers for each sport were created, based on feedback from participants that they wanted information related to their sport.

A range of publications were produced for the Games, 28 individual sport guides, a 160 page Games Guide, a media guide and the Daily Games Newspaper.



### Advertising campaigns

Targeted advertising was adopted as part of the overall marketing to increase awareness of the Games to tailored audiences. Initially, advertising was focussed online, in international and domestic sport publications, other Masters events programs and corporate partner publications.

To help drive the competitor recruitment effort in 2009, two major campaigns ran nationally online on news.com and on AM and FM radio in May, June and July in Sydney, Melbourne, Brisbane and Adelaide. The June campaign coincided with the Daily Telegraph's registration Guide published on 12 June and the July campaign focussed on the last chance to register message.



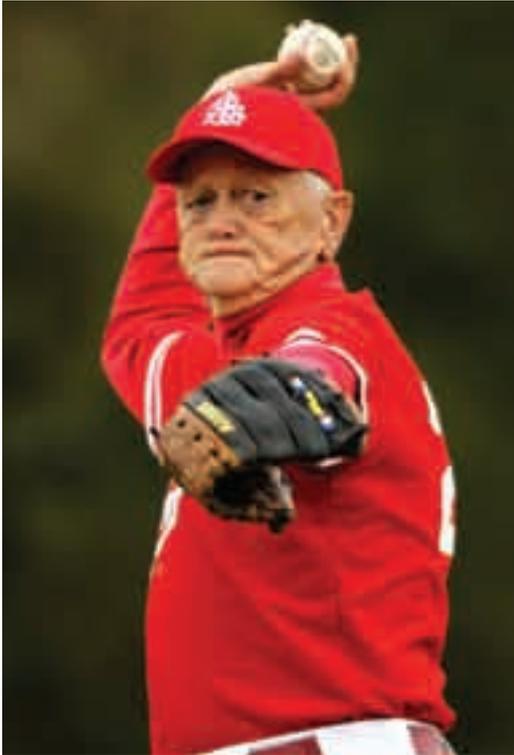


### Games ambassadors

The Ambassador program was an important mechanism to encourage competitors to register and enhance media coverage of the Games. Nineteen ambassadors were confirmed for the Games, with many of them competing in the Games. They generously gave up their time to support the event, and included:

- Jenny Bourne
- Lord Sebastian Coe
- Liz Ellis
- Simon Fairweather
- Michelle Ferris
- Sarah Fitz-Gerald
- Mark Geyer
- Andy Harper
- Jenny Holliday
- Phil Kearns
- Jahangir Khan
- Daniel Kowalski
- Li Lingwei
- Russell Mark
- Shelley Oates-Wilding
- Sir Steve Redgrave
- Murray Rose
- Ken Rosewall
- Debbie Watson

## Media Relations and Operations



### Media relations

The media played a critical role in raising awareness and anticipation about the Sydney 2009 World Masters Games. Eighteen months prior to the Games, a schedule of media stories and events was developed and relationships with key media established.

Building momentum first through suburban and regional media was key to attracting the attention of metropolitan media. The roadshow series also provided a vehicle to promote the Games in the cities and towns it travelled to and certainly contributed to the media coverage in the lead up to the event.

Once registrations opened a talent bank of people competing in the Games was established, and used to pitch stories to media. The registration system captured former elite athlete details and by the close of registrations over 200 Olympians had registered for the Games.

Major newsrooms and editorial staff also took part in personal briefings offered by SWMGOC, which gave them up to date information on what they could expect during the Games.

## Media partnerships

Media partnerships were a key part of the media strategy, with three major Sydney metropolitan outlets signing up as partners for the Games.

**ABC Local Radio** contributed via campaign support and editorial on the Sydney station ABC702. The support included 4 two week campaigns across its Australia-wide network of local radio stations.

The partnership with **Channel Nine** involved the production and airing of a Community Service Announcement nationally from April and regionally on WIN and NBN networks. The national coverage received was close to 100 minutes of airtime valued at \$479,426. Nine also provided well known personalities as MCs for the Opening Ceremony, Gala Ball and Closing Ceremony. Editorial and programming support was also provided in the lead up to and during the event.

**News Limited** which publishes the highest-circulation papers in Sydney, The Daily Telegraph and Sunday Telegraph, supported the Games through two lift-outs and a range of promotions. During the Games, they also published an 8 page pictorial lift-out due to the overwhelming response to the Games from Sydney readers.

## Media accreditation

Online media accreditation opened to media in April 2009 via the Games website.

Due to issues with the electronic accreditation system, attending media were unable to collect their accreditation passes prior to the Games. Day passes were issued to media so they were able to attend events. By the start of the Games, accreditation hardware had been installed in the media centre, which rectified the situation.





### Media Centre

The media centre for the Games was located at the Sydney Olympic Park Aquatic Centre, which was right amidst the energy of one of the most active competition venues. The centre had 18 workstations for media, and typically there were 10-15 media working there between 0700 and 2100. Working media were provided with telephone and wireless internet facilities. There were also two workstations with laptop and email capabilities for general media use.

The media centre also housed a press conference facility which was used during the Games. An editing suite was positioned alongside the media centre which enabled the team to approve broadcast and web material quickly.



### Photography and filming services

Getty Images was appointed as the Official Photographer, granted exclusive rights to supply a range of high quality Games photographs to SWMGOC for promotional and editorial purposes. Media were provided with login details to the Media Manager site to access the electronic image library to download selected images free of charge.

Two photographers were appointed to cover the spread of 28 sports, with an extra resource engaged to manage special events.

The quality, depth and breadth of images captured during the Games certainly contributed to the high amount of media coverage achieved for the Games.

Alfa Films was contracted to provide filming services which included two web packages a day and two video news releases per day. There was one crew covering the events of the day, with the aim to capture all 28 sports by the end of the Games. Again, the provision of video news releases to media on a regular basis ensured broadcast media covered the Games daily.

See page 50 for information on Licensed Photography.



### Reporting services

Infostrada was appointed as the contractor to deliver news reporting services for the Games. Its role was to capture 2-3 stories each day on each sport for distribution to media, and for publication on the website. Reporters were assigned to cover sports competition daily and were managed by their own headquarters prior to submission of stories. This service was invaluable as it enabled the media team to publish stories on each sport on the website and distribute stories to local media, which would not have been possible remotely.

## Games time media management

A detailed media schedule of the Games was provided to all accredited media one month prior to the Games and included pool opportunities surrounding the visit of His Royal Highness, Crown Prince Frederik of Denmark. This ensured that all media were given equal access to stories and that major events such as the Opening Ceremony were able to be managed smoothly.

Each day of the Games, a detailed media advisory was provided to accredited media to give details on the day's highlights and competition. This was an invaluable source for media, and ensured they knew what key stories were on each day. Coupled with the provision of Getty Images and the daily Video News Release, this ensured a high amount of coverage of the Games.

A range of outdoor broadcasts were conducted at many venues during the Games, with the media team accompanying programs and crews to those locations.

## Media coverage report

An analysis of domestic media coverage after the Games demonstrated that the media partnerships were the leading sources of coverage. The leading radio station was ABC702 Sydney; Channel 9 for television and the Daily Telegraph for print.

From October 2008 to October 2009 (the 12 month analysis period), Media Monitors recorded 8461 items, reaching a cumulative total of 229,241,469 people and generating \$13.2 million in advertising value.

Channel 9 and affiliated stations around Australia broadcast 50 percent of the syndicated television coverage, with Mornings with Kerri-Anne and the Today Show providing the most coverage.

Adam Spencer from ABC702 Sydney compered the most individual radio reports, and Steve Price's Morning Show on 2UE was syndicated widely.

Top journalists by by-line included Doug Conway from AAP, Amanda Lulham from the Daily Telegraph for print media, with Kerri Anne Kennerley, Karl Stefanovic and Lisa Wilkinson, top comperes for television.

## Look Development and Signage



The Look and Signage program for the Games included promotional, directional and wayfinding elements for over 70 precincts, sporting and social venues for the Games.

A look signage tender was conducted in two phases with TRIA Consultants appointed for the design, development and pre-production phases. TRIA developed the creative strategy for signage which included sign layouts and a kit for banners, fence fabric, decals, posters etc. Their role was also to develop the application strategy to budget and map the venues for installers' reference. They also produced a Directional and Wayfinding Strategy and Guidelines.

The second phase of the contract consisting of production and installation was awarded to a consortium of three companies: Active Sites Alive, AFI branding and SLS Group (Installation). Wayfinding signage production and installation was conducted by DTN.

With such a large number of venues, each venue was assessed and assigned a tier. Lower tiered venues were provided with packages for self-installation. This was an effective strategy in getting best value.



Sydney  
2009

World  
Masters  
Games

# Merchandise and Commercial Activities

## Merchandise

The merchandise program offered competitors a wide range of Sydney 2009 World Masters Games quality items via an online store, including a facility for teams to design their own uniforms. Beyond Sportswear International was selected to produce and distribute merchandise, including volunteer and staff uniforms.

The online store opened in December 2008, with the design your own uniform feature coming online in March 2009. A second range of merchandise was released in September 2009.

Beyond Sportswear International was responsible for the build and operation of a Games Superstore at the Games Centre. To maximise sales at the Games Competition venues, the contractor operated two permanent outlets and two mobile merchandising trailers which could be moved between venues during the Games.

Furthermore, a number of wholesale merchandise arrangements were made directly with venues and Sport Organising Committees, who in turn managed their own merchandise sales.





### Licensed goods

The Perth Mint produced two Australian Tender Commemorative Games Coins on behalf of the Games – a limited edition 1 oz silver coin which retailed for \$97.50 and a \$1 World Masters Games coin which retailed for \$14.50.

Meticulously crafted, the silver coin depicts the 503 metre span of Sydney's iconic Harbour Bridge above a stylised representation of water accentuated in colour. The Perth Mint released just 5,000 of these stunning keepsakes which are presented in custom-designed packaging portraying silhouetted figures playing sport and are accompanied by a numbered Certificate of Authenticity.

## Photography

Melba Studios was appointed as the official licensed photographer. The company was granted exclusive rights to use the Games identity in the sale of SWMGOC licensed photographs at venues and online. PhotoAction was appointed as the official licensed photographer for cycling only.

SWMGOC had difficulty in attracting suppliers to undertake this contract due to the influx of the digital cameras and declining photography sales generally.

Melba Studios concentrated their efforts on 18 sports, and competitors were provided the opportunity to pre-book photographs of those sports not covered.

Melba Studios had a mobile sales area set up in the Games Centre with laptop stations for competitors to view and order images online. Competitors were also able to access the site externally. PhotoAction had a similar configuration at the cycling venues.



## Commemorative plaques

Metal Signs & Plaques approached SWMGOC with an expression of interest to produce commemorative plaques to sell to Games participants via the website. The plaques which were a printed image embedded into anodised aluminium were available in 3 sizes and mounted onto a choice of two finishes – traditional stained timber or contemporary acrylic.

## Medal engraving

A medal engraving service was provided to competitors at the Games Centre, Sydney Olympic Park Aquatic Centre and the Sydney International Regatta Centre. Almost 3000 participants used the medal engraving service.

Wholesale Trophies won the contract to provide the service, with a small commission on sales back to SWMGOC.



## Ceremonies and Social Events



For many competitors the ceremonies and social events were keenly anticipated and a very important element of the Games. A tender for the production of the ceremonies and social events was released in September 2008, with Out There Productions selected as the contractor.

The full calendar of social events was released in February 2009 which included the Opening Ceremony, Mikado opera performance, Gala Ball, Closing Ceremony, sport social events and the Masters Clubhouse.

### Opening Ceremony

The Opening Ceremony was held on Sunday 11 October 2009 at ANZ Stadium. The selection of this venue (the Olympic Stadium), was a key part of ensuring participants could have a 'once in a lifetime' experience.

The Games Opening Ceremony commenced with the world's largest competitors' parade as the majority of Games registrants took the opportunity to follow in the footsteps of Sydney 2000 Olympians by marching into the Olympic Stadium.

The official component of the ceremony included a rendition of the Australian National Anthem performed in traditional Aboriginal language, the Premier of NSW, Nathan Rees officially declaring the Games open and a procession of national flags.

All-star Australian artists of all ages then brought down the curtain on the Games Opening Ceremony. Nathan Foley, Jessica Mauboy, David Campbell, The McClymonts, Paul Gray, Leo Sayer and John Paul Young entertained the Opening Ceremony crowd before Dein Perry's Tap Dogs and Tap Pups rounded the night's entertainment with a spectacular dance routine.

A key highlight of the ceremony included the introduction of a Games Oath, penned by well-known Australian journalist and author Peter FitzSimons. The oath was read by all competitors as part of the Opening Ceremony and handed over as a legacy item for future World Masters Games.

A large crowd of people is gathered for an opening ceremony parade. In the foreground, several participants are wearing black jackets with yellow and orange accents. One woman in the center is smiling broadly, holding a large black banner with a white star. To her left, another person is holding a small flag with the Union Jack. To her right, another person is holding a small flag with a yellow star on a red background. The background is filled with a dense crowd of people, some wearing pink shirts and blue lanyards, and others holding various flags. The scene is brightly lit, suggesting an outdoor event during the day.

*Over 15,000 participants marched in the Opening Ceremony parade, with the total attendance for the Opening Ceremony at 30,000.*



### Mikado by Opera Australia

SWMGOC partnered with Opera Australia to stage a special performance of the Mikado on Monday 12 October, specifically for Masters competitors. This was held at the world renowned Sydney Opera House and provided a cultural activity for Games participants.

Tickets went on sale in April 2009 and around 70% of the audience were masters competitors.

### World Masters Games Gala Ball

The Gala Ball was the black tie event of the Games, held on Thursday 15 October at Doltone House, Pyrmont. This harbourside location was chosen to provide participants with a Sydney harbour experience.

Tickets went on sale via the Games website on 18 August 2009 and sold out within 3 days. The venue had a capacity of 590 people and attendance on the night was full. Guests were treated to a three course meal, performances by a range of young Sydney performers and the NSW Police band.

The presence of His Royal Highness Crown Prince Frederik of Denmark contributed to the demand for attendance at the Ball.

## Closing Ceremony

The Closing Ceremony was planned to be a casual street party to provide competitors with a quintessential Sydney experience in the heart of the city. The venue was Tumbalong Park in Darling Harbour and marked the end of the Games on Sunday 18 October.

The ceremony included the official handover of the IMGA flag to the next host city Turin, Italy, followed by a concert of well-known Australian acts, Jenny Morris, Dragon and the Choirboys.

The attendance at the Closing Ceremony was 10,000 people, an impressive turnout that reflected the fantastic spirit of participation throughout the Games.





### Masters Clubhouse

The challenge for the social program was to create a central place for participants to socialise and meet up with fellow masters competitors. With venues spread across a wide geographical area of Sydney, Sydney Olympic Park was identified as a suitable location. SWMGOC formed a partnership with the Novotel Hotel in Sydney Olympic Park, to transform their bar into the Masters Clubhouse for the duration of the Games.

The Clubhouse was promoted via the website and Games Guide, with each night of the week having a theme and a live band. The response to the Clubhouse was mixed, with attendances falling well short of expectations. It is recognised that due to the widespread locations of competition venues, it was difficult to create a central social meeting point for participants.

## Social hubs and sport social events

A part of a major partnership with ClubsNSW was the establishment of eight social hubs at registered clubs located near competition venues. These clubs acted as a meeting point after each day's competition and hosted a sport specific evening for the World Masters Games' sports located outside of Sydney Olympic Park. The following clubs hosted sports specific functions:

- Bankstown Sports Club
- Castle Hill RSL Club
- Dooleys Lidcombe Catholic Club
- North Ryde RSL Club
- Penrith Panthers
- Rooty Hill RSL
- St Marys Rugby League Club

A range of clubs also provided support to the sports:

- Bankstown Golf Club
- Birrong Bowling and Sports Club
- Bonnie Doon Golf Club
- Dunc Gray Velodrome
- Liverpool Golf Club
- Long Reef Golf Club
- Mona Vale Golf Club
- Monash Country Club
- NSW Golf Club
- Pennant Hills Golf Club
- Pymble Golf Club
- Ryde Parramatta Golf Club
- St Marys Leagues Club
- St Michael's Golf Club
- TG Millner Field
- The Coast Golf Club

There were social functions organised by the sport organising committees that were also held at a range of other locations.

## VIP Operations



The feature of the VIP program was the hosting of His Royal Highness Crown Prince Frederik of Denmark, hosting delegates from the International Masters Games Association and hospitality for key business, government and sporting figures at ceremonies and events. It also included the provision of VIP presenters for medal ceremonies across all sports.

The visit of His Royal Highness Crown Prince Frederik of Denmark involved protocol, itinerary and media planning in conjunction with the NSW Government's protocol unit. The Organising Committee worked closely with the Royal Danish Embassy to ensure all necessary

arrangements were in place. His Royal Highness attended a range of events for the Games, including the Opening Ceremony, the Mikado and the World Masters Games Gala Ball. In addition to his participation in the sailing competition, he visited the athletics and swimming venues at Sydney Olympic Park, meeting and greeting competitors.

VIP hospitality was provided at the Opening and Closing Ceremonies, the World Masters Games Gala Ball and a special performance of the Mikado by Opera Australia at the Sydney Opera House. The Opening Ceremony function in particular hosted 800 people and was the major hospitality event for the Games.



# SPORT AND VENUES

## Overview

Key objectives of the Sport and Venues Division:

- conduct all competitions to a standard befitting a major international event
- observe the technical rules and requirements of each sport
- nurture the valued and highly respected relationships with the Sport Associations
- manage the venue contracts with the needs of SWMGOC's stakeholders as paramount
- produce detailed venue planning that meets the requirements of the Games
- provide a compliant anti-doping program
- provide a comprehensive sports medical program
- develop a comprehensive Sport and Venues specific risk management plan



## Sport Competition



The Sport and Venues Division was responsible for delivering an international standard sports program, conducted with the authority and support of the International Federations, through the development of relationships with each of the contracted Sport Associations.

Eighteen core sports of the World Masters Games were complemented by 10 optional sports which supported the philosophy of the World Masters Games, had an international dimension and/or were showcase Australian sports, for example, surf lifesaving.

Orienteering and weightlifting held their International World Masters Championships as part of the Sydney 2009 World Masters Games. These events were subject to further rules and regulations to comply with World Championship requirements including anthems and flags. However, World Masters Games medals were awarded.

The 28 sports that featured on the program were (C = core):

- |  |  |
|--|--|
|  ARCHERY (C)          |  ROWING (C)                     |
|  ATHLETICS (C)        |  RUGBY UNION                    |
|  BADMINTON (C)        |  SAILING                        |
|  BASEBALL             |  SHOOTING (C)                   |
|  BASKETBALL (C)      |  SOFTBALL (C)                  |
|  CANOE/KAYAK (C)    |  SQUASH (C)                   |
|  CYCLING (C)        |  SURF LIFESAVING              |
|  DIVING             |  SWIMMING (C)                 |
|  FOOTBALL (C)       |  TABLE TENNIS (C)             |
|  GOLF (C)           |  TENNIS (C)                   |
|  HOCKEY (FIELD) (C) |  TOUCH FOOTBALL               |
|  LAWN BOWLS         |  VOLLEYBALL (INCLUDING BEACH) |
|  NETBALL            |  WATER POLO                   |
|  ORIENTEERING (C)   |  WEIGHTLIFTING (C)            |



In order to plan and manage the sport competition, SWMGOC contracted a range of national and state sporting associations with expertise in delivering high level sport competition. The following Sport Associations were contracted to manage the sports:

- Archery NSW
- Athletics NSW Ltd
- AUSSI Masters Swimming NSW
- Australian Canoeing
- Australian Volleyball Federation
- Badminton NSW
- Baseball NSW
- Basketball NSW
- Cecil Park Clay Target Club
- Cycling NSW
- Diving NSW
- Football NSW
- Hockey NSW
- NSW Amateur Pistol Association
- NSW Golf Association
- NSW Netball Association
- NSW Rowing Association
- NSW Rugby Union
- NSW Small Bore & Air Rifle
- NSW Touch
- NSW Water Polo
- NSW Weightlifting
- Orienteering NSW
- Royal NSW Bowling Association
- Softball NSW
- Squash NSW
- Surf Life Saving Australia
- Table Tennis NSW
- Tennis NSW
- Yachting NSW

SWMGOC worked with each contracted party to determine dates, competition formats, age categories and events in the lead up to the Games. This information was confirmed in early 2008 and announced as part of registrations opening in June 2008.

Primarily through the Sports Associations, SWMGOC engaged the services of a Technical Delegate (the representative of the respective international federation), approximately 1700 Technical Officials and approximately 1500 Sport Volunteers.

Competition schedules were published in draft format and finalised approximately one month prior to the Games. Although close of registrations was promoted as 31 July 2009, a number of sports accepted late entries through August and September.

Comprehensive Sport Information Guides and Frequently Asked Questions for each sport were published regularly from late-2007 onwards. These publications were available online and provided participants with rules of competition.

Sport equipment and technology was procured and left as legacy items to the sporting associations.

Competition commenced on Saturday 10 October and concluded on Sunday 18 October. The largest sports in terms of registration numbers were Football (Soccer), Athletics, Softball and Rowing. Each of these sports featured more than 2000 competitors and were the largest events of their type ever held in Australia.



Eight other sports achieved more than 1000 registrations each.

The nine-day sport competition was extremely successful although weather conditions prevented the final day of the rowing competition from taking place. The Open Water Swim on Saturday 17 October was cancelled due to water temperatures, as governed by FINA and safety conditions.

The quality of competition, as well as the spirit, camaraderie and level of enjoyment, was very high for all sports.

## Venues

SWMGOC contracted 80+ venues on the basis of their suitability for the number of competitors, their facilities and their integration into the overall Games with many venues 'clustered' around Games transport and accommodation hubs.

Venues that reflected the status of the World Masters Games and the image of Sydney, including several Olympic venues, were also selected.

Venue hire contracts were negotiated with each venue operator to cover fixed costs such as pitch hire, on-site costs such as cleaning and additional arrangements including merchandising and catering.

Contractors were engaged to plan, deliver and collect temporary infrastructure and provide security services. In excess of 1800 deliveries were made to venues. Other statistics include:

- 103 marquees
- 147 portable toilets
- 2515 hours of security
- 3858 metres of fencing

Among the 80+ venues used were:

### ARCHERY

Sydney Olympic Park Archery Centre  
The Newington Armory  
Illawarra Archers Club  
Five Dock Leisure Centre  
Mason Park

### ATHLETICS

Sydney Olympic Park Athletic Centre  
Sydney Olympic Park Precinct  
Parramatta Park

### BADMINTON

Sydney Olympic Park Sports Centre

### BASEBALL

Blacktown Olympic Park  
Corbin Reserve  
Samuel Marsden Reserve

### BASKETBALL

Bankstown Basketball Stadium  
Menai Indoor Sports Centre  
Sutherland Basketball Stadium  
Hills Sports Stadium

### CANOE/KAYAK

Sydney International Regatta Centre  
Penrith Whitewater Stadium  
Nepean Rowing Club

### CYCLING

Dunc Gray Velodrome  
Eastern Creek Raceway  
Western Sydney International Dragway  
Lansdowne Reserve  
Royal Botanic Gardens and Domain  
Sydney

### DIVING and SWIMMING

Sydney Olympic Park Aquatic Centre  
Chowder Bay, Clifton Gardens

<b>FOOTBALL</b> Valentine Sports Park Bernie Mullane Sports Fields Hills Centenary Sports Complex	<b>SAILING</b> Woollahra Sailing Club Dobroyd Aquatic Club
<b>GOLF</b> Bankstown Golf Club Bonnie Doon Golf Club Liverpool Golf Club Long Reef Golf Club Mona Vale Golf Club Monash Country Club NSW Golf Club Pennant Hills Golf Club Pymble Golf Club Ryde Parramatta Golf Club St Michael's Golf Club The Coast Golf Club The Lakes Golf Club	<b>SHOOTING</b> Sydney International Shooting Centre Cecil Park Clay Target Club
<b>HOCKEY (FIELD)</b> Sydney Olympic Park Hockey Centre The Crest Hockey Centre Cintra Park Hockey Centre	<b>SOFTBALL</b> Blacktown Olympic Park Kelso Park North Softball Complex Jacquie Osmond Softball Centre Milton Park
<b>LAWN BOWLS</b> Birrong Bowling and Sports Club	<b>SQUASH</b> Thornleigh Squash Centre
<b>NETBALL</b> Anne Clark Netball Centre Parramatta-Auburn Netball Courts	<b>SURF LIFESAVING</b> Manly Beach
<b>ORIENTEERING</b> Macquarie University Sydney Olympic Park precinct Ben Bullen State Forest, Lithgow Clandulla State Forest, Lithgow	<b>TABLE TENNIS</b> Hurstville Aquatic Leisure Centre
<b>RUGBY UNION</b> TG Millner Field	<b>TENNIS</b> Sydney Olympic Park Tennis Centre Cintra Park
	<b>TOUCH</b> Kingsway Playing Fields St Marys Rugby League Club
	<b>VOLLEYBALL</b> Maroubra Beach Sydney Olympic Park Sports Halls
	<b>WATER POLO</b> Ryde Aquatic Leisure Centre MLC School Aquatic Centre
	<b>WEIGHTLIFTING</b> Southee Complex, Sydney Showgrounds

## Medical

A comprehensive sports medical program for the World Masters Games was established by SWMGOC.

A Medical Working Group maintained control of the coordination of the Games medical services. All service providers were members of the Medical Working Group, which was co-chaired by Dr Kavita Varshney, the Medical Director appointed by NSW Health and SWMGOC.

NSW Health was the lead agency for the medical services and provided doctors, nurses, paramedics and ambulances to the majority of the venues. In addition, a medical clinic was established near the Games Centre for the duration of the Games.

The Chief Medical Officer appointed for the Games, Dr Jeni Saunders was responsible for the coordination of all medical providers, overseeing the administration of the medical providers and was the spokesperson on Games time medical matters.



Approximately 400 medical services personnel were involved during the Games. As well as NSW Health, other specialists included:

- First Aid (provided by St John Ambulance Australia, Surf Life Saving NSW, Aquatic Rescue Management, Lifeguarding Services Australia, Pink First Aid)
- Sports Trainers (Sports Medicine Australia – NSW Branch)
- Physiotherapy (Sydney Sports & Spinal Physiotherapy)
- Lifeguards (Aquatic Rescue Management, Lifeguarding Services Australia)
- Chiropractors (Macquarie University Postgraduate Chiropractic Interns supervised by registered chiropractors through Sports Chiropractic Australia)
- Sports Chaplains (Sports Chaplaincy Australia)



50 dedicated Ambulance NSW vehicles were assigned to the Games from 7 to 18 October 2009. Ambulance NSW attended 71 Games related occasions of which 61 were transported to hospital.

A total of 186 primary care occasion of services were provided by NSW Health. There were 4 cardiac arrests, one which resulted in a fatality.

## Anti-Doping



SWMGOC worked with the World Anti Doping Authority WADA and the IMGA to develop guidelines specific to the World Masters Games as there had previously not been guidelines in place. An anti-doping consultant, Nicki Vance was engaged to develop the Anti-Doping Rules for the WMG to be left as a legacy for the IMGA and future host cities. These rules were approved by both the IMGA and WADA.

Due to the nature of the Games, it was recognised many of the competitors participating may have been taking medications that appear on the WADA prohibited list for therapeutic purposes. The Anti-Doping Rules provided competitors with an opportunity to show documentation that they had a medical condition requiring the use of the prohibited substance, allowing for the granting of a retroactive therapeutic use exemption (TUE).

In partnership with the Australian Sports Anti Doping Authority (ASADA), SWMGOC conducted a compliant anti-doping program. Approximately 60 in-competition full screen urine tests were conducted over the nine days.

Under this partnership, detailed anti-doping information was provided to participants and an outreach booth was set up at the Lifestyle Expo which distributed anti-doping materials to significant numbers of competitors.

## Sport Presentation

Great Big Events was the contractor responsible for the planning, preparation and delivery of Sport Presentation, to enhance the atmosphere at the sport competition for competitors, officials and spectators. The Sport Presentation program was designed to provide consistency across all sports and venues, and included standard announcer scripts, music selection and presentation of medal ceremonies.

### Medal ceremonies

Medal ceremonies were an extremely important element of the sport program. Specific training was conducted with each of the sports and a manual was produced with guidelines for all ceremonies. This ensured consistency across all sports and allowed all medal winners a special celebration regardless of their sport.

In total, approximately 26,500 medals (gold, silver and bronze) were presented to winners and placegetters in each event and in each age category.

Cash's Australia, nationally regarded as a manufacturer of high quality metal products, were appointed to produce the medals in April 2009 and the medals were ordered in July 2009. The Games medals, featuring Sydney as the host city, were designed by Red Wren Design.

Medals were presented to the winning competitors in 3,439 medal ceremonies, each of which included a podium for medal-winners; music; special guests to present medals; medal carriers with a presentation tray and public announcement of winners and medals.



National anthems and flags were also incorporated into the medal ceremonies at the World Championship sports of orienteering and weightlifting.

### Sport command

The Sport Command team (4 staff) was rostered at GHQ and dealt directly with Sport and Venues staff, Competition Managers and Venues Supervisors and Games Services to resolve issues as they arose. All Sport and Venues issues were registered on the GHQ Issues Log, however many issues were resolved quickly by the staff on duty.

# CORPORATE RELATIONS

## Overview

Key objectives of the Corporate Relations Division:

- acquire and service sponsors and achieve specific income forecasts through commercial activities
- engage the business community of NSW and mobilise their resources to contribute to the success of the Games
- generate \$3m cash and in-kind revenue contribution from commercial activities and sponsorship
- leave a legacy for sponsor methodology for future Games



## Corporate Partners



Sponsorship for the Sydney 2009 World Masters Games generated \$1.47 million consisting of \$569K in cash and \$898K in budget relieving value in kind from a total of 49 Sponsors. An additional amount of \$638K value in kind (not budgeted) was also contributed by sponsors.

Sponsor Level (below)	No of Sponsors (right column)
Major Partners	3
Media Partners	3
Gold Partners	4
Silver Partners	7
Bronze Partners	10
Gold Local Government Partners	6
Silver Local Government Partners	6
Club Partners	7
Community Partners	3
<b>Total</b>	<b>49</b>

Clubs NSW was a major partner of the Games, becoming associated with the event, in 2007. The financial and in-kind support provided by Clubs NSW via their network of clubs in the recruitment of competitors and for the roadshow series was extremely successful.

A full list of Corporate Partners is at Appendix 6.



## Sponsorship approach

The sponsor acquisition process commenced in 2007, with a sponsor prospectus including sponsor levels and a range of associated benefits produced. A sponsor sales plan targeting business categories and call plan was also developed, which was used to approach sponsors.

The acquisition of sponsorship was either through cash support or in-kind support in the form of products or services. Sponsorship was integrated into the procurement process for the Games, which was extremely successful in getting suppliers to provide in-kind and heavily discounted services in return for a formal association with the Games and marketing benefits.

## Market conditions

The most focussed time for sponsor recruitment was 18 months prior to the Games. The global financial crisis impacted corporate capacity to engage in brand based sponsorship and restricted sales based sponsorships. Swine flu also impacted on some corporations' confidence in competitor recruitment targets.

## Sponsor servicing

An individual approach was applied to sponsors, with the members of the Corporate Relations team each allocated sponsors to service. Two functions were hosted for Games partners prior to the Games to enable them to devise strategies to maximise their impact.

## Value Optimisation Group



SWMGOC initiated the establishment of a working group designed to leverage maximum commercial and related benefits for Sydney and NSW as a consequence of holding the hosting rights to the 2009 World Masters Games. Membership of this group included: Events NSW and Business Events Sydney; senior representatives of SWMGOC; Tourism NSW; Department of State and Regional Development; Tourism Australia; Sydney Olympic Park Authority; and the City of Sydney.

Approximately 3000 Games participants opted to receive information on conducting business in NSW and as a result a Business Masters Newsletter and range of targeted business functions were held during the Games to maximise business opportunities.

## Health and Lifestyle Expo

As a Games first, a Health and Lifestyle Expo was integrated into the Games centre to provide participants with an experience as part of their visit. It was also a key avenue for sponsors and those in the health and lifestyle industry to access competitors directly. Interpoint Events were appointed in November 2008 to recruit exhibitors, build and run the Expo.

The Health & Lifestyle Expo featured over 90 exhibitors operated in the Games Centre from 7 – 11 October and was open during the Games Centre operating times.



# GAMES SERVICES

## Overview

Key objectives of the Games Services Division:

- lead and provide best practice operations and services to all SWMGOC divisions
- develop and implement a procurement program that delivers value for money, adheres to Government guidelines and is transparent to stakeholders
- operate an online registration and accreditation system, setting the standard for future World Masters Games
- develop a volunteer program that will reinvigorate the volunteer culture and create a legacy of volunteerism for sport in New South Wales





### Registration system

The online Games registration system was developed in conjunction with the contracted provider, Sporting Pulse. Sporting Pulse were engaged in May 2007 to build and provide the registration and accreditation system and sport results.

Called myGames, the registration portal provided online registration for competitors, accompanying persons, team personnel and team umpires/referees. The online registration system was developed to enable participants to enter their specific events and provide required information for use by the Sport Organising Committees (SOC) in the planning and strategy of their sport during the Games.

Reporting systems were built into the registration system with data being able to be exported as a text file and imported into a range of software programs. The registration system enabled SWMGOC users to search and find information on all participants, using a range of parameters and allow simple editing of information, as required.

Registrations opened on 2 June 2008 and the 'official close' was on 31 July 2009. See Appendices 3 and 4 for registration figures and targets achieved.

## Travel and accommodation

An experienced accommodation and tour contractor, the General Travel Group was appointed in May 2007 to provide participants with travel and accommodation options. Operating as the Sydney 2009 World Masters Games Travel Office, over 90 accommodation providers across Sydney, ranging from camping grounds to five star hotels were contracted and offered to Games participants. In addition pre and post-Games day tour packages were offered.

The Travel Office site was integrated with the Games website and participants could book their accommodation, tours, car hire and travel insurance online.

The Games Travel Office identified and appointed travel agents around the world to work with them in promoting the Games themselves and travel and accommodation options.

Approximately 15,500 room nights for nearly 5000 participants were sold through the Games Travel Office.

The Games Travel Office operated a stand at the Games Centre for the duration of the Games to provide touring options to participants.

SWMGOC obtained a commission for sales as part of this arrangement.





### Volunteer program

The recruitment of 5000 plus volunteers for the Games was crucial to the staging of the event. A pre-Games volunteer team was established in September 2008 and trained ready for volunteer applications to open. One hundred pre-Games volunteers were allocated tasks and worked on the basis of 1 or 2 days each week.

Volunteer applications for the Games opened in October 2008 after an expression of interest database operated from January 2008 to September 2008. These applications were managed via a web based system called Volgistics.

Volunteer recruitment was promoted via a range of websites, collateral, targeted mailouts to volunteer databases from other events, media coverage and presentations to educational institutions.

Roles were allocated from 1 March 2009 and applicants advised of their role from June 2009. Induction training was compulsory for all volunteers and conducted from July 2009. Specific role and venue training was provided by the relevant program area just prior to the Games in early October.

During the Games there was volunteer attrition experienced during the Games and there were shortfalls in some key areas. This was addressed through the redeployment of volunteers from other areas.

A student intern/placement program was also established alongside the Volunteer Program and involved 33 university students studying sport event management and marketing courses assisting SWMGOC divisions over an 18 month period.



## Uniforms

Uniforms were supplied for all workforce members (SWMGOC staff, volunteers, Technical Officials/Technical Delegates, Sport Organising Committee members and identified Medical personnel). Each workforce type was distinguished by their uniform colour/design.

Uniforms were supplied by the Games merchandise provider and consisted of

polo shirts (short sleeve and long sleeve), jackets, caps, trousers and shorts. Other items supplied with each uniform kit were a drink bottle, poncho, sunscreen, lapel pin, pen, workforce pocket guide, bum bag (for volunteers) and backpack (for officials and staff).

Uniforms were distributed from the Workforce Uniform & Accreditation Centre, located within the Games Centre.



## Games Centre

The Games Centre was located in the Sydney Showground Dome and Hall 2, in the heart of Sydney Olympic Park. The Games Centre was planned as a one-stop-shop for participants to collect their accreditation and access a range of other services including sport information, merchandise, Games Travel Office, medal engraving and photography. The Health and Lifestyle Expo was also housed in the Games Centre.

The Games Centre opened on Wednesday 7 October and operated until Tuesday 20 October. The majority of Games participants passed through the Expo to collect their Games backpack.

The Operating hours were:

Date	Opening Hours
Wednesday 7 October	1500 - 2100
Thursday 8 October	0800 - 2100
Friday 9 October	0800 - 2300
Saturday 10 October	0800 - 2200
Sunday 11 October	0800 - 1730
Monday 12 October	0800 - 2100
Tuesday 13 October	0900 - 1700
Wednesday 14 October	0900 - 1700
Thursday 15 October	0900 - 1700
Friday 16 October	0900 - 1700
Saturday 17 October	0900 - 1700
Sunday 18 October	0900 - 1200

## Accreditation

Accreditation was required for all participants and workforce, with planning for the system commencing in late 2007. The system was provided by Sporting Pulse and was designed to import data of paid registrations from the Registration System. Non-registration based data, such as VIPs, Media, Technical Officials, Workforce and late registrations were required to be entered via an excel import file or manually, directly into the Accreditation system.

The passes, pouches and lanyards were supplied by ID Warehouse as a large format plastic card. Cards were produced for the following categories of participant:

Competitor	30,000
Team Personnel	2,000
Accompanying Person	3,500
Workforce Passes	7,500
Technical Official Passes	3,000
Media	1,500
VIP	2,500
Total Accreditation Passes	50,000

Additionally, 250 special Gold Passes were produced for the first 250 participants to register for the Games in the Early Bird Promotion.



Photos were included on the cards to assist in the identification of participants for transport and medical emergency purposes. The pass also enabled participants free travel on Public Transport around Sydney during the Games.

The accreditation collection area was housed within the Games Centre, and opened on 7 October. Due to a system failure competitors and others seeking accreditation faced extended waiting times from Thursday 8 to the afternoon of Friday 9 October. Measures were introduced to simplify the process, successfully reducing the waiting time to 15 minutes.



## Sport results

The Results Centre (housed within the Games Centre) coordinated the receipt and publication of Games time competition results for competitors. These were uploaded to myGames and the Games website. The Results Centre was operational from 10 to 18 October.

Results were provided daily via email to the Results Centre, with a target uploaded time of 2 hours from receipt. An integrated results system was developed to enable results to be displayed via a sport specific webpage.

Results were generally published on the website the day following the competition.

## Transport services

The cost of public transport was included as part of registration for participant in the Games for the period 6 to 19 October on regular bus, ferry and train service on the Sydney transport network. Transport planning for the Games was led by the Traffic and Transport Working Group (page 105).

The CityRail network was the foundation for mass movement across the Sydney area. Existing bus services and Games shuttle bus services were integrated as local feeder services between train stations and sporting venues which were located across greater Sydney. This provided a transport connection for Games participants between 11 railway stations used as Transport Hubs and most competition venues.

Shuttle bus schedules were developed based around competition schedules and expected numbers of participants and workforce requiring Games transport.

All transport operations were monitored in the Traffic Control Centre by the Traffic Coordination Group comprised of NSW Transport and Infrastructure (NSWTI), RailCorp, Sydney Buses, Sydney Ferries and the Roads and Traffic Authority (RTA). The RTA monitored traffic conditions around venue load zones and transports hubs and dealt with any issues immediately to maintain smooth operations.

NSW Transport and Infrastructure negotiated the coordination of bus operators to provide the shuttle services from Transport hubs to venues.

Coach transport was provided from the CBD and Sydney Olympic Park to golf venues and the archery in Wollongong.

Games Headquarters had a direct communication to the Transport Coordination Group in the Transport Coordination Centre who monitored Sydney arterial roads and public transport systems and advised of disruptions which could have impacted on Games events. As a result of the detailed planning and cooperation and coordination with all the relevant government agencies the Games Transport system worked smoothly and with no major issues.

NSW State Fleet provided driver and self-drive vehicles to meet the VIP and protocol needs during the Games. Eighty vehicles were commissioned from fleet being prepared for sale at the end of their lease period, which ensured costs were kept low.

## Technology

Technology provided for the Games included mobile telephones, wireless internet access, laptops, printers and photocopiers. Laptops were supplied by Toshiba as part of a sponsorship arrangement.

Radio communications were used by transport, logistics and the Sydney Olympic Park operations team, for sport competition and special events.

## Procurement and logistics

The procurement operation was completed in line with the practices as determined by the NSW Department of Services, Technology and Administration. This involved conducting Request for Quotes or Request for Tenders depending on the value of the category of items to be procured. There were 6 requests for tender and 35 requests for quote conducted between March 2008 and September 2009 to procure equipment for the Games. A procurement panel was convened with representation from SWMGOC, NSW Commerce and a probity officer. The Panel met regularly to review tenders and processes and ensured procurement remained fair, transparent and that best value for money was achieved.

Logistics were responsible for the delivery to and from all sporting venues for a range of sporting equipment, furniture and fixtures and some technology. A Games Warehouse was established to support the operations prior to, during and after the Games. DB Schenker was contracted to assist with the management of the warehouse and Games Master Delivery Schedule.

A Games time logistics fleet of seven vehicles was established to carry out the Games time deliveries and returns. These were operated by both volunteer and workforce drivers.

The primary method of tracking the bump in and bump out schedules was via the Master Delivery Schedule. This spreadsheet contained all information on the items/equipment deliveries and return. The MDS was updated leading up to and throughout the Games.

## Catering

Workforce catering operations for the Games included the provision of food and beverage services for the Games workforce.

Catering agreements were implemented with each individual venue caterer which outlined the workforce catering service. The agreements provided the guidelines which each Games venue caterer had to follow to deliver workforce catering. These guidelines were established after consultation with the NSW Food Authority. Catering was provided in 61 venues by the incumbent venue caterer. For those venues without an incumbent caterer Sumo Salad and Fresh Catering were contracted to provide catering for workforce. At all venues, SWMGOC negotiated with the caterers on food items and costs, dietary requirements and service times.

A catering voucher system for Meals, Snacks and Tea/Coffee was implemented for workforce.



### Observer program

An observer program was conducted in order to provide a legacy of knowledge and procedures for Australian and world sporting events and their organising committees.

The Observer Program was an opportunity for participants to gain an insight into the various aspects of delivering a major multi-sport event.

The format of the Observer Program included attendance at scheduled information sessions where Games Senior Management spoke about their areas of responsibility for the Games. The Observer Program also involved guided tours through a number of the Games venues to observe operations and obtain insight into behind the scenes Games Operations.

80 observers (domestic and international) took part in the program from 23 organisations. Observers were provided with accreditation to access venues and Games services for the duration of the Games.

The organisations that participated in the Observer Program included:

- 2010 Winter World Masters Games
- 2011 European Masters Games
- Alice Springs Masters Games
- 2013 World Masters Games
- University of Technology
- Edith Cowan University
- International World Police and Fire Games
- Australian Catholic University
- Australian Masters Games
- New Zealand Masters Games
- Events South Australia
- Vitality Brands Worldwide
- In Front Events Australia
- 2012 Pan Pacific School Games
- 2011 Australian Youth Olympic Festival
- 2010 Pan Pacific Masters Games
- Tourism Victoria
- 2011 NSW Corporate Games
- Charles Sturt University
- Australian International Sporting Events Secretariat
- 2010 International Women in Sport Conference
- Singapore Sports Council
- Australian Quarantine and Inspection Service

# FINANCE CORPORATE

## Overview

Key objectives of the Finance and Corporate Services Division were to:

- develop policies and procedures that meet the needs of SWMGOC and comply with both Australian Government and New South Wales Government requirements
- implement financial management, planning and systems to provide the framework for the Games to be managed within budget
- generate regular reports to monitor the financial position of SWMGOC
- manage human resource practices in accordance with the SWMGOC Act
- establish and maintain administrative systems that improve internal efficiency and comply with both Australian Government and NSW Government requirements
- manage cash flow for both revenue and expenditure across the life of SWMGOC
- facilitate regular external audits to ensure systems and practices comply with Australian Government, NSW Government and statutory requirements
- ensure risk management occurs for all SWMGOC Divisions

# AND SERVICES





The Finance & Corporate Services Division supported the operations of all other Divisions through the provision of the following services:

- Financial reporting and budgets
- Human resources (including recruitment and engagement of contractors)
- Accounts payable and receivable
- Government liaison
- Information technology
- General office maintenance, occupancy and fit-out
- General administrative services
- Policy and planning documentation
- External contract management
- Insurance

As a NSW Government Statutory Agency, SWMGOC drew on the shared service resources of the Department of Arts, Sport & Recreation (now Communities NSW) in the areas of Payroll, Finance and Information Technology. SWMGOC leased office space for its 45 full-time staff from the Department in Sydney Olympic Park. The fit-out and IT hardware for this space was also provided by the Department.

## Games headquarters

During the Games, the Finance & Corporate Services Division operated a Games Headquarters function from the SWMGOC office space. Games Headquarters (GHQ) was the general information hub of the Games providing resources and information to the general public as well supporting the Games Workforce in the areas of incident reporting and issues management, information management and all administrative aspects of Games operations.

Games HQ staff coordinated issues management and resolution with the support of volunteers by establishing a call centre. Sport Command dealt directly with Sport and Venues staff and Competition Managers and Venues Supervisors however major issues were escalated through the Games Time Management System.



# SWMGOC Budget Summary

<b>REVENUE</b>	<b>\$,000</b>
NSW Government	9,238
Australian Government	8,500
Registrations	6,655
Sponsorship	1,094
Commission	736
Interest	799
<b>Total Revenue</b>	<b><u>27,022</u></b>
<b>EXPENSES</b>	<b>\$,000</b>
Sport and Venues	5,280
Marketing, Sales and Communications	5,739
Games Services	5,441
Finance and Corporate Services	10,562
<b>Total Expenses</b>	<b><u>27,022</u></b>
<b>Surplus (Deficit)</b>	<b>0</b>

\* Sport & Venues - Sport Operations, Venues, Equipment, Sport Officials & Personnel, Medical, Anti Doping, Sports Presentations, Medals.

\* Marketing, Sales & Communications - Competitor Recruitment, Communications, Corp Relations, Branding, Ceremonies & Events, VIP Program.

\* Games Services - Registration & Accreditation, Traffic & Transport, Volunteers, Procurement & Logistics, Catering, Games Centre, Uniforms, Accommodation, Technology.

\* Finance & Corporate Services - Salaries, Office Occupancy, Corporate Services (Administration, HR, Legal, Contract Mgt), IMGA Rights Fees, Risk Management.

Event Total 04/05-08/09 Actuals & 09/10 Budget (Un-audited)

A full and audited budget will be finalised for the 2009/2010 Annual Report.





# Appendices



## List of Staff

Name		Position
Ben	Aingetroy	Technology Coordinator
Rachael	Ayre	Corporate Services Coordinator
Lynne	Bates	Chief Operating Officer
Steve	Belcher	Operations Manager Games Centre
Dayna	Branagan	Venue Coordinator
Merinda	Breen	Executive Assistant, COO
Steve	Comey	Special Events Coordinator
Stephen	Cook	Bus Operations Coordinator
Davina	Craft	Sport Services Manager
Karen	Crawshaw	Transport Coordinator
Suzanne	Davies	Volunteer Officer
Karen	de Ridder	Executive Assistant, CEO
Rod	Dowler	Group Manager, Corporate Relations
Kristy	Doyle	Project Manager – Media & Communications
Gillian	Elphinston	Sport & Venues Officer
Eddie	Fitzgibbon	Procurement & Logistics Coordinator
Rochelle	Geeves	Competitor Recruitment Manager
Rob	Glendenning	Project Manager - Logistics
Laurie	Glynn	Operations Coordinator
Cassandra	Godden	Brand Coordinator
Kate	Griffith	Sport Liaison Coordinator
Graham	Hepworth	Partnership Manager
Edwina	Hollings	Finance & Corporate Services Officer
Narelle	Humphry	Volunteer Manager
James	Hunter	Group Manager, Games Services
Lindsay	Impett	Venue Coordinator
Sally	Jarvis	Sport Liaison Coordinator
Lucinda	Jenkins	Project Manager – Sport & Venues
Nick	Jordan	Group Manager, Sport & Venues
Sally	Judd	Group Manager, Finance & Corporate Services
Amanda	Kay	Marketing Officer
Rob	Lowe	Sport Liaison Coordinator
Megan	McKay	Media Assistant
Katie	Milner	Sport Liaison Coordinator
Josie	Molloy	Sport Liaison Coordinator
Shane	O’Leary	Chief Executive Officer
Nigel	Parker	Project Manager – Transport
Padma	Puthi	Finance Officer
Gianna	Robertson	VIP Coordinator
Nat	Rodrigues	Sport Services Coordinator
Terri	Rose	Games Services Officer
Nadine	Schwarz	Catering Officer
Tom	Sloane	Director, Games Integration

Natalie	Soltyszewski	Director, Marketing & Communications
Adam	South	Venue Manager - Sailing
Andrew	Stevens	Finance & Budget Coordinator
Elise	Strachan	Registration & Accreditation Systems Officer
Karèn	Sutherland	Graphic Designer
Karun	Tank	Technology Officer
Niki	Taylor	Sport Liaison Coordinator
Michael	Thomson	Sport Liaison Coordinator
Anne	Vanden Hogen	Project Manager - Games Centre
Jenni	Walke	Registration & Accreditation Systems Manager
Alice	Wheeler	Communications Coordinator
Mark	Worwood	Media Manager

## Contractors & Secondments

Name		Position
Vince	Adams	Project Manager – Fleet
Monica	Daley	Project Coordinator – Medical
Ian	De Brouwer	Transport Operations Coordinator
Andreina	Garosafi	Media Assistant
Peter	Palisi	Fleet Coordinator
Jim	Prendergast	Project Manager – Sport Command
Amanda	Quayle	VIP – Events Coordinator
Jeni	Saunders	Chief Medical Officer
Peter	Stankovic	RTA
Rebecca	Stevens	Accreditation Assistant
Michelle	Stone	Project Manager –VIP Services
Stephen	Tan	Accreditation Assistant
Andy	Webster	Project Manager – Corporate Relations

## Appendix 2

### NSW Government CEO's Committee Working Group (Membership Organisations)

Chair: David Richmond AO

#### Organisation

Department of Premier & Cabinet  
Ambulance Service of NSW  
Botanic Gardens Trust  
Communities NSW  
Department of Lands  
Department of Local Government  
Department of Planning  
Department of State & Regional Development  
Ministry for Police  
Ministry of Transport  
NSW Fire Brigades  
NSW Health  
NSW Maritime Authority  
NSW Police Force  
RailCorp  
Roads & Traffic Authority  
State Transit Authority  
Sydney Ferries  
Sydney Harbour Foreshore Authority  
Sydney Olympic Park Authority  
Sydney Opera House  
Tourism NSW  
Treasury  
SWMGOC

## Medical Working Group

Name	Title	Organisation
Dr Kavita Varshney	Medical Director	NSW Health
Gillian O'Malley	Director	NSW Health Counter Disaster Unit
Sophie Bell	Special Projects Manager	NSW Health Counter Disaster Unit
Phil Wilson	Special Events Manager	Ambulance Service of NSW, Special Operations Unit
Helen Banu-Lawrence	General Manager, First Aid Services	St John Ambulance (NSW)
John Ede-Clendinnen	Event and Volunteer Services Officer	St John Ambulance (NSW)
David Low		St John Ambulance (NSW)
Peter Caine	Director	Sydney Sports & Spinal Physiotherapy
Stewart Priddis	Executive Officer	Sports Medicine Australia (NSW Branch)
Dan Gaffney	Commercial Training and Education Manager	Surf Life Saving NSW
Lynne Bates	Chief Operating Officer	SWMGOC
Nick Jordan	Group Manager, Sport & Venues	SWMGOC
Davina Craft	Sport Services Manager	SWMGOC

## Special Events Project Working Group

Name	Title	Organisation
Margy Osmond	Chair	Games Advisory Committee, SWMGOC
John Moore	Member	Games Advisory Committee, SWMGOC
Peter Loxton	Member	Marketing & Communications Subcommittee
Andy Lopez	Director	Out There Productions
Shane O'Leary	Chief Executive Officer	SWMGOC
Natalie Soltyszewski	Director Marketing & Communications	SWMGOC
Steve Comey	Special Events Coordinator	SWMGOC

## Emergency Management Working Group

Name	Title	Organisation
Supt Craig Sheridan	Commander - Major Events & Incidents Group	NSW Police
Senior Sergeant Even Bouris	Major Events & Incidents Group	NSW Police
Michael Corboy	Assistant Commissioner of Police	NSW Police
Supt John Bedford	Manager Special Events Planning and Coordination	NSW Fire Brigade
Inspector Colin Manton	Operations Officer - Response	Rural Fire Service
Mathew Smith	Manager, Operational Response & Coordination	Rural Fire Service
Gillian O'Malley	Director - Counter Disaster Unit	NSW Health
Supt Phil Wilson	Special Event Manager	Ambulance Service of NSW
Helen Banu Lawrence	General Manager	St John Ambulance
Keith Cameron	Deputy Region Controller	SES
Phil Wilson	Superintendent	NSW Ambulance
Les Toms	Operational Risk Management Consultant	Suncorp Risk Services
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC

## Sydney Olympic Park Working Group

Name	Title	Organisation
John Ferguson	Director - Events & Operational Support	Sydney Olympic Park Authority
Bernadette Serone	Event Operations Manager	Sydney Showground
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC
Steve Belcher	Operations Manager, Games Centre	SWMGOC

## Value Optimisation Working Group

Name	Title	Organisation
Lyn Lewis Smith	Chief Operating Officer	Business Events Sydney
Sally Edwards	General Manager, Operations and Communications	Events NSW
Carolin Lenehan	A/Manager - International Operations	Tourism NSW
Eric Winton	Senior Manager	Industry & Investment NSW
Ashley White	Manager	Business Club Australia, Austrade
Hannah Gay	Marketing Coordinator	City of Sydney
Rod Dowler	Group Manager, Corporate Relations	SWMGOC

## Airport & Federal Agency Working Group

Name	Title	Organisation
Rod Gilmour	General Manager	Sydney Airport Corporation (SACL)
Michael Diab	Airport Operations & Special Handling Coordinator	SACL
Karen Harrigan	Community Affairs Coordinator	SACL
Linda Wannous	Ground Transport Supervisor	SACL
Tania Sheppard	Manager Terminal Services	SACL
Frank Mondello	Manager Operations	SACL
Kevin Thosby	Baggage Operations Manager	SACL
Peter Smith		SACL
Robert Usher	Ground Transport Manager	SACL
Jayne Burnell	A/General Manager Clearance - Airport Operations	Australian Customs Service
Brian Sheridan	Manager Trade NSW	Australian Customs Service
Tony Lundy	Customs Supervisor Securities & Carnets NSW	Australian Customs Service
Kathryn Wilkin	Manager, International Events Coordinator Network	Dept of Immigration (DIAC)
Jo - Anne Hamill		Dept of Immigration (DIAC)
Alison Garrod	Director, Boarders and Fraud Control NSW	Dept of Immigration (DIAC)
Snr Sgt Evan Bouris	Major Events & Incidents Group	NSW Police
Andrew McLelland		Australian Federal Police
Magda Hribar	Assistant Regional Manager	Australian Quarantine (AQIS)
Kathleen Quan		Australian Quarantine (AQIS)
Jude Clague	Manager - Special Operations	SNP Security
Kirsty Schofield	Police Aviation Liaison Officer - Sydney Aviation	Australian Federal Police
Petra Krolke	Coordination Manager	Airport Coordination Australia
Neil Shackle		OTS infrastructure
Brad Breen		NSW Police (Counter Terrorism)
Philippa King	NSW State Director	DFAT (Department of Foreign Affairs & Trading)
Rachel Wilson	Deputy Director	DFAT (Department of Foreign Affairs & Trading)
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC
Laurie Glynn	Operations Coordinator	SWMGOC

## Traffic and Transport Working Group

Name	Title	Organisation
Greg Huish	Senior Manager Special Contracts	NSW Transport & Infrastructure
Steve Blair	Inspector	NSW Police
Glen Crawford	Sergeant	NSW Police
Elizabeth Harrison	Transport Planning Officer	NSW Transport & Infrastructure
Michel Logue	Manager Special Events & Major Possessions	Rail Corp
Garry Massoud	Special Events	Rail Corp
Steve Elliott	Major Events Manager	RTA
Martin Byatt	General Manager Eastern Region	STA (State Transit Authority)
Alistair Richards	Fleet Plans Manager	Sydney Ferries
Jim Parnell	Day Duty Manager	Sydney Ferries
Vic Bowden	Manager, Member Services	Bus and Coach Association
Matt Threlkeld	Marketing & Events Manager	Bus and Coach Association
Peter Ramshaw	Assistant Executive Officer	NSW Taxi Council
Stephen Butt	Assistant Executive Officer	NSW Taxi Council
Chris Bolton	Special Aquatic Events Manager	NSW Maritime
Stephen Kennett	Manager Traffic and Transport	SOPA
Les Toms	Operational Risk Management Consultant	Suncorp Risk Services
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC
Karen Crawshaw	Transport Coordinator	SWMGOC

## VIP and Protocol Working Group

Name	Title	Organisation
Michael Harkins	Director, Protocol	NSW Department of Premier & Cabinet
Misha Fazio	Senior Protocol Officer	NSW Department of Premier & Cabinet
Katie Melrose	Director, Communications & Corporate Strategy	NSW Department of Premier & Cabinet
Shane O'Leary	Chief Executive Officer	SWMGOC
Natalie Soltyszewski	Director, Marketing & Communications	SWMGOC

## Procurement Panel

Name	Title	Organisation
Gary Woods	Principal Client Manager	NSW Department of Services, Technology and Administration
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC
Sally Judd	Group Manager - Finance & Corporate Services	SWMGOC

## Risk Management Working Group

Name	Title	Organisation
Darren Boyd	Lawyer	Lander & Rogers
Les Toms	Operational Risk Management Consultant	Suncorp Risk Services
Joe Smith	Lead Consultant Strategic Risk Management	Suncorp Risk Services
Lynne Bates	Chief Operating Officer	SWMGOC

## Registration and Accreditation Committee

Name	Title	Organisation
Nick Maywald	Chief Executive Officer	Sporting Pulse
Craig Hood	Project Manager	Sporting Pulse
Lynne Bates	Chief Operating Officer	SWMGOC
James Hunter	Group Manager - Games Services	SWMGOC

## Appendix 3

### Registration figures/summary

#### Sydney 2009 World Masters Games – Key Numbers

- Running 10-18 October, the Sydney 2009 World Masters Games were the seventh and largest edition of the world's largest multi-sport event, with their 28,676 competitors breaking the 24,886 record set by the Melbourne 2002 World Masters Games

Accompanying Person	2,866
Competitor Entry	28,676
Team Personnel	1,197
Team Sport - Umpire/Referee	505
Total registrations	33,244

- 59% of Sydney 2009 World Masters Games competitors were male (41% female) and the average age of a Sydney 2009 World Masters Games competitor was 50 years
- Two Sydney 2009 World Masters Games competitors were centenarians – 101-year-old lawn bowler Reg Trewin of Griffith and 100-year-old athlete Ruth Frith of Brisbane

Male	16,855
Female	11,821

<30 years	168
30-39 years	4,231
40-49 years	10,448
50-59 years	8,598
60-69 years	3,854
70-79 years	1,158
80-89 years	201
90-99 years	16
100+ years	2

- Football was the Sydney 2009 World Masters Games sports competition with the greatest number of competitors, with 3,000 people registered in the various soccer events

Archery	282
Athletics	2787
Badminton	846
Baseball	1009
Basketball	1745
Canoe/kayak	863
Cycling	1096
Diving	86
Football	3000
Golf	743
Hockey	1115
Lawn bowls	264
Netball	1212
Orienteering	1149
Rowing	2085
Rugby union	479
Sailing	481
Shooting	417
Softball	2618
Squash	442
Surf lifesaving	694
Swimming	1831
Table tennis	277
Tennis	657
Touch football	880
Volleyball	1173
Water polo	321
Weightlifting	461

Sydney 2009 World Masters Games competitors are residents of 95 countries, with people from outside Australia (8,587) accounting for 30% of the total competitor entry and Canadians (2,242) comprising the biggest international competitor group

Argentina	29
Australia	20089
Austria	40
Azerbaijan	6
Bahamas	2
Barbados	1
Belarus	7
Belgium	23
Bermuda	3
Bosnia and Herz.	1
Botswana	10
Brazil	253
Bulgaria	16
Canada	2,242
Chile	30
Chinese Taipei	11
Colombia	9
Costa Rica	2
Croatia	16
Cyprus	1
Czech Republic	83
Denmark	77
Ecuador	1
Egypt	12
Estonia	94
Fiji	4
Finland	189
France	67

Germany	254
Ghana	2
Greece	10
Guam	36
Guatemala	3
Hong Kong	13
Hungary	95
India	56
Indonesia	16
Ireland	11
IR of Iran	24
Israel	4
Italy	43
Jamaica	3
Japan	221
Kazakhstan	33
Korea	3
Latvia	21
Lebanon	4
Lithuania	96
Luxembourg	4
Malawi	1
Malaysia	34
Mauritius	1
Mexico	30
Mongolia	12
Netherlands	17
Netherlands Ant.	1
New Caledonia	24
New Zealand	1,395
Norway	77
Pakistan	5
Panama	1
Papua New Guinea	195
Paraguay	2
PR of China	23
Philippines	3
Poland	46

Country list continues over page

## Registration figures/summary continued

Portugal	11
Puerto Rico	6
Qatar	1
Rep. of Moldova	9
Romania	1
Russian Federation	416
St Kitts and Nevis	2
Saudi Arabia	1
Singapore	28
Slovakia	19
Slovenia	14
South Africa	168
Spain	19
Sri Lanka	39
Sweden	187
Switzerland	80
Tahiti	1
Thailand	67
Trinidad and Tob.	6
Turkey	9
Ukraine	114
United Arab Emir.	6
United Kingdom	396
UR of Tanzania	2
United States	899
Uruguay	6
Uzbekistan	6
Venezuela	23
Zimbabwe	3

New South Wales residents (11,078) made up 39% of the total Sydney 2009 World Masters Games competitor entry, with residents of the other Australian states and territories (9,011) accounting for the outstanding 31% of competitors

Australian Capital Territory	686
New South Wales	11,078
Northern Territory	91
Queensland	2,392
South Australia	982
Tasmania	432
Victoria	3,216
Western Australia	1,212

Football was the most popular Sydney 2009 World Masters Games sports competition for New South Wales residents, with Australian Capital Territory, Tasmania and Victoria residents favouring rowing, Queensland, South Australia and Western Australia residents preferring softball and Northern Territory residents liking basketball

Sport	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
Archery	9	110	1	28	12	5	34	21
Athletics	46	1207	10	135	58	18	225	41
Badminton	9	125	1	19	20	49	137	4
Baseball	7	648	3	47	70	3	109	40
Basketball	59	438	20	143	75	45	300	40
Canoe/kayak	17	366	1	81	43	3	78	22
Cycling	22	659	3	79	19	9	69	27
Diving	0	18	1	2	2	0	11	0
Football	53	1491	3	135	34	68	104	37
Golf	15	356	4	36	6	1	86	14
Hockey	15	623	0	81	11	36	158	42
Lawn bowls	5	186	0	17	5	6	16	3
Netball	36	531	0	108	142	12	165	45
Orienteering	45	107	0	30	9	26	50	9
Rowing	129	681	0	254	122	101	321	40
Rugby union	27	325	0	11	2	1	37	1
Sailing	8	347	2	43	11	5	32	11
Shooting	12	182	0	35	16	1	42	8
Softball	73	869	15	372	164	3	314	327
Squash	11	236	0	23	8	2	35	10
Surf Lifesaving	2	538	0	37	14	1	77	8
Swimming	31	786	1	124	42	18	158	38
Table tennis	8	118	4	5	5	2	28	4
Tennis	14	359	1	38	23	0	73	10
Touch Football	21	470	12	132	18	0	24	35
Volleyball	15	206	4	55	46	10	213	63
Water polo	0	192	0	9	10	1	6	10
Weightlifting	2	14	2	17	2	0	12	8

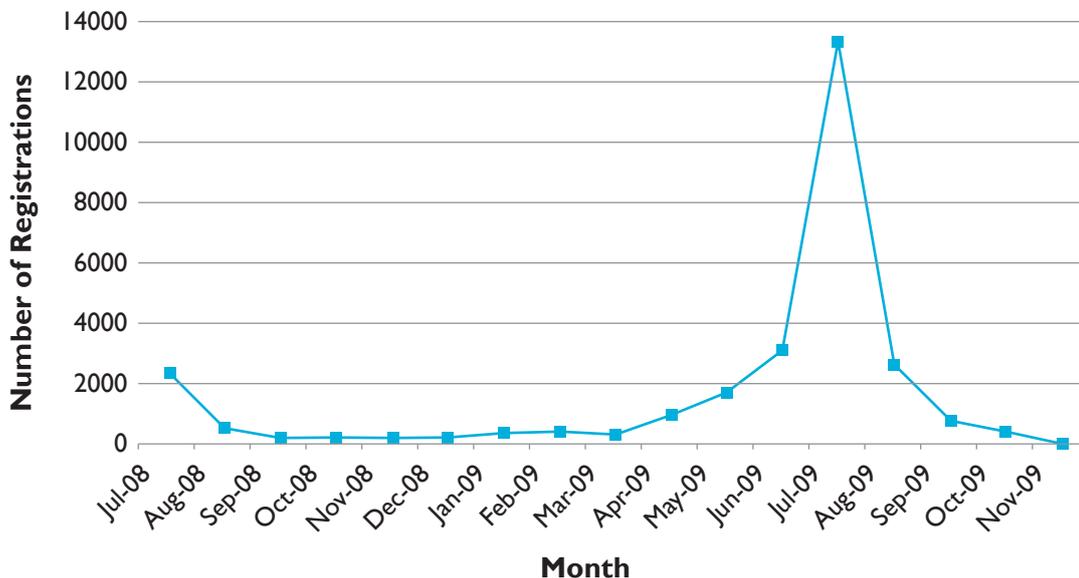
### Appendix 4

#### Registration breakdown by month against targets

Competitor Registrations by month	Projected 25000 Participants	Actual (ex all Refunds)
Jun-08		596
Jul-08	4500	2361
Aug-08	500	569
Sep-08	500	179
Oct-08	500	175
Nov-08	500	175
Dec-08	500	213
Jan-09	583	418
Feb-09	583	455
Mar-09	1167	341
Apr-09	2333	968
May-09	2500	1712
Jun-09	4167	3091
Jul-09	6667	13301
Aug-09		2673
Sep-09		757
Oct-09		397*
Nov-09		23*
<b>Total</b>	<b>25000</b>	<b>28404</b>

\* These registration figures relate to those registrations received during the Games however processed in the weeks following.

#### Receipt of Actual Registrations





## Appendix 5 Roadshow locations

2008	2009
<b>NSW Roadshow – Week 1</b> <ul style="list-style-type: none"> <li>• Bathurst – 22 Sept 08</li> <li>• Orange – 23 Sept 08</li> <li>• Dubbo – 24 Sept 08</li> <li>• Tamworth – 25 Sept 08</li> </ul>	<b>Victorian Roadshow</b> <ul style="list-style-type: none"> <li>• Adelaide – 16 Feb 09</li> <li>• Mildura – 17 Feb 09</li> <li>• Ballarat – 18 Feb 09</li> </ul>
<b>NSW Roadshow – Week 2</b> <ul style="list-style-type: none"> <li>• Coffs Harbour – 13 Oct 08</li> <li>• Port Macquarie – 14 Oct 08</li> </ul>	<b>NSW Roadshow – Week 3</b> <ul style="list-style-type: none"> <li>• Canberra – 12 Mar 09</li> </ul>
<b>Queensland Roadshow</b> <ul style="list-style-type: none"> <li>• Townsville – 28 Oct 08</li> <li>• Caloundra – 29 Oct 08</li> <li>• Brisbane – 30 Oct 08</li> </ul>	<b>NSW Roadshow – Week 4</b> <ul style="list-style-type: none"> <li>• Parramatta (Lidcombe) – 23 Mar 09</li> <li>• Penrith – 24 Mar 09</li> <li>• Northern Beaches (Dee Why) – 25 Mar 09</li> <li>• Sutherland (GyMEA) – 26 Mar 09</li> </ul>
<b>One day Roadshows</b> <ul style="list-style-type: none"> <li>• Melbourne – 13 Nov 08</li> <li>• Perth – 25 Nov 08</li> </ul>	<b>One day Roadshows</b> <ul style="list-style-type: none"> <li>• Hobart - 31 Mar 09</li> <li>• Wollongong - 7 Apr 09</li> </ul>
	<b>NSW Roadshow – Week 5</b> <ul style="list-style-type: none"> <li>• Central Coast - 21 Apr 09</li> <li>• Newcastle - 22 Apr 09</li> </ul>
	<b>NSW Roadshow – Week 6</b> <ul style="list-style-type: none"> <li>• South Sydney - 28 Apr 09</li> <li>• Castle Hill - 29 Apr 09</li> <li>• Liverpool - 30 Apr 09</li> </ul>

2008	2009
<b>Western Canada Roadshow</b> <ul style="list-style-type: none"> <li>• Edmonton – 9 June 08</li> <li>• Vancouver – 11 June 08</li> </ul>	<b>New Zealand Roadshow</b> <ul style="list-style-type: none"> <li>• Auckland – 2 Mar 09</li> <li>• Wellington – 3 Mar 09</li> <li>• Dunedin – 4 Mar 09</li> <li>• Christchurch – 5 Mar 09</li> </ul>
	<b>Toronto Roadshow</b> <ul style="list-style-type: none"> <li>• Toronto - 26 Mar 09</li> </ul>
	<b>Asia Roadshow</b> <ul style="list-style-type: none"> <li>• Singapore - 2 Jun 09</li> <li>• Kuala Lumpur - 3 Jun 09</li> <li>• Hong Kong - 5 Jun 09</li> </ul>

## Appendix 6

### Website statistics

2007					
Month	Page Views	Visits	Hits	Bandwidth (KB)	Unique Visitors
April	47	222	221	3,674	187
May	57	117	117	2,355	86
June	30	52	52	375	32
July	36	211	210	3,593	181
August	55,832	9,485	431,662	7,331,517	4,482
September	98,400	27,329	756,874	14,742,882	10,812
October	89,193	27,075	688,280	11,983,782	13,660
November	65,413	13,275	472,273	9,187,311	6,156
December	80,844	27,554	636,291	9,654,355	14,438
<b>Total(s)</b>	<b>389,852</b>	<b>105,320</b>	<b>2,985,980</b>	<b>52,909,844</b>	-
Average(s)	43,316	11,702	331,775	5,878,872	-

2008					
January	13,436	2,471	62,348	1,078,109	1,647
February	14,035	5,270	98,487	1,688,525	3,247
March	27,444	11,690	206,731	3,556,180	5,701
April	14,975	4,181	85,294	1,506,472	2,634
May	17,837	7,843	135,899	2,243,860	4,571
June	13,127	2,653	67,701	1,139,865	1,599
July	28,616	9,242	195,937	3,296,151	5,033
August	24,815	9,102	200,120	3,593,511	6,211
September	30,093	13,262	270,132	5,294,271	9,217
October	49,131	16,532	390,684	7,120,806	11,683
November	33,694	8,593	306,567	5,534,719	5,449
December	41,562	9,455	365,950	6,632,781	6,098
<b>Total(s)</b>	<b>308,765</b>	<b>100,294</b>	<b>2,385,850</b>	<b>42,685,249</b>	-
Average(s)	25,730	8,357	198,820	3,557,104	-

2009					
January	573,880	124,317	4,729,199	86,090,185	33,275
February	292,223	73,489	2,116,111	38,954,948	36,389
March	427,153	128,501	3,237,510	58,856,639	51,913
April	497,389	123,680	3,827,143	66,595,550	52,552
May	595,783	140,305	5,284,407	79,043,217	57,201
June	620,852	157,691	5,885,151	88,096,243	60,046
July	1,236,805	277,552	11,772,305	167,351,193	95,378
August	1,228,256	264,464	11,436,386	159,960,999	91,780
September	2,089,282	446,868	18,511,971	258,931,322	96,371
October	13,952,106	3,076,186	118,876,577	2,027,452,938	304,398
November	136,560	63,502	1,252,636	27,174,135	31,352
<b>Total(s)</b>	<b>21,650,289</b>	<b>4,876,555</b>	<b>186,929,396</b>	<b>3,058,507,369</b>	-
Average(s)	1,968,208	443,323	16,993,581	278,046,124	-

<b>OCTOBER 2009</b>					
Day	Page Views	Visits	Hits	Bandwidth (KB)	Unique Visitors
Thursday, 1st	101,559	33,611	855,540	13,333,664	7,926
Friday, 2nd	78,905	24,798	651,588	10,371,083	7,036
Saturday, 3rd	60,006	17,887	492,156	8,253,011	5,160
Sunday, 4th	62,636	17,381	518,086	8,453,054	5,122
Monday, 5th	106,661	29,002	902,274	14,513,002	7,957
Tuesday, 6th	153,144	39,162	1,274,408	20,876,520	10,232
Wednesday, 7th	170,666	45,580	1,446,759	23,158,034	12,045
Thursday, 8th	178,580	46,774	1,494,197	24,777,910	12,389
Friday, 9th	249,201	59,421	1,993,129	34,465,692	13,013
Saturday, 10th	282,322	61,315	2,298,497	39,807,746	12,746
Sunday, 11th	6,845,579	1,452,674	57,344,694	986,830,382	17,031
Monday, 12th	4,404,119	999,220	37,727,245	654,241,391	21,914
Tuesday, 13th	135,156	31,952	1,227,135	22,157,534	22,734
Wednesday, 14th	200,039	33,584	1,847,825	29,301,652	22,586
Thursday, 15th	175,991	29,722	1,636,899	23,968,188	19,493
Friday, 16th	157,013	27,656	1,496,922	22,297,264	18,358
Saturday, 17th	119,574	20,970	1,150,550	17,259,411	14,552
Sunday, 18th	103,712	19,149	1,005,499	15,090,647	13,097
Monday, 19th	103,140	19,437	972,689	15,170,369	13,142
Tuesday, 20th	59,590	12,664	568,911	9,701,053	9,034
Wednesday, 21st	41,365	9,671	399,083	7,264,776	6,917
Thursday, 22nd	28,891	7,347	277,498	4,611,371	5,252
Friday, 23rd	26,813	6,054	221,586	3,832,757	4,350
Saturday, 24th	19,254	4,556	156,173	2,698,918	3,267
Sunday, 25th	12,758	4,068	125,857	2,322,599	2,944
Monday, 26th	18,398	5,140	174,401	3,080,857	3,593
Tuesday, 27th	16,868	4,465	160,311	2,773,516	3,276
Wednesday, 28th	12,987	3,894	128,767	2,219,938	2,856
Thursday, 29th	10,511	3,488	105,101	1,718,271	2,438
Friday, 30th	9,763	3,116	93,202	1,704,432	2,231
Saturday 31st	6,905	2,428	69,595	1,197,896	1,707
<b>Total</b>	<b>13,952,106</b>	<b>3,076,186</b>	<b>118,876,577</b>	<b>2,027,452,938</b>	<b>304,398</b>

## List of Venues

**Sydney 2009 World Masters Games – Sport Venues**

Seventy-two venues hosted Sydney 2009 World Masters Games sports competitions, including many Sydney 2000 Olympics sites in and out of Sydney Olympic Park, with Games venues located as far north as Mona Vale, as far as south as Mt Keira and as far west as Clandulla State Forest, an orienteering site near Lithgow.

Venue	Sport(s)	Suburb
Anne Clark Netball Centre	Netball	Lidcombe
Bankstown Basketball Stadium	Basketball	Condell Park
Bankstown Golf Club	Golf	Milperra
Ben Bullen State Forest	Orienteering	Lithgow
Bernie Mullane Sports Complex	Football	Kellyville
Birrong Bowling and Sports Club	Lawn bowls	Birrong
Blacktown Olympic Park Baseball Centre	Baseball	Rooty Hill
Blacktown Olympic Park Softball Centre	Softball	Rooty Hill
Bonnie Doon Golf Club	Golf	Pagewood
Chowder Bay	Swimming	Mosman
Cintra Park Hockey Centre	Hockey	Concord
Cintra Park Tennis Centre	Tennis	Concord
Clandulla State Forest	Orienteering	Lithgow
Corbin Reserve	Baseball	Quakers Hill
Dobroyd Aquatic Club	Sailing	Rodd Point
Dunc Gray Velodrome	Cycling	Bass Hill
Dunc Gray Velodrome Criterium Track	Cycling	Bass Hill
Eastern Creek Raceway	Cycling	Eastern Creek
Five Dock Leisure Centre	Archery	Five Dock
Hills Centenary Park	Football	Rouse Hill
Hills Sports Stadium	Basketball	Castle Hill
Hurstville Aquatic Leisure Centre	Table tennis	Hurstville
Illawarra Archers Club	Archery	Mt Keira
Jacque Osmond Softball Centre	Softball	Warwick Farm
Kelso Park North Softball Complex	Softball	Milperra
Kingsway Playing Fields	Touch football	St Marys
Lansdowne Park	Cycling	Lansvale
Liverpool Golf Club	Golf	Lansvale
Long Reef Golf Club	Golf	Collaroy
Macquarie University	Orienteering	Macquarie Park
Manly Beach	Surf lifesaving	Manly
Maroubra Beach	Volleyball	Maroubra
Mason Park	Archery	Homebush
Menai Indoor Sports Centre	Basketball	Menai

Milton Park Softball Complex	Softball	Ingleburn
MLC School Aquatic Centre	Water polo	Burwood
Mona Vale Golf Club	Golf	Mona Vale
Monash Country Club	Golf	Ingleside
Nepean River	Canoe/kayak	Penrith
NSW Golf Club	Golf	La Perouse
Parramatta-Auburn Netball Courts	Netball	Lidcombe
Parramatta Park	Athletics	Parramatta
Pennant Hills Golf Club	Golf	Beecroft
Penrith Whitewater Stadium	Canoe/kayak	Penrith Lakes
Pymble Golf Club	Golf	St Ives
Royal Botanic Gardens and Domain Sydney	Cycling	Sydney
Ryde Aquatic Leisure Centre	Water polo	Ryde
Ryde Parramatta Golf Club	Golf	West Ryde
Samuel Marsden Reserve	Baseball	Orchard Hills
Southee Complex	Weightlifting	Sydney Olympic Park
St Marys Rugby League Club	Touch football	St Marys
St Michael's Golf Club	Golf	Little Bay
Sutherland Basketball Stadium	Basketball	Sutherland
Sydney International Regatta Centre	Canoe/kayak and rowing	Penrith Lakes
Sydney International Shooting Centre	Shooting	Cecil Park
Sydney Olympic Park (Public Precinct)	Athletics and orienteering	Sydney Olympic Park
Sydney Olympic Park Aquatic Centre	Diving and swimming	Sydney Olympic Park
Sydney Olympic Park Archery Centre	Archery	Sydney Olympic Park
Sydney Olympic Park Athletic Centre	Athletics	Sydney Olympic Park
Sydney Olympic Park Hockey Centre	Hockey	Sydney Olympic Park
Sydney Olympic Park Sports Centre	Badminton	Sydney Olympic Park
Sydney Olympic Park Sports Halls	Volleyball	Sydney Olympic Park
Sydney Olympic Park Tennis Centre	Tennis	Sydney Olympic Park
TG Millner Field	Rugby union	Marsfield
The Armory	Archery	Newington
The Coast Golf Club	Golf	Little Bay
The Crest Hockey Centre	Hockey	Bass Hill
The Lakes Golf Club	Golf	Eastlakes
Thornleigh Squash Centre	Squash	Thornleigh
Valentine Sports Park	Football	Glenwood
Western Sydney International Dragway	Cycling	Eastern Creek
Woollahra Sailing Club	Sailing	Rose Bay

## Corporate Partners

### Principal Partners

Australian Government  
New South Wales Government  
International Masters Games Association

### Major Partners

City of Sydney  
Clubs NSW  
Beyond Sportswear International

### Media Partners

ABC Local Radio  
Channel Nine  
The Daily Telegraph and  
The Sunday Telegraph

### Gold Partners

Powerade  
Accor Hotels  
Lion Nathan  
Toshiba

### Silver Partners

Banana Boat  
Blackmores  
Macquarie University &  
Sports Chiropractic Australia  
Elcom  
Out There Productions  
Qantas  
Sporting Pulse  
Thrifty

### Bronze Partners

BridgeClimb Sydney  
Graphic Innovators  
Exhibition Hire Services  
ID Warehouse  
DB Schenker  
Pandora  
Secure Events & Assets  
Skins  
Sumo Salad  
The Promotional Shop  
Victor Sports

### Club Partners

Bankstown Sports Club  
Castle Hill RSL Club  
Dooleys Lidcombe  
North Ryde RSL Club  
Penrith Panthers  
Rooty Hill RSL  
St Marys Rugby League Club

### Gold Local Government Partners

Bankstown Council  
Blacktown City Council  
Manly Council  
The Hills Shire Council  
Penrith City Council

### Silver Local Government Partners

City of Canada Bay  
Hurstville City Council  
Lithgow City Council  
Randwick City Council  
City of Ryde

### Community Partners

Double Drummer  
Heart Foundation  
NSW Corporate Games

## Independent Pre and Post visitor survey summary: Economic Impact and Visitor Satisfaction

A Pre and Post Games Visitor survey was conducted by independent research firm, Inside Story Research and Knowledge Management. The survey was commissioned to identify the direct economic impact benefit of the Games on the New South Wales economy and to measure visitor satisfaction and impressions of Sydney and the Games Organising Committee.

- The Department of State and Regional Development forecast pre Games that the event would benefit the New South Wales economy to the value of \$50 million. The survey result showed the estimated impact was \$60.2 million.
- Non-Sydney resident visitors stayed in Sydney an average 11.6 nights.
- Non-NSW resident visitors stayed in NSW an average 12 nights.
- Non-Australian visitors stayed in Australia an average 19.9 nights.
- 85% of visitors stayed in paid accommodation.
- More than 4 in 10 Games participants had at least 1 other person in their travel party.
- The average travel party size among all Games participants was 3.6.
- Around 1 in 3 people came from households whose income was between \$50,001 and \$100,000
- Around 3 in 4 of survey participants had not attended a previous World Masters Games.
- 2 in 3 Australians attended the Melbourne 2002 World Masters Games (as did 1 in 5 international participants).
- Half of the international participants competed in the Edmonton 2005 World Masters Games.
- 97% of visitors cited the Games as the reason for coming to Sydney.
- 4 in 5 visitors say they are likely to return to Sydney for a holiday in the future.
- 81% of international visitors would encourage friends and family to visit Sydney and NSW.
- 2 in 3 rated the registration system excellent or good.
- 57% rated the accreditation process poor or very poor.
- 75% rated the overall service provided at the Games as either excellent or good.
- 2 in 3 participants are likely to consider participating at the next World Masters Games in Turin.

## Media evaluation summary

A Media Analysis Report was prepared by Media Monitors. The report provides detailed information on the volume of media coverage and the audience reach in various regions and categories within Australia only. The report also identified the cost of purchasing the equivalent amount of media space and/or time giving an Advertising Space Rates (ASR) value for the coverage. The reporting period is October 2008 to October 2009 inclusive.

- There were a total of 8,461 relevant articles/reports during this time, reaching a total cumulative audience/circulation of 229,241,469 and accumulating an ASR value of \$13,136,688.

More than half (55%) of all articles/reports came during the nine days of the Games (10 October to 18 October 2009). The coverage during this time also delivered 57% of the total ASR value.

Television was the leading media type with 3,292 syndicated reports (39% of the total volume of coverage). Television accounted for just 25% of the total audience/circulation but 60% of the total ASR value. The majority of the audience/circulation total came from press coverage.

Just over half (52%) of all media coverage came from NSW-based media outlets.

- There were however, at least 226 media articles/reports in each of the other states and territories around Australia. NSW was most dominant in radio coverage, providing 65% of the total number of radio reports.

- Event media partners were among the leading sources of coverage for each of the media types. Channel 9 and affiliated stations around Australia broadcast over 50% of the syndicated television coverage. ABC 702 Sydney (125 reports) was only marginally behind another ABC station (ABC Central Coast with 130 reports), as the leading providers of radio coverage. Many of the Central Coast reports were syndicated coverage of ABC 702 programmes.

The Daily Telegraph was the leading press publication (70 articles), with a further six published in the Sunday Telegraph edition.

The hosts of two Channel 9 programmes (Mornings with Kerri-Anne and Today) were the leading comperes for coverage of the Games. Across the period Channel 9's Today had almost 150 more syndicated items than 7's rival programme Sunrise.

Adam Spencer from ABC 702 Sydney compered by far the most individual radio reports relevant to the Games, yet these were not syndicated as widely as the reports on Steve Price's Mornings show.

- There were five journalists with more than 10 published articles each. Doug Conway, with 21, was the leading by line and provided considerably more than any other.

The following table shows the Volumes, Audience/Circulation and Advertising Space Rate of coverage in all media types between 29 October 2008 and 31 October 2009.

Media Type	Volume	Audience/Circulation	Advertising Space rate
Television	3,292	57,543,702	\$7,818,513
Radio	2,945	36,712,200	\$2,098,333
Press	2,224	134,985,567	\$3,219,842
Total	8,461	229,241,469	\$13,136,688

The following table shows the Volumes, Audience/Circulation and Advertising Space Rate of coverage in all media types between 10 October and 18 October 2009.

Media Type	Volume	Audience/Circulation	Advertising space rate
Television	2,647	41,836,075	\$5,615,745
Radio	1,487	17,102,500	\$799,465
Press	517	45,396,619	\$1,006,165
Total	4,651	104,335,194	\$7,421,375

#### Post event media

Media monitoring continued up until the end of November 2009, with a significant amount of print coverage within Australia.

Media Type	Volume	Audience/Circulation	Advertising Space Rate
Space	Rate		
Press	248	9,555,589	\$326,107
Television	46	386,368	\$507,051
Radio	16	177,700	\$25,005
Total	310	10,119,657	\$858,163

## Sydney 2009 World Masters Games Organising Committee



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## ATHLETE OATH

*We gather here, from the four corners  
of the Earth, united as one in celebration  
of the spirit of sport. We recognise no  
borders within that spirit.*

*We commit ourselves to creating a World  
Masters Games where everyone can  
happily compete - regardless of age, race,  
creed or ability.*

*We vow to run, jump and throw -  
as fast, as far and as well as we can -  
and to applaud and admire all of our  
fellows who have come to do the same.*

*We come to compete, to strive,  
to befriend.*

*We come to play. Let's play.*

*Official World Masters Games Oath by Peter FitzSimons*



INTERNATIONAL  
MASTERS  
GAMES  
ASSOCIATION