

THE SYDNEY 2000 OLYMPIC AND PARALYMPIC GAMES

A REPORT ON THE FINANCIAL CONTRIBUTION BY THE NEW SOUTH WALES GOVERNMENT TO THE SYDNEY 2000 GAMES

31 March 2002





31 March 2002

The Hon M R Egan MLC
Treasurer
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Treasurer

The attached report details the Financial Contribution by the NSW Government to the Sydney 2000 Olympic and Paralympic Games. This report is provided in accordance with Part 4, Division 1, section 11(c) of the *Olympic Co-ordination Authority Act 1995*, which requires OCA to report to the Government on expenditure associated with the Games.

Since 1998 OCA has published a number of reports which have provided estimates of Games expenditure. In addition, NSW Treasury has published annual updates of the estimated financial contribution by NSW Government in the State Budget Papers.

In response to the Auditor-General's performance review of Olympic estimates in January 1999, the then Director-General of OCA undertook to have future expenditure reports subject to audit. On 28 December 2001, after appropriate amendments to the *Public Finance and Audit Act 1983*, you invited the Auditor-General to conduct a review of Games expenditure. OCA worked closely with the Audit Office of NSW to achieve the final audited outcome.

The audit of the Financial Contribution by the NSW Government has now been finalised. The Audit report is qualified on one issue only, additional tax revenue arising from the Games, as the Auditor-General could not verify the quantum of this amount. OCA's position is that additional revenues flowed to the State from the extra economic activity generated by the Games. The Auditor-General does not dispute that such revenues were received. Audit has not been able to determine what revenues would have been received without the Games. The report identifies this revenue flow at \$653 million from 1994 to March 2002. This assessment is based on advice from the NSW Treasury.

The report provides an important record of the NSW Government's contribution to the Games. In addition to the financial contribution, it assesses the levels of co-ordination, planning and services, which were initiated and delivered by NSW Government agencies and details the outcomes and outputs achieved. The report also details the many legacies arising from the Games, which will benefit the people of NSW for many years to come.

Yours sincerely

A handwritten signature in dark ink, appearing to read "R L Adby", with a long, sweeping horizontal line extending to the right.

Robert L Adby
Director General
Olympic Co-ordination Authority

FOREWORD

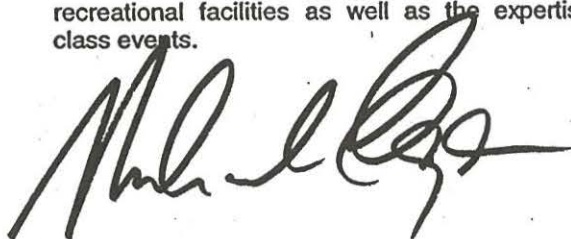
Statement by the Hon Michael Egan of behalf of the NSW Government

The involvement of the NSW Government was fundamental to the success of the Sydney 2000 Olympic and Paralympic Games.

Not only did the NSW Government underwrite the Games, the public sector also played the leading role in planning, building the venues, organising the transport, the security, the city celebrations and a host of other activities.

This report details the levels of Government commitment required to stage "the best Games ever". The report details the revenues and expenditures associated with the Games from a NSW Government agencies perspective and focuses on the net contribution made by the Government to fund the Games. The report also provides considerable detail in respect of the outcomes and outputs achieved by each one of the Games agencies. These pages give the reader a sound perspective of the enormous task undertaken by the organisers and workforce and the substantial achievements they obtained on behalf of all Australians.

The Games have left important legacies, including the economic benefits, which have flowed to the State as a result of the Games. In addition, Sydney has gained world class entertainment, sporting and recreational facilities as well as the expertise and capacity to attract a growing number of world-class events.



Michael Egan
Treasurer

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INTRODUCTION

The Sydney 2000 Olympic Games held from Friday, September 15 until Sunday, October 1, 2000, placed the world spotlight on Sydney and its preparations for the Games.

At the closing ceremony for the Games, International Olympic Committee President Juan Antonio Samaranch echoed the sentiments of many by saying, "They could not have been better. I am happy and proud to proclaim that you have presented to the world the best Olympic Games ever! Thank you Australia!"

Four weeks later, the President of the International Paralympic Committee, Dr Robert Steadward, also pronounced the Sydney 2000 Paralympic Games an outstanding success.

Sixteen days of outstanding Olympic competition, backed by state of the art venues, impressive co-ordination and the biggest public transport mobilisation ever undertaken in Australia helped to present an important snapshot in time. Behind that snapshot lay seven years of planning, co-ordination and dedication.

The outstanding successes of the Sydney Olympics, and the Sydney 2000 Paralympic Games, are attributable to many factors.

One of the principal factors was the recognition of the impacts that an Olympic Games ... the biggest peacetime event in the world ... can have on a city. The heart of the Sydney 2000 approach was the contribution by NSW Government and acceptance of the fact that a successful Games requires enormous amounts of co-ordination of services, resources, infrastructure and communications.

The Sydney 2000 Olympic and Paralympic Games required the active support and involvement of local, state and national Government, together with significant contributions from industry, sporting bodies, corporate agencies and the Olympic movement, the general community and the spectators who came to the events.

This Report sets out the contributions made by the New South Wales Government to both the Olympic and Paralympic Games, and sets out the costs incurred by the Government and its agencies in supporting and delivering the Games.

The emphasis of this report is upon the financial impacts of the NSW Government's support for the Games. It also assesses the levels of co-ordination, which were initiated and led by the Government and details the outcomes and outputs achieved. While the Olympic venues and Sydney Olympic Park are rightly regarded as important Olympic legacies, this Report also provides an assessment of the other legacy benefits, which remain with the State long after the Games have been finalised.

Although the focus of this report is upon the activities undertaken on behalf of the NSW Government, it does not in any way diminish the active support which the Games received from Federal and Local Government, and the involvement of other State Governments in relation to activities such as the football events.

The success of the Sydney 2000 Olympic and Paralympic Games relied heavily upon NSW Government owned and operated infrastructure, particularly in the areas of transport and roads, security, waterways management, waste services, health and environment as well as venue planning, construction, fitout and management.

The NSW Government established a number of dedicated agencies and sub-agencies to deliver these services. Central to this activity was the Olympic Co-ordination Authority, the entity established to undertake necessary development works and to co-ordinate, oversee and integrate the Government's overall response to the Games. Other agencies integral to the process were the Sydney Organising

Committee for the Olympic Games (SOCOG), the Sydney Paralympic Organising Committee (SPOC), the Olympic Roads and Transport Authority (ORTA), and the Olympic Security Command Centre (OSCC). A dedicated portfolio, that of the Minister for the Olympics, was established to ensure appropriate management and accountability processes were in place.

Many other agencies, such as the Waterways Authority, NSW Department of Health, the Department of Sport and Recreation and the NSW National Parks and Wildlife Service were also required to pursue specific Games-related initiatives and services, and were funded separately for these initiatives. This report identifies these funding initiatives of Government.

The net financial contribution of the NSW Government is detailed in the financial statements and related notes in Part One of the report. Costs included in this report have been captured and tabulated from specific State Budget funding and returns provided by NSW Government agencies. Inclusions have been based on identified amounts and in some cases the best estimate at the time of preparation of this report. In its co-ordination role OCA managed the assessment of Games funding requirements and established an Olympic budget process that monitored Games expenditure against specific funding provided to agencies. I am not aware of any circumstances that would affect the fair presentation of OCA expenditure and revenue in accordance with the accounting policies identified in Note 1. With respect to other agencies, costs and revenues are derived from State Budget funding and audited information particularly in relation to SOCOG and SPOC.

The report has been compiled by OCA in consultation with all NSW agencies involved in the Sydney Olympic and Paralympic Games. On behalf of OCA and our companion Olympic Agencies, SOCOG, SPOC, ORTA and OSCC, I extend my deepest appreciation and thanks to these organisations and their staff for their outstanding effort and commitment to making the Sydney Games such a success.



Robert L Adby
Director General
Olympic Co-ordination Authority,
Sydney, New South Wales
31 March 2002

Any inquiries in relation to this report should be directed to:

Director General
NSW Premiers Department
Level 39, Governor Macquarie Tower
1 Farrer Place,
Sydney NSW 2000

EXECUTIVE SUMMARY

The financial contribution made by the NSW Government to both the Sydney 2000 Olympic and Paralympic Games encompasses many agencies. Their achievements and the costs associated with their various activities are detailed in this report.

The NSW Government underwrote the Games, and the financial contribution by the Government, as reflected in this report, is estimated at \$1,326.1 million. This represents the marginal cost or budget impact of hosting the Games.

Key components of the financial contribution by NSW Government include:

- \$1,185.7 million in relation to construction and capital works.
- \$793.4 million in relation to running the event.
- \$653.0 million additional tax revenue to the Government.

These figures include allowances for:

- \$80.2 million returned to Government by the Sydney Organising Committee for the Olympic Games (SOCOG) from the Government's contingency funding of \$140 million.
- \$15.4 million returned from the Sydney Paralympic Organising Committee (SPOC) from the NSW Government grant of \$35 million.

Sydney was announced as the Olympic Host City for the Games of the XXVII Olympiad on 23 September 1993. This followed a determined and comprehensive effort by the NSW Government and the Australian Olympic Committee over a number of years to gain endorsement.

Following the announcement, SOCOG was established by the NSW Government with responsibilities including the areas of sport competition, the Athletes Village, ticketing, sponsor servicing, technology, ceremonies, licensed products, the torch relay, arts festivals and Olympic broadcasting.

In 1995, the Government established SPOC as a company limited by guarantee for the purposes of organising the Sydney 2000 Paralympic Games. The functions of SPOC were similar to those of SOCOG and while they remained separate and unique identities, economies of scale and efficiencies in operation were achieved by combining many of their operational methods and personnel.

The Government also created the Olympic Co-ordination Authority (OCA), merging the Olympic activities that had previously been divided amongst five departments. OCA became the key agency to carry forward all tasks on behalf of the NSW Government for the planning, co-ordination and preparations for the 2000 Games, and was required to deliver venues and facilities for use during the Games. In particular, OCA was required to co-ordinate all aspects of the NSW Government's involvement in Games programs and service provision.

This included co-ordinating and reporting on the expenditures and Olympic initiatives of all government agencies and the management of the Government's relationship with SOCOG and SPOC.

Special arrangements were adopted by the many government agencies involved in Games activities. Many of those arrangements, the services provided and the benefits accrued, are reflected in this report. Of particular note are those agencies funded specifically for the purpose of providing additional services.

They include organisations such as the Olympic Roads and Transport Authority (ORTA), the Olympic Security Command Centre (OSCC), NSW Health, NSW Waterways and the Sydney Ports Corporation. By way of example, the Government established ORTA to co-ordinate all Olympic transport services, and OSCC was created within the NSW Police Service as a dedicated security and intelligence team to manage and co-ordinate all security requirements for the Games.

Important support services, such as quarantine, customs, security and drug testing, were provided by the Australian Government which also provided significant direct funding to both the Olympic and Paralympic Games.

The Sydney 2000 Games organisational structure was based upon a co-operative arrangement between governments (particularly the NSW Government), the business community and the Australian and Olympic sporting movements. Organisationally, a Minister of the NSW Government, the Minister for the Olympics, led the Sydney 2000 team. To further facilitate Government co-ordination, a special sub-committee of Cabinet was also established.

The largest cost component of the financial contribution by the NSW Government to the Games was in respect of construction and capital works. OCA was required to construct permanent venues to fulfill the dual objectives of hosting the Games and leaving a long-term sporting legacy for NSW.

Few temporary venues were constructed for the Olympics and Paralympics, although had this option been exercised, Games construction costs would have been less and the relative benefits of Olympic legacy would also have been reduced. However, there are now many examples of legacies to the State which have flowed from the preparations for, and conduct of, the Games.

These legacies include the many new and upgraded sporting venues (e.g. Stadium Australia, NSW Tennis Centre, Sydney SuperDome, State Hockey Centre, Dunc Gray Velodrome, Penrith Whitewater Stadium, Sydney International Regatta Centre, and Blacktown Olympic Centre) and new and enhanced transport and utilities infrastructure (e.g. Sydney Olympic Park Railway Station). Other important legacies include the many initiatives and outcomes achieved in the delivery of Games venues and facilities such as redevelopment of Homebush Bay as Sydney Olympic Park and its Millennium Parklands. A less tangible but none the less important legacy involves the skills and enhanced planning and operational capabilities of many of the supporting NSW Government agencies.

In fulfilling its construction and development tasks, OCA was required to give effect to the environmental guidelines for the Games and to ensure that all development work was undertaken in an environmentally sensitive manner. Construction work undertaken for the Games was based on ecologically sustainable development principles, and measures were put in place for waste minimisation and management.

The other principal cost component of the contribution by the NSW Government related to costs of planning, and running the Games, including support services and Games programs.

The direct event costs were funded mainly through revenues raised by SOCOG and SPOC. The financial outcomes of SOCOG and SPOC have been attached by way of appendices to this report for information purposes.

The success of an Olympic Games is not measured solely from the performance of Games venues and events, but also from experiences including the festive atmosphere, access, ease of movement, security and urban amenity, as perceived by both visitors and residents of the host city.

Indeed no other event impacts more on a city than the Games, and preparing for such impacts must be part of Games planning. A co-ordinated whole-of-government response to identify urban domain issues, including topics such as transport corridors, Olympics Live sites and Sydney Harbour events was adopted which, with the quality of services provided by Government agencies, assisted in making the Games the enjoyable event it was for Sydney.

The NSW Government's contribution by way of services provided by its agencies during the Sydney Games, has provided substantial legacies for the State. For example, the Games enabled Sydney's transport system to be tested and proved: The Games involved Australia's biggest ever public transport operation, with more than 38 million trips recorded across Sydney's public transport system during the Olympic Games, and record trip and passenger levels being reached on rail, bus and ferry services.

In relation to counter terrorism capability, the Games helped improve cross-jurisdictional training, and provided upgraded infrastructure at various locations. Major electronic surveillance assets acquired will provide a long-term benefit to the community and the NSW Police Service. At the time of the Games the intelligence based risk management methodology developed by the Olympic Intelligence Centre was regarded internationally as "worlds best practice" and has been adopted for use at other international sporting events. In addition, NSW Health's Counter Disaster Services during the Games provided increased awareness and training in disaster response for health personnel, retention of protective equipment and pharmaceuticals and hospital decontamination units developed for the Games allow the management of contaminated patients onsite.

As well as Games-specific sport and cultural objectives and related environmental and legacy objectives, the NSW Government committed to an extensive program of business development and investment attraction in order to leverage from the Games and bring investment, export dollars and jobs for the benefit of the people of Sydney, New South Wales and Australia. This activity included promoting Sydney and NSW as attractive investment destinations, especially for regional headquarters of multinational corporations; promoting Sydney and NSW as tourism and convention destinations; and working with Commonwealth Government departments and private sector sponsors to raise the profile of Sydney, NSW and Australia.

The 2000 Games have received many accolades, and the Presidents of both the International Olympic Committee and the International Paralympic Committee have declared their respective Sydney 2000 Games the best ever. Those associated with the Games have also been responsible for many State, national and international awards bestowed on their organisations. The State can indeed be proud of those many awards culminating, perhaps, with the United Nations Environment Programs (UNEP) Global 500 Award for Environmental Excellence, jointly awarded in 2001 to OCA and SOCOG.

PART ONE : FINANCIAL CONTRIBUTION BY NSW GOVERNMENT

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GPO BOX 12
SYDNEY NSW 2001

INDEPENDENT AUDIT REPORT

To the Government of New South Wales

Scope

I have audited the attached Consolidated Statement of Financial Contribution by New South Wales Government and the Statement of Financial Contribution by New South Wales Government to the Sydney 2000 Olympic and Paralympic Games, and the notes to the statements, for the period 23 September 1993 to 31 March 2002. The Director General of the Olympic Co-ordination Authority is responsible for the statements and has determined that the accounting policies used are consistent with the financial reporting requirements under the *Olympic Co-ordination Authority Act 1995* and are appropriate to meet the needs of the Government. My responsibility is to express an opinion on the statements to the Government based on my audit as required by section 27B(3)(c) of the *Public Finance and Audit Act 1983* (the Act). No opinion is expressed as to whether the accounting policies used are appropriate to the needs of the Government of New South Wales.

The statements have been prepared for distribution to the Government for the purpose of fulfilling the Director General's financial reporting requirements under the *Olympic Co-ordination Authority Act 1995*. I disclaim any assumption of responsibility for any reliance on this report or on the statements to which it relates to any person other than the Government, or for any purpose other than that for which they were prepared.

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards. My procedures include examination, on a test basis, of evidence supporting the amounts and other disclosures in the statements and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the statements are presented fairly in accordance with the accounting policies identified in Note 1 to the statements. (These policies do not require the application of all Accounting Standards and UIG Consensus Views).

The audit opinion expressed in this report has been formed on the above basis.

Qualification

The estimates for additional tax revenues that are a consequence of staging the Games are not verifiable as it is not possible to determine what tax revenues would have been in the absence of the Games, nor is it possible to determine whether assumptions used in the calculation of the tax revenues were the most appropriate ones (refer to Note 15).

Qualified Audit Opinion

In my opinion, except for the effects of such adjustments, if any, that might have been required had the limitation described in the qualification paragraph not existed, the statements present fairly in accordance with the accounting policies identified in Note 1 to the statements the net contribution by the New South Wales Government to the Sydney 2000 Olympic and Paralympic Games for the period 23 September 1993 to 31 March 2002.



R J Sendt
Sydney
3 April 2002

**CONSOLIDATED STATEMENT OF FINANCIAL CONTRIBUTION
BY NSW GOVERNMENT
23 September 1993 - 31 March 2002**

CONSTRUCTION AND CAPITAL WORKS			\$M	Note
NSW Government – OCA			1,918.2	
Private Sector			1,107.0	
Total Construction and Capital Works			3,025.2	2
EVENT RELATED EXPENSES				
SOCOG Major Operating Programs¹				
Administration & Marketing			290.7	
Sport, Operations & Overlay			746.4	
Games Services			260.3	
Villages			191.8	
Communication, Broadcast & Press Operations			250.0	
Technology			406.5	
Other			118.3	
Legacy Contribution			106.8	
Total SOCOG Operations and Legacy Contributions			2,370.8	6
SPOC Operations			155.6	8
OCA - Includes planning, co-ordination, operation of Sydney Olympic Park and Urban Domain			349.0	9
Support Services - other Government agencies				
Transport			366.7	10
Security			152.8	11
Health & Medical			9.4	12
Waterways & Harbour Management			12.0	13
Other Olympic Services			23.4	14
Olympic related allowances			19.3	
Total Support Services - other Government agencies			583.6	
Total Event related expenses			3,459.0	
Total Expenditures			6,484.2	
FUNDED BY²			Total \$M	
	Venues, Facilities & Infrastructure	Events & Co-ordination		
SOCOG	361.3	2,393.4	2,754.7	4,6
SPOC		116.9	116.9	8
NSW Treasury Foreign Exchange Gain (SOCOG transactions)		58.0	58.0	7
Olympics Induced Additional Tax Revenue to NSW Government		653.0	653.0	15
Private Sector	1,107.0		1,107.0	2
Commonwealth Government	150.0	97.3	247.3	3
Other	221.2		221.2	5
Total Funding	1,839.5	3,318.6	5,158.1	
CONTRIBUTION BY NSW GOVERNMENT			1,326.1	

¹ Contributions to other agencies are included in support service amounts

² Crossfunding between agencies has been eliminated on consolidation.

**STATEMENT OF FINANCIAL CONTRIBUTION
BY NSW GOVERNMENT
23 September 1993 - 31 March 2002**

CONSTRUCTION AND CAPITAL WORKS LEGACY	\$M	\$M	Note
NSW Government - OCA	1,918.2		
Private Sector	1,107.0	3,025.2	2
Construction Funding			
Private Sector Construction	(1,107.0)		2
Commonwealth Government	(150.0)		3
SOCOG	(361.3)		4
Other	(221.2)	(1,839.5)	5
CONSTRUCTION - NET COST TO GOVERNMENT		1,185.7	
EVENT AND CO-ORDINATION			
Contingency Funding Provided to SOCOG		59.8	6
NSW Treasury Foreign Exchange Gain (SOCOG transactions)		(58.0)	7
NSW Government Contribution to SPOC		19.6	8
OCA - Planning, Co-ordination and Operations		349.0	9
Support Services - operating and Infrastructure			
Transport	366.7		10
Security	152.8		11
Health and Medical	9.4		12
Waterways and Harbour Management	12.0		13
Other Olympic Services	23.4		14
Olympic related allowances	19.3		
Total Support Services	583.6		
Less SOCOG/SPOC Contributions to Support Services	(160.6)	423.0	
Cost of Event to NSW Government		793.4	
Less: Olympics Induced Additional Tax Revenue to Government		(653.0)	15
CONTRIBUTION BY NSW GOVERNMENT		1,326.1	

NOTES TO THE FINANCIAL STATEMENT

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1 (a) PURPOSE OF THIS REPORT

The objective of the report is to provide an analysis of the funding or budget impact of the Olympic and Paralympic Games to the NSW taxpayer. The report analyses the NSW Government's contribution to delivering the Games and the cost of providing Games venues, infrastructure and services ("the financial contribution by the NSW Government" to the Games).

For the purposes of Auditing Standard AUS 802 "The Audit Report on Financial Information Other than a General Purpose Financial Report", this report constitutes an Other Financial Information report and has not been prepared in accordance with Australian Accounting Standards.

1(b) SUMMARY OF COST ASSUMPTIONS

(i) Definition of Olympic Costs

In May 1997 NSW Cabinet defined Olympic costs for the purposes of allocating funds for Games initiatives and requirements. This definition forms the basis of the inclusion of Games costs in this report. Olympic costs were approved by Cabinet when expenditure satisfied the following criteria:

- Directly related to or incurred in meeting the obligations and conditions of the Host City Contract. Such expenditure represents the non-discretionary cost of providing essential venues, facilities and services for the Games.
- Marginal cost of hosting the Olympics, being additional costs incurred by Government in hosting the event over and above expenditure to which the Government would have been otherwise committed.
- Net cost directly related to the Olympic event, representing gross cost less related revenues and government transfer payments.

This definition recognises the financial impact of the Games on the NSW budget position.

Under this definition, the following items have been included in Olympic costs:

- The revenues and expenditures of Sydney Organising Committee for the Olympic Games (SOCOG) and Sydney Paralympic Organising Committee (SPOC).
- The revenues and expenditure of the Olympic Co-ordination Authority (OCA) and other Government agencies, which specifically relate to commitments made by the Government in the Host City Contract. This includes the full cost of public servants allocated to the Games agencies of the Olympic Roads and Transport Authority (ORTA) and OCA. Host City Contract commitments include the provision of services directly related to the Olympic event, such as transport, security, medical services, accommodation for Olympic accredited family, officials, media and technicians, contributions to Olympic Cultural Programs, environmental commitments made in Sydney's Olympic Bid, athletes services, facilities and training venues required immediately before and during the Games, modifications to existing venues specifically for reconfiguration for an Olympic event, and construction of new venues and infrastructure development.

The definition excludes the following:

- Services not required by the Host City Contract. This includes costs relating to NSW Government agencies' core business, which would have been incurred irrespective of the Games.
- The cost of full-time State public servants allocated to the Games and paid through the State Budget process by way of non-Olympic agencies, for example salaries of police and train drivers. The salaries of these permanent public servants did not represent an additional cost to the State Budget, as the Government was otherwise committed to pay their salary. For information purposes, an estimate of the value of these services is detailed at Appendix 1.

NOTES TO FINANCIAL STATEMENT [cont'd]

However, it should be noted that the financial contribution by the NSW Government, as reflected in this report, does include any additional costs of these people working on the Games, such as uniforms, food, accommodation and overtime.

- Infrastructure and capital works initiated to meet other long-term needs of NSW. Although many projects may have been accelerated to allow completion before the Games, where they were not undertaken as a direct requirement for Sydney hosting the Olympic and Paralympic Games they have been excluded. The construction of the Eastern Distributor in Sydney is an example of such a project.

The cut off date used in this report for Olympic costs and revenues is 31 March 2002. Accordingly, estimated tax revenues relating to the Games have not been included after this date. For an explanation of tax revenue estimates, see Note 15.

The estimated revenues and costs associated with operating new Olympic venues have also been excluded after 31 March 2002 as these venues will provide public amenity for many years to come. For an explanation of future maintenance costs of permanent venues, see Note 16.

(ii) Estimated Costs Included In this Report

Costs included in this report have been captured and tabulated from specific State Budget funding and returns provided by NSW Government agencies. Inclusions have been based on identified amounts and in some cases the best estimate at the time of preparation of this report.

(iii) Treatment of SOCOG and SPOC

SOCOG and SPOC were funded mainly by television rights, ticket sales and sponsorship. The net contribution by NSW Government to the Games includes \$59.8 million provided to SOCOG and \$19.6 million provided to SPOC. On 30 June 2000, Government provided SOCOG with \$140 million to cover contingency risks. On wind up of SOCOG in October 2001, the Organising Committee returned \$80.2 million to Government. On finalisation of SPOC's financial arrangements, \$15.4 million was returned to Government from overall funding of \$35 million made prior to the Paralympic Games. The financial outcomes of SOCOG and SPOC have been attached by way of appendices to this report for information purposes.

(iv) Royal Agricultural Society Showground

This report excludes the construction and financial support costs of the new Sydney Showground at Sydney Olympic Park. The new Showground was built at Homebush Bay to facilitate the redevelopment of the Moore Park site rather than for Olympic purposes. The Showground was used for Olympic purposes and was constructed at the same time as other venues at Sydney Olympic Park. Its construction was managed by OCA. This report includes the venue rental, overlay and fitout expenditure associated with its use during the Games.

1 (c) CLASSIFICATION OF OLYMPIC COSTS

Olympic costs, reflecting the financial contribution by NSW Government to the Games, represents the marginal cost or budget impact of hosting the Games. The main components, explained below, are:

- (i) Construction and Capital Works Legacy.
- (ii) Event and Co-ordination costs including support services and Games programs.
- (iii) Olympics induced additional tax revenue to Government.

(I) Construction and Capital Works Legacy

Construction and Capital Works Legacy, for the purposes of this report, includes legacy assets constructed by OCA or by the private sector by arrangement with OCA. OCA was the key agency responsible for the construction and procurement of Games facilities and infrastructure. These legacy assets include Stadium Australia, Sydney Olympic Park Railway Station, Sydney SuperDome, Sydney Aquatic Centre, Sydney International Regatta Centre, Penrith Whitewater Stadium, Sydney International Equestrian Centre, Sydney International Shooting Centre and the Dunc Gray Velodrome. Refer to Part Three of this report for information on Legacy Assets for NSW.

NOTES TO FINANCIAL STATEMENT [cont'd]

Where infrastructure was acquired by other NSW Government agencies for specific use in meeting support services, this has been included within "Event and Co-ordination Costs". Refer to Note 17 for details of these Miscellaneous Capital Legacies.

(ii) Event and Co-ordination Costs

The cost of the events to NSW Government agencies includes essential support services and Games programs including logistical support, transport, security, health and medical services for competition and non-competition events. It also includes infrastructure items such as property, plant and equipment (not otherwise included as "Construction and Capital Works") acquired by the NSW Government agencies for specific use in meeting Games commitments. Many of these acquisitions represent legacy assets for NSW. Refer to Note 17.

Costs are classified, for ease of understanding, in areas of SOCOG, SPOC, OCA and Support Services. Support Services expenditure is classified as Transport, Security, Health and Medical Services, Waterways and Harbour Management, or Other Services.

Refer to Part Four of this report for information on outputs of the principal agencies involved and Notes 6 to 14 for summary of financial information.

(iii) Olympics Induced additional tax revenue to Government.

See Note 15 for details of this revenue.

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 2: CONSTRUCTION AND CAPITAL WORKS LEGACY		
Venues	\$M	\$M
Stadium Australia	131.6	
SuperDome	142.4	
State Hockey Centre	16.0	
Dunc Gray Velodrome	42.1	
Sydney International Equestrian Centre	44.3	
Sydney International Shooting Centre	29.9	
Athletes Village – Newington	127.9	
Newington (Village) site - acquisition and remediation	81.3	
Media and technical officials' villages	129.1	
Olympic Softball Centre - Blacktown facilities	31.4	
Other Olympic and Paralympic facilities and venues including public domain at Homebush Bay	215.1	
Sydney International Regatta Centre	36.0	
Sydney Aquatic and Athletic Centres	218.8	
Total Venues		1,245.9
Infrastructure		
Transport infrastructure including roads, bridges, parking, ferry wharf and pedestrian access	312.1	
Homebush Bay rail line and Olympic Park Station	97.5	
Infrastructure services including Electrical, Water & Gas	90.4	
Remediation works	58.5	
Infrastructure works including site co-ordination, siteworks, landscaping, planning and design and estate assets	113.8	
Total Infrastructure Works		672.3
Total Government Provided Capital Works		1,918.2
Private Sector Capital Works³		
Athletes Village	378.0	
Stadium Australia	584.0	
Other	145.0	
Total Private Sector Capital Works		1,107.0
Total Venues and Facilities		3,025.2

Note 3: Commonwealth Government Contributions		
Construction Contribution		
At the time of the Sydney Olympic Bid, the Commonwealth Government undertook to contribute \$150 million towards the construction of Olympic facilities. Those moneys were paid progressively over the three years to 1995-96.		
Events and Co-ordination funding		
SPOC Grant (Net)	19.1	
SOCOG Funding	78.2	
Total Events and Co-ordination funding		97.3

³ Note: Estimate Only

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 4. Construction Contribution - SOCOG		\$M	\$M
Contribution to Legacy Assets			
Sydney Aquatic & Athletic Centres		218.8	
Other New Sporting Venues		30.1	
Other facilities (including Rail Loop)		6.4	255.3
Contribution to Villages			106.0
Total SOCOG Contribution to Construction and Capital Works			361.3

Note 5. Construction Contribution - Other		\$M	\$M
Post Event Property Sales		101.3	
Interest on Investments		76.2	
Contribution from Councils etc		42.2	
Other		1.5	
Total Construction Contribution - Other			221.2

Note 6. SOCOG **\$M** **\$M**

From 1993 to 1995, OCA advanced working capital amounts to SOCOG totaling \$28.6 million. Those amounts were repaid in 1996-97. In addition, in June 2000, the Government provided for a total contingency amount of \$140 million, with the following result:

NSW Government Contingency Funding to SOCOG	140.0	
Less: Return to NSW Government	(80.2)	
NSW Government Contribution		59.8

SOCOG Statement of Financial Performance has been included for information at Appendix 2.

SOCOG Operations and Legacy Contributions

Total Operating Expenditure	2,424.6	
Add: Non Capital Contributions:		
- Australian Olympic Foundation	88.9	
- SPOC Contributions	17.9	
Less: Contributions to Support Services	(160.6)	
Total SOCOG Operations and Legacy Contributions		2,370.8

SOCOG Events and Co-ordination funding

Total Revenue from Ordinary Activities	2,832.9	
Less: Funded by Commonwealth Government ⁴	(78.2)	
SOCOG funding for Venues, Facilities and Infrastructure	(361.3)	
Total Events and Co-ordination Funding		2,393.4

⁴ Separately Identified In Consolidated Statement of Financial Contribution by NSW Government.

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 7: Treasury Foreign Exchange Gain

Event and Co-ordination costs include a \$58 million exchange gain received by NSW Government. This exchange gain relates to the NSW Treasury Corporation hedge of US dollar receipts arising from Olympic revenues.

Note 8: SPOC

\$M \$M

The NSW Government provided a total of \$35 million progressively over the life of the organisation, with contributions of a similar order from the Commonwealth Government.

NSW Government Contribution to SPOC	35.0	
Less: Return to NSW Government	(15.4)	
NSW Government Contribution		19.6

SPOC Statement of Financial Performance has been included for information at Appendix 3.

SPOC Operations expenditure		155.6
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SPOC Events and Co-ordination funding

Total Income	114.6	
Other Grants and Subsidies	2.3	
Total Events and Co-ordination funding		116.9

Note 9: OCA - Planning, Co-ordination and Operations

\$M \$M

OCA expenditure includes the Government's commitment to Olympic venue maintenance until 31 March 2002. For further information on the future maintenance of these venues, see Note 16.

Venue Procurement	24.5	
Urban Domain	48.0	
Media and Community Relations	18.6	
Executive Support	9.1	
Planning and Government Co-ordination	37.6	
Site Operations	99.9	
Games Support	61.0	
Environment (other than related to construction & remediation)	9.6	
Corporate Overheads	40.7	
Total OCA Planning, Co-ordination and Operations		349.0

Note 10: Transport

\$M \$M

Operating Expenditure		
ORTA	237.4	
SRA	80.3	
RTA	4.0	
Total Operating Expenditure		321.7
Supporting Infrastructure		
SRA	38.1	
RTA	6.9	
Total Supporting Infrastructure		45.0
Total Transport Expenditure		366.7
SOCOG / SPOC Contributions to Transport		(120.0)
NSW Government Contribution		246.7

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 11: Security		\$M	\$M
Operating Expenditure			
OSCC Operations		131.7	
Supporting Infrastructure			
OSCC		21.1	
Total Security Expenditure			152.8
SOCOG/ SPOC Contributions to Security			(39.5)
NSW Government Contribution			113.3

Note 12: Health and Medical		\$M	\$M
Operating Expenditure			
NSW Department of Health		4.7	
NSW Ambulance Service		4.4	
Total Operating Expenditure			9.1
Supporting Infrastructure			
NSW Ambulance Service		0.3	
Total Supporting Infrastructure			0.3
Total Health and Medical Expenditure			9.4
SOCOG/ SPOC Contributions to Health and Medical			(1.1)
NSW Government Contribution			8.3

Note 13: Waterways and Harbour Management		\$M	\$M
Operating Expenditure			
NSW Waterways Authority		4.8	
Total Operating Expenditure			4.8
Supporting Infrastructure			
NSW Waterways Authority		3.2	
Sydney Ports Corporation		4.0	
Total Supporting Infrastructure			7.2
NSW Government Contribution			12.0

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 14. Other Olympic Services		\$M	\$M
Operating Expenditure			
NSW Fire Brigades		3.1	
Department of Sport and Recreation		0.2	
NSW Premier's Department		3.1	
National Parks and Wildlife Service		2.2	
State Emergency Services		0.4	
State Sports Centre		0.3	
Centennial Parklands		0.1	
Sydney Harbour Foreshore Authority		0.3	
Department of Community Services		0.5	
Environmental Protection Agency		1.0	
Department of Fair Trading		0.3	
Department of Education and Training		0.5	
Transgrid		0.2	
Sydney Opera House		0.4	
Total Operating Expenditure			12.6
Operating Surplus Royal Botanic Gardens			(0.4)
Supporting Infrastructure			
NSW Fire Brigades		0.3	
Department of Sport and Recreation		8.8	
Royal Botanic Gardens		1.1	
Department of Corrective Services		1.0	
Total Supporting Infrastructure			11.2
NSW Government Contribution			23.4

Note 15. Tax Revenue

NSW Treasury has estimated that extra economic activity associated with the Olympic Games will generate additional tax revenue of \$653 million for the period 1994 to 2002. These estimates arise from various economic models, however specific measurement of these estimates against revenues actually received is not possible. This additional revenue will arise as a result of higher levels of economic activity such as employment (payroll tax), increased numbers of financial and business transactions (debit tax) and increased accommodation arrangements (hotel bed tax) arising from Sydney hosting the Olympic and Paralympic Games.

The Treasury estimates further revenues to flow to the Government from Olympic benefits of \$111 million in the years beyond 2002. However, for the purposes of this report, 31 March 2002 has been adopted as the cut off point.

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 16. Future Maintenance of Permanent Games Venues

OCA was the key agency responsible for the construction and procurement of Games venues and infrastructure. Permanent Games venues were constructed to satisfy the dual requirement of facilitating the Olympic and Paralympic Games and providing world class legacy assets for NSW.

From 1 July 2001 the Sydney Olympic Park Authority was established and took responsibility for the development of the Homebush Bay precinct and neighbouring parklands. Responsibility for the future operations and maintenance of many of the venues within SOP lies with third parties, through various contractual arrangements. The Parklands were developed exclusively for long term public use beyond the Olympic Games and were not utilised for the Games. They have been excluded from this note.

Venues which operational ownership or responsibility passed to the private sector include:

- Sydney Superdome
- Stadium Australia
- Tennis Centre, Homebush Bay

Venues at Sydney Olympic Park for which the NSW Government retains a future maintenance commitment include:

- State Hockey Centre
- Sydney International Archery Park
- Sydney International Aquatic and Athletic Centres

Venues for which responsibility lies with local councils (no NSW Government commitments) include:

- Penrith Whitewater Stadium
- Ryde Aquatic Leisure Centre

Shared responsibility between Government and local councils applies at the following venues:

- Blacktown Olympic Centre at Aquilina Reserve
- Dunc Gray Velodrome

Non-Sydney Olympic Park venues to which the Government is committed to provide maintenance funding support for a period of five years, commencing 1 July 2001 include:

- Sydney International Regatta Centre, Penrith
- Sydney International Equestrian Centre, Horsley Park
- Sydney International Shooting Centre, Liverpool

It is expected that the longer term future management and funding arrangements for these venues will be determined during this five year period.

The estimated annual maintenance costs for the venues to which NSW Government retains a commitment or shared responsibility is \$11.0 million.

NOTES TO FINANCIAL STATEMENT [cont'd]

Note 17: MISCELLANEOUS CAPITAL LEGACIES		\$M
NSW Government Supporting Infrastructure		
Transport		
SRA capital legacies include the upgrade of Sydney Central, Lidcombe and Penrith Stations, Blacktown Interchange Infrastructure, station signage and Redfern footbridge.		38.1
RTA capital includes Closed Circuit TV's, signposting, traffic management systems.		6.9
Security		
Includes communication equipment enhancements, water police vessels and other specialist police equipment.		21.1
Waterways and Harbour Management		
Includes infrastructure on wharves to cater for cruise ships and construction of the Super Yacht Marina		7.2
Sport and Recreation		
Relates to the provision of 5 world class training facilities, including athletics, Water polo and baseball facilities		8.8
Other		
Includes Chemical, Biological and Radiological (CBR) response facilities and improvements to the Royal Botanic Gardens including sea wall pathways and lighting.		2.7
TOTAL MISCELLANEOUS CAPITAL LEGACIES		84.8

APPENDIX 1

VALUE OF FULL-TIME PUBLIC SERVANTS FROM NON GAMES AGENCIES ALLOCATED TO GAMES DUTIES		
	\$M	\$M
Transport		
Roads and Traffic Authority	9.8	
Department of Transport	0.7	
Rail Access Corporation	1.3	
Rail Services Australia	0.1	
State Rail Authority Train Drivers	6.0	
State Transit Authority Bus Drivers	10.2	
Total Transport		28.1
Security		
NSW Police		66.0
Waterways and Harbour Management		0.6
Other Services		7.1
Total		101.8

Note:

The contribution by NSW Government to the Games includes the full cost of public servants allocated to the Games agencies of OCA and ORTA as these salaries had a funding impact on the State.

The contribution by NSW Government to the Games specifically excludes the cost of other full time permanent public servants allocated to the Games and paid through the State Budget process by way of non-Olympic agencies. Reallocated public servants include police officers, train drivers, train guards, as well as other public servants allocated to duties. The value of these full time permanent public servants reallocated to Games duties is estimated at \$101.8 million.

APPENDIX 2

SYDNEY ORGANISING COMMITTEE FOR THE OLYMPIC GAMES	
STATEMENT OF FINANCIAL PERFORMANCE	
Revenues from ordinary activities	\$M
Sponsorship - Cash	351.0
Sponsorship - VIK	360.4
IOC Royalty	(25.3)
Net Sponsorship Income	686.1
 Ticketing	 598.3
Stadium Ticketing contract	50.0
IOC Royalty	(31.4)
Net Ticketing Income	616.9
 Television Rights	 1,132.8
Consumer Products	72.2
Interest Income	45.9
Government - Grants	78.6
Other Income	198.9
Realised Foreign Exchange Gains	1.5
Total Revenues from ordinary activities	2,832.9
 Expenses from ordinary activities	
Administration	162.6
Marketing & Image	51.5
AOC Marketing Rights	76.6
Sport	137.5
Venue Operations	139.4
Overlay	391.5
Villages	191.8
Games Services	142.2
Games Workforce	79.1
Communications, Media & Press Operations	25.2
Ticketing	112.4
Broadcasting Operations	224.8
Technology	406.5
Ceremonies	67.0
Torch Relay	18.7
Transport & Security	165.2
Olympic Arts Festival	32.6
Total Operating Expenditure	2,424.6
 Legacy Contributions	
NSW Government New Venue Construction & Rentals	255.3
NSW Government Villages Construction & Rentals	106.0
Athlete Legacy paid to Australian Olympic Foundation	88.9
Sydney Paralympics Organising Committee Contributions	17.9
Total Legacy Contributions	468.1
 Total expenditure from ordinary activities	2,892.7
 Loss from ordinary activities funded by NSW Government	59.8

APPENDIX 3

**SYDNEY PARALYMPIC ORGANISING COMMITTEE
STATEMENT OF FINANCIAL PERFORMANCE**

	\$M
INCOME	
Fundraising Revenue	4.7
Interest	3.5
SOCOG - Financial Assistance	17.9
Sponsorship	46.0
Athletes Entry Fees	7.0
Host Broadcast Operations - TV Rights	4.1
Arts Festival	0.2
Ticketing Sales	25.1
Other	6.1
Total Income	114.6
EXPENDITURE	
Program Expenditure	
Ceremonies	8.0
Corporate Management and Finance	15.4
Human Resources, Community and Corporate Relations	14.6
Sponsorship and General Marketing	9.5
Sport	6.9
Technology, Premises and Administration	26.0
Logistics and Ticketing	5.1
Torch Relay, Events and Olympic Arts festivals	2.9
Transport and Accreditation	7.8
Venue Operations, Management and Security	26.4
Villages	14.6
Other	9.9
Total of Expenditure by Program	147.1
APC Marketing Rights	5.5
IPC Royalties	2.0
Atlanta	1.0
Total Expenditure	155.6
Net Deficit Before Government Grants	(41.0)
Government Grants - Commonwealth (Net)	19.1
Other Grants and Subsidies	2.3
Total Government Grants (excluding NSW Government Grant)	21.4
Net Deficit funded by NSW Government	19.6

PART TWO : PREPARATION FOR THE GAMES

2.1 History of the Sydney Bid

The NSW Government commenced studies into the feasibility of Sydney hosting an Olympic Games in the early 1970's. Homebush Bay was recommended as the central site for any Olympic plan, however substantial new urban and sporting infrastructure was required. Masterplan proposals for the development of Homebush Bay were endorsed by NSW Cabinet in July 1989.

In February 1988 the NSW Government formed a special Secretariat within NSW Premier's Department to prepare a proposal to host the 1996 Games in Sydney. Although this proposal was unsuccessful, the foundations were laid for the future Sydney 2000 Bid.

In 1990, the NSW Government established the Homebush Bay Development Corporation (HBDC) to manage development of the Homebush Bay site.

The Government and the City of Sydney announced Sydney's Bid for the 2000 Games on 1 March 1991. On 1 May 1991, the Australian Olympic Committee formally endorsed Sydney as the Australian Candidate City for the 2000 Games.

The Sydney Olympics 2000 Bid Limited (SOBL) was incorporated on 19 June 1991 to conduct and manage Sydney's Bid. The SOBL was a public company limited by guarantee and incorporated in NSW. The Bid Company's \$25.2 million budget included funding from corporate contributions and \$2.9 million provided by NSW Government. NSW Government Bid costs are included in this report.

The Bid Company became client for the Olympic related facilities and infrastructure proposed for Homebush Bay and being planned by HBDC. HBDC continued the remediation program for site contamination at Homebush Bay throughout the Bid period and also formulated a number of Master Plans for subsequent large-scale redevelopment of the area. The NSW Government worked with SOBL to identify and endorse sites for sports and other activities that would take place outside of Homebush Bay.

The Sydney 2000 Bid for the Paralympic Games was based on the venues, infrastructure and services proposed in the Olympic Bid. Integral to the respective Bids was the commitment made by the NSW Government concerning delivery of venues, facilities, village accommodation, provision of essential services and environmental initiatives. The NSW Government also agreed to underwrite the budgets of both Organising Committees.

The Australian Government considerably assisted the Sydney 2000 Games Bids by undertaking to contribute \$150 million to the construction of new Games facilities and infrastructure. The Australian Government also provided support in areas such as security, quarantine, diplomatic issues and border protection.

On 23 September 1993, Sydney was announced by Mr Juan Antonio Samaranch as the Olympic Host City for the Games of the XVIIth Olympiad. The Host City Contract was signed that evening by the IOC, the Lord Mayor of Sydney on behalf of the Council of the City of Sydney, and the AOC.

The International Paralympic Committee awarded Sydney the XIth Paralympic Games soon after and the Host City Contract was signed in August 1995.

2.2 Creation of the Olympic Agencies

The following agencies were created specifically to facilitate the Sydney 2000 Olympic and Paralympic Games:

- Sydney Organising Committee for the Olympic Games (SOCOG)
- Sydney Paralympic Organising Committee (SPOC)
- Olympic Co-ordination Authority (OCA)
- Olympic Roads and Transport Authority (ORTA)
- Olympic Security Command Centre (OSCC)

Sydney Organising Committee for the Olympic Games (SOCOG)

With the announcement of Sydney as the Olympic Host City in September 1993, organisational arrangements were restructured. The Sydney Olympics 2000 Bid Limited (SOBL) was closed and a Unit, the Office of Olympic Co-ordination, was formed within the Premier's Department to prepare the legislation to establish SOCOG and co-ordinate other Olympic activity within Government.

Under the Host City Contract, an Organising Committee for the Olympic Games (OCOG) was required to be established within eight months of signing the Contract.

The Sydney Organising Committee for the Olympic Games (SOCOG) Act, 1993 was passed by the NSW Parliament and shortly after SOCOG began operations with staff drawn variously from the SOBL, Government agencies and the sporting and business sectors.

SOCOG's role was to fulfil the obligations of the Host City Contract with the International Olympic Committee (IOC) with its principal responsibilities being:

- The sports program, including preparing and operating all venues and facilities, including village accommodation, for the Games.
- Organising the cultural program.
- Establishing a marketing program in consultation with the IOC and the Australian Olympic Committee (AOC).
- Arranging and making available host broadcaster, television and radio facilities and other information services.

In terms of program areas, this meant in essence that SOCOG was responsible for the areas of sport competition, the Athletes Village, ticketing, sponsor servicing, technology, ceremonies, licensed products, press operations, protocol, the torch relay, arts festivals and Olympic broadcasting via the Sydney Olympic Broadcasting Organisation (SOBO).

The Act provided for SOCOG to be governed by a Board of 15 directors. In accordance with the requirements of the IOC, the board automatically included the two IOC members resident in Australia, the President and Secretary-General of the AOC and the Lord Mayor of the City of Sydney. Additional directors were specified as follows:

- Two persons representing the Premier of New South Wales.
- Two nominees of the Prime Minister of Australia.
- The President of the Board, as appointed by the NSW Government in consultation with the President of the AOC.
- The Chief Executive Officer of SOCOG, (appointed by the Board of Directors with the consent of the Premier of NSW).
- Four persons with the appropriate expertise and experience to represent community, sporting, business and commercial interests.

SOCOG was established as a wholly owned Government Corporation and was subject to the requirements of New South Wales public sector administrative legislation including the Public Finance and Audit Act, the Annual Reports Act, the Independent Commission Against Corruption Act, the Ombudsman Act and the Freedom of Information Act.

Sydney Paralympic Organising Committee (SPOC)

The NSW Government established SPOC in January 1995 as a public company limited by guarantee. With the signing of the Host City Contract later in 1995, the NSW Minister for the Olympics took overall responsibility for the Paralympic Games.

The functions of SPOC were similar to those of SOCOG but while recognising that each of the Sydney Games had their separate and unique identities, economies of scale and efficiencies in operation could be achieved by combining many of the operational methods and personnel of both Games to, in effect, deliver a combined 60 day event. Consequently, the Boards of SOCOG and SPOC agreed in 1995 to an Operational Partnership as the most viable way of optimising the delivery of the Sydney Paralympic Games. As a consequence, SPOC remained a relatively small organisation which received through the NSW Government and SOCOG substantial logistical, services and resources support.

Olympic Co-ordination Authority (OCA)

At the time that SOCOG was created, four government ministers and five separate government agencies were undertaking the NSW Government's Olympic responsibilities, including construction of facilities and co-ordination of services. The Government's Olympic entities included, in addition to the Office of Olympic Co-ordination in the Premier's Department, the Olympic Construction Authority, housed in the Public Works Department; the Homebush Bay Development Corporation which was responsible for providing most Olympic venues; part of the Department of Sport and Recreation, which had responsibility for delivering certain other new Olympic facilities such as the rowing course and velodrome; and part of the Department of Planning, which was responsible for securing venues for the equestrian and mountain bike events. In areas of the State's other main Olympic responsibilities, working committees on health, transport and security had been established by the Government to bring together SOCOG and the different arms of government that were to deliver these services.

In March 1995, action was taken to simplify the management structure for Olympic activities within Government and to improve consultation with both the Commonwealth and local Government. The portfolio of Minister for the Olympics was established and OCA was formed on 30 June 1995.

OCA was entrusted with two principal tasks: firstly, to deliver venues and facilities for use during the Olympic and Paralympic Games. New venues were required to also meet the long-term social, cultural and sporting requirements of the people of New South Wales. This included the construction of all new Olympic venues within and outside the Homebush Bay precinct, the Olympic and Media Villages and Olympic facilities in accordance with the Host City obligations under the Host City Contract.

In relation to Homebush Bay, OCA was specifically responsible for the orderly economic planning, urban development and management of the precinct. This included site remediation, habitat rehabilitation, flood prevention works, services provision and infrastructure development as pre-conditions to venue and facility construction.

The second principal task of OCA was the co-ordination of all aspects of the NSW Government's involvement in Games programs and service provision. This included co-ordinating and reporting on the expenditures and Olympic initiatives of all government agencies and the management of the Government's relationship with SOCOG and SPOC.

In establishing OCA, the Olympic Co-ordination Authority Act 1995 brought the Olympic activities divided amongst the five departments into one statutory body. The OCA Act also made amendments to the SOCOG Act bringing key responsibilities under the authority of the Minister for the Olympics rather than the Premier.

OCA was to be the principal agency to carry forward all tasks on behalf of the NSW Government for the planning and preparations for the 2000 Games. In explaining the differentiation between the roles of OCA and SOCOG, the Minister for the Olympics expressed the critical roles in terms of: "...it is up to OCA to build the theatre and for SOCOG to put on the show...".

The first priority for OCA was to develop a revised master plan for the main Olympic site at Homebush Bay and to speed up the process for construction of all major Olympic venues. Over the next three and a half years, OCA would be responsible for the remediation, rehabilitation, development and management of 760ha of land at Homebush Bay and sporting facilities at Penrith Lakes, Horsley Park, Blacktown, Liverpool, Fairfield and Bankstown as well as co-ordinating development of the Newington Estate and proposed media village at Lidcombe. In addition, OCA was responsible for securing Venue Agreements for Olympic venues and facilities within existing facilities or using public facilities and infrastructure. Closer to the Games, OCA oversaw the Games fit-out of the athletes and media villages, co-ordinated Olympic Service plans with a series of NSW and Australian Government agencies, and took responsibility for the Olympic Overlay program (on behalf of SOCOG) and management of the Common Domain areas surrounding sporting venues at Sydney Olympic Park and within the City precincts.

Olympic Roads and Transport Authority (ORTA)

Having observed transport arrangements for the 1996 Atlanta Games and following a review of Sydney's Olympic transport requirements by OCA in early 1997, the Government decided that a single authoritative body would be best placed to ensure co-ordination of the planning and delivery of all Sydney Olympic and Paralympic transport services. In March 1997 the Premier announced the Government's decision to establish ORTA with the role of co-ordinating Olympic and Paralympic transport services. ORTA was established under the Olympic Roads and Transport Authority Act 1998 with power to control, for the benefit of the Games, the many other agencies involved in transport planning and operations in Sydney. Importantly, ORTA reported directly to the Minister for the Olympics and was overseen by an advisory Board whose Chairman was the Director General of OCA.

In a further act of functional integration, SOCOG delegated its Games-time obligations in respect of transporting members of the Olympic Family to ORTA. This contrasted with the Atlanta approach by separating transport service obligations from the SOCOG role.

As well as developing transport plans for all constituent groups and co-ordinating spectator transport, ORTA's role also involved the fleet management of athlete, official, media and sponsor vehicles. In addition, the provision of cars and drivers and the provision of site transport co-ordinators at all venues as well as at hotels and airports, made ORTA a service provider as well as a service planner and regulator.

Olympic Security Command Centre (OSCC)

OSCC was created by the NSW Police Commissioner, as a special command centre within the NSW Police Service. It was responsible for planning, resourcing and implementing security arrangements for the Games. Security services were provided by the NSW Police Service assisted by contract security personnel, members of the Australian Army and a number of security volunteers.

OSCC provided significant specialist support services for the Olympics which were critical to the successful hosting of the Games and incident management. OSCC worked closely with Australian Federal and International agencies in these programs.

2.3 Australian Government Contribution to Hosting the Games

The Australian Government provided significant direct funding to both the Olympic and Paralympic Games and in addition contributed important support services to the Games, such as quarantine, customs, security and drug testing.

A fuller account of Australian Government support and services is available on the website www.pmc.gov.au

PART THREE : LEGACY ASSETS FOR NSW

There are many examples of legacies to the State, which have resulted from the preparation for and conduct of the Games. These include the many new and upgraded sporting venues, new and enhanced transport and utilities infrastructure and the many initiatives and outcomes achieved in the delivery of Games venues and facilities especially the redevelopment of Homebush Bay as Sydney Olympic Park and the Millennium Parklands.

In this Section, the characteristics of the more prominent asset legacies to the State developed as part of or in association with the Olympic program are outlined:

- Sydney Olympic Park - Plan of Development
- Sydney Olympic Park Infrastructure
- Integrated Water Cycle Development
- Sydney Olympic Park Hotel
- Millennium Parklands
- Bicentennial Park
- The Suburb of Newington
- Stadium Australia
- Sydney SuperDome
- Sydney Aquatic Centre
- Sydney Athletic Centre
- State Hockey Centre
- State Sports Centre
- NSW Tennis Centre
- Sydney International Archery Park
- Sydney International Equestrian Centre
- Dunc Gray Velodrome
- Sydney International Shooting Centre
- Sydney International Regatta Centre
- Penrith Whitewater Stadium
- Blacktown Olympic Centre
- Ryde Aquatic Centre
- Olympic Sailing Shore Base

Sydney Olympic Park - Plan of Development

Staging the "best Games ever" has left a legacy of world-renowned venues and environmental features. The next stage of development at Sydney Olympic Park requires a new post Games perspective for the operations and functionality of the site. The Sydney Olympic Park Authority, established from 1 July 2001, is responsible for taking on this challenge and protecting the Games legacy.

Sydney Olympic Park is to be developed as one of the world's leading sporting, entertainment, recreational, environmental, education and exhibition precincts, with a long term objective of achieving a viable and vibrant precinct.

In June 2001, the draft Sydney Olympic Park Masterplan was released for comment and provides for a mixture of premium residential and commercial development opportunities. It describes the planning framework for the precinct and covers land use, urban design, design guidelines/scenarios, statutory planning framework, regional context, development in adjacent areas, and transportation. Coinciding with this, proposals were invited for the development of the area as a preferred place to live, work and play.

It is expected that the Sydney Olympic Park of the future will include:

- Residential development.
- A vibrant Town Centre with offices, restaurants, cafes and shops.
- Events precincts including the many Olympic venues and providing a renewed centre for sports and sports administration with additional entertainment and recreational facilities.
- The Sydney Showground precinct, being home of the annual Easter Show, becoming an all year exhibition and multi-use recreation and cultural site.
- The Australia Centre, remaining predominantly as an employment centre.
- Retention of the Brickpit and the environmental and ecological significance of the area.
- Parklands, being one of the largest urban parklands in Sydney featuring unique heritage and ecological features, with provision for limited development of cafes, restaurants, cultural, educational, tourism and information services.

It is expected that the Town Centre will have a minimum daily workforce population of 10,000, with major events significantly adding to this number, and an urban core residential population of approximately 3,000 is targeted. For further information on the draft Sydney Olympic Park Masterplan refer to www.sopa.nsw.gov.au.

Features associated with Sydney Olympic Park, including Newington, Millennium Parklands and the Olympic and Paralympic venues, are referred to separately in this chapter. Other features, including Olympic Park infrastructure, the integrated water cycle development (including WRAMS) and the hotel, are discussed below.

Sydney Olympic Park Infrastructure

Sydney Olympic Park's major infrastructure works include the network of roads, the Olympic Park Railway Station and rail link, Homebush Bay Wharf, car parking facilities (including a number of multi-level car parks), bicycle and pedestrian paths, landscaping, and a range of below ground services supporting gas, electricity, telecommunications and the water cycle. These infrastructure works are worth an estimated \$672 million.

The Olympic Park Railway Station is located only 400 metres from Stadium Australia and only a short walk to the other Sydney Olympic Park venues. It comprises a three platform underground station and is connected to a partially underground loop track. In peak mode, the station can handle up to 30 trains and 50,000 people an hour.

The Homebush Bay Wharf is located on the Parramatta River a short distance from the Sydney Olympic Park facilities. The design promotes ecologically sustainable development through the use of solar powered street, landscape and building lighting and low maintenance materials.

Integrated Water Cycle Development

The environmental undertakings made in Sydney's winning bid for the Games, presented OCA with a unique opportunity and impetus to redevelop Homebush Bay and deliver Olympic venues within a leading environmental framework. To achieve its water cycle objectives in this regard, OCA developed a comprehensive and integrated approach to urban water conservation, use and management. Never before in Australia has such an approach been applied on the scale of Homebush Bay, and this integrated water cycle development sets environmental and water management benchmarks that present a challenge for others to use and surpass. The development has applications in many other urban areas of Australia and internationally and demonstrates that future generations can have access to the same or better quality of water and aquatic systems than society has at present.

Recycled Water

The Water Reclamation and Management Scheme (WRAMS) produces high quality recycled water after advanced biological treatment and filtering of stormwater and wastewater. Recycled water is intended for use where drinking quality water is not required, such as toilet flushing, irrigation, washing cars and other outdoor and garden uses. The recycled water is supplied to all buildings within the Sydney Olympic Park and Newington. By using recycled water OCA has reduced by 50% the demand for drinking water that would otherwise be drawn from Sydney's main supplies.

WRAMS allows potable water to be conserved, and reduces the volume of sewage going into Sydney's sewers and effluent going into the ocean as well as treating and reusing excess stormwater to irrigate parks. Low volume irrigation systems have been installed across Sydney Olympic Park and the adjacent Millennium Parklands using recycled water from WRAMS.

Rainwater and Stormwater

Some venues have installed roof rainwater collection systems to provide water for irrigation of their arenas, conserving potable water and reducing the impact of stormwater run-off on waterways. Also, OCA has constructed water quality control ponds, and has installed litter booms and stormwater quality improvement devices to collect litter from stormwater. Most of the irrigation needs for the Millennium Parklands are met by stormwater collected in a series of freshwater wetlands constructed along Haslams Creek (the main waterway through Sydney Olympic Park).

Local councils together with OCA developed a Stormwater Management Plan for the Sydney Olympic Park catchment, ensuring an integrated approach to stormwater management.

Wetlands

OCA has improved water quality and wetland habitat by introducing tidal flushing to the saline wetlands at Homebush Bay and restoring the natural hydrological regime. Haslams Creek, which was heavily silted with debris and rubbish, has been realigned to its original path and widened in some areas, and extensive landscaping works have rehabilitated more than 30 ha of wasteland into flourishing freshwater wetlands.

Environmental Benefits

The environmental benefits of Sydney Olympic Park's integrated water cycle include:

- The demand for potable water that would otherwise be used for irrigation or toilet flushing has been reduced by over 850 million litres per annum.
- Approximately 700 million litres of sewerage, which would otherwise be discharged off-site to Sydney sewers, are processed annually by the water reclamation plant.
- Approximately 700 million litres of stormwater is being collected annually to support constructed and natural wetlands, aquatic ecosystem, fauna and flora, enhance aesthetics of the area, and can be reused directly by localised irrigation systems.
- Approximately 200 million litres of stormwater annually is highly treated and reused as recycled water.
- Mandatory use of water saving devices in all facilities is reducing water consumption by 30% when compared with traditional fittings.
- Stormwater quality control ponds are responsible for collection and improving the quality of stormwater before it flows into receiving waterways.

Sydney Olympic Park Hotel

The hotel is a combined 318 room, four star Novotel and three star Hotel Ibis complex. As well as function rooms and a ballroom for up to 600 guests, the observation floor on level 17 provides a unique vantagepoint overlooking all of Sydney Olympic Park. The hotel adds to the reputation of Sydney Olympic Park as a successful business centre.

Millennium Parklands

Turning a contaminated wasteland into parklands, protecting endangered species, creating one of the world's largest solar suburbs and implementing waste management and water conservation schemes, are highlights of the environmental achievements at Homebush Bay. The approximately 430 hectares of Millennium Parklands are a prime legacy of these initiatives, providing a showcase of broad environmental achievements.

Millennium Parklands contains significant ecosystems, remediated lands and cultural sites. The rejuvenated tidal wetlands are listed on the Register of the National Estate and the remnant Cumberland Plains woodland has been gazetted as a Nature Reserve. The Parklands provides habitat for many bird species including migratory waders that are protected under international treaties. Many other plants and animals exist there, including species that are locally, regionally and nationally rare or endangered. This includes the Green and Golden Bell Frog, which colonised an abandoned quarry known as the Brickpit, and is now well established in other areas of the Park.

Key features of the parklands are:

- Preservation of sensitive ecological areas such as surviving woodlands, saltmarsh and wetlands, including a bird sanctuary.
- Restoration and realignment of the previously contaminated watercourse.
- Planting of 51,000 trees, 408,000 grass seedlings and 178,000 shrubs, with 98% of the plants being native species.
- A network of up to 40 kilometres of pedestrian and cycle trails through the parklands.
- Implementation of a conservation management plan for the protection of cultural heritage sites.
- Solar lighting in remote areas of parklands and energy efficient lighting throughout.
- Stormwater run-off collected, stored and used to irrigate the Parklands, the venues and the suburb of Newington.

Millennium Parklands offers a 'living model' of great historical significance for Australians. There is evidence of traditional uses by Indigenous peoples; European arrival and settlement; quarrying and the establishment of the State Brickworks; the heritage of the former Royal Australian Naval Armaments Depot as a key part of the wartime defence of the Pacific region; development of various industries (including the commercial production of chemicals with associated pollution); waste disposal; and, most recently, remediation and redevelopment of the site for sporting and recreation activities, with fibre optic cabling taking the Olympics and Sydney Olympic Park to a global audience.

Millennium Parklands will be the focus of many new programs, to be delivered in the venues, in schools, or through the website. Complementing the general community access for recreational purposes, many programs of a recreational and educational nature are being developed within the context of the natural and built environment.

Bicentennial Park

Bicentennial Park was established in 1988 and integrated with Millennium Parklands in 2001, enhancing the features of Sydney Olympic Park in a number of ways. The inclusion of Bicentennial Park has made Millennium Parklands one of the largest and one of the most complex urban parks in the world.

Physically, Bicentennial Park comprises both an extensive wetland area and a large expanse of grassland, and contains a relatively benign area of remediated land. These features have provided the basis of a range of programs including a primary and secondary school education program, which has consistently attracted around 20,000 students per annum to visit the Park for curriculum-related purposes. A range of scientific programs has also been successfully established, relating to wetland management, bird monitoring and others of ecological significance. These programs have been undertaken under scientific

peer review to ensure their validity. Drawing on all this expertise, a number of popular and specialist tours of the Park have been successfully developed.

Of wider interest to the community are the passive recreational facilities, which have drawn very significant numbers of picnickers to the park from across Sydney and beyond. Annual visitation rates of around 800,000 have been achieved. Complementing this has been the use of the Park for a range of public and private community events.

The Suburb of Newington

The suburb of Newington was created as part of the Olympic development. For the first time in a modern Olympic Games, all athletes of every sport were able to live in the one Athletes Village during the Sydney 2000 Games. That Village was located on 84 ha of land at Newington next to Sydney Olympic Park, which had been formerly used as the Royal Australian Navy's Armaments Depot.

The Athletes Village was planned to become Newington following the completion of the Games, home to 5,000 to 6,000 people and the world's largest solar-powered suburb. The suburb of Newington comprises three residential precincts, a shopping centre and a business park. When fully developed, it will comprise in the order of 2,050 dwellings and a total of 1,100 houses and apartments have been constructed to date.

The retail centre, which includes a supermarket, a service station and a range of specialty shops opened in August 2001. The primary school has been completed and opened at the commencement of the 2002 academic year. The community centre was operational by the end of 2001.

Environmental design principles incorporated in Newington's construction included alternative energy production from solar powered housing, low-impact transport, recycling of water and waste, and educational information provided to residents about the benefits of being, and ways to be, environmentally conscious.

NSW agreed in 1995 to acquire the Village site from the Commonwealth Government. The Mirvac Lend Lease Village Consortium designed, constructed and financed the Village, and construction was completed in early 2000. The State Government's cost on top of the acquisition and remediation of the land was limited to under \$50 million, while the total cost of the project to the Consortium was approximately \$470 million.

Stadium Australia

The Stadium is the centrepiece of the Sydney Olympic Park site and was the main venue, in terms of crowd capacity, for the Olympic and Paralympic Games. It is the largest stadium ever built for an Olympics with a seating capacity in excess of 110,000.

Following the Games, the Stadium is being reconfigured to a seating capacity of 80,000. The reconfiguration will bring spectators closer to the field of play and nearly all seating areas will be roofed.

A key design feature of the Stadium is the translucent, saddle-shaped roof, which has been developed to suit Australian conditions by allowing maximum natural light for player and spectator visibility. Stadium Australia in its final configuration will be one of the few stadia in the world, which effectively shades and protects most spectators without creating the claustrophobic feel of a fully enclosed dome.

Included in its many environment conscious features are:

- Passive ventilation, without the use of any mechanical devices, has been integrated into the design of the Stadium.
- The need for artificial lighting has been reduced as the design of the Stadium allows maximum daylight through specially constructed light voids.
- All rainwater is collected from the Stadium roof and stored in four large tanks for irrigation of the pitch. Recycled water is utilised for the flushing of toilets and water saving devices are provided throughout the Stadium.
- The Stadium design has minimised the use of PVC and all building materials are subject to Life Cycle Assessments.
- Environmentally friendly gas fired generators serve as a backup to the main supply of electricity.

Sydney SuperDome

The Sydney SuperDome was the first structure of its kind ever built in Australia - a gigantic indoor sport and entertainment arena. The Superdome has a hall capacity of at least 18,000 and can host a wide range of entertainment events. It is fully roofed and column free, providing uninterrupted views from all seats. The floor action or instant replays are shown on the four centrally located high-resolution video screens and scoreboards.

The SuperDome has a 70kW solar power system on the banquet hall roof that provides power into the electricity grid, making it the biggest rooftop solar power system in Australia.

Other environmental features include energy-efficient lighting, maximum use of recycled water, stormwater collection and re-use, AAA-rated low-water-use fittings and significant reductions in PVC use.

The venue caters for conferences, functions and meetings from a sit down dinner for 1200 to a meeting for as few as 20. It has full conference facilities and state-of-the-art audiovisual systems. It offers dining facilities including its Boulevard Café and Club Grill as well as dinner and show packages. Eight food concessions, eleven bars and four food-court dining areas offer a wide range of food and drink.

Sydney Aquatic Centre

The venue's extensive high quality leisure facilities include a 10-lane 50 x 25 metre competition pool; a 33 x 25 metre utility pool including facilities for water polo, diving, synchronised swimming and synchronised diving; an 8-lane 50 x 18.2 metre training pool; leisure pools, garden, spa, sauna and steam room; and a state of the art gymnasium and cardio theatre.

The competition hall with its diving and 10 lane main pools is overlooked by 4,000 permanent spectator seats. It was built with a wide span roof, and is column free with dramatic spectator views.

The leisure area is an informal sunny space and contains play pools, spas, a water slide, rapid river ride, bubbling "beach" fountains, spray jets and spurting volcanoes. Nearby, the training pool has the world's largest moveable floor, which can be raised or lowered to accommodate a range of activities. The floor can be raised to form a dry level surface for large scale functions.

Special features of the design of this facility include a moveable bulkhead, enabling the 50 metre competition pool to be converted into two 25 metre pools for short course events, and five levels of lighting in the competition pool hall, from training through to competition and high definition TV lighting. Water quality in the pools meets stringent FINA requirements for competition as well as Australian and international health standards for recreational use. A fully automated two-vessel ozone system provides world-class water filtration and sanitisation, using chlorine levels three times lower than conventional pools.

The functional excellence of this facility was reflected in the setting of 14 new world records and 37 new Olympic records during the Games.

Sydney Athletic Centre

The Athletic Centre was designed to integrate with Stadium Australia during the Games, with dual tracks serving as the warm up facility and training venue. It comprises a principal running track and a nearby training ground both accompanied by metal and glass pavilions incorporating spectator seating, athletes' facilities and offices. The grandstand in the main competition arena seats 5,000 spectators and another 10,000 can be accommodated using temporary seating on the grass banks.

State Hockey Centre

The State Hockey Centre is now one of the world's top hockey venues. More than 30,000 people play hockey in NSW alone, while the total number of people associated with the game in some form in the State is estimated at more than 100,000.

The sport's peak body in the State, Hockey New South Wales, is based in the State Hockey Centre grandstand area.

The Centre consists of two synthetic pitches, one for competition and the other for warm-ups. It provides a training and competition venue for players of all levels, from school teams to international representatives. The grandstand has seating for more than 1,500 people.

Accessible features include a lift, fully accessible toilets, wheelchair seating locations with good sightlines, hearing augmentation, tactile floor tiles and gently graded paths from public transport terminals to concourse level.

State Sports Centre

The State Sports Centre is a versatile venue catering for functions, exhibitions and entertainment events as well as a variety of sports. The Centre also gives visitors a glimpse into Australia's rich sporting history.

Since its opening in 1984 the Centre has hosted virtually every type of indoor event imaginable, from Sydney's first big-league basketball matches to conferences, dinners, rock concerts and even a State election tally-room.

The Centre's main arena has seating for more than 4,500 people, but the performance area can be reduced to cater for more intimate events. A training centre provides 1,000 square metres of floor space for functions, seminars, and trade shows.

The Centre has a licensed bar, coffee shop and an in-house catering service that can handle functions for up to 1,500 people.

The New South Wales Hall of Champions, located inside the State Sports Centre, is the State's premier sporting hall of fame and sports museum. Established in 1979, the Hall of Champions recognises outstanding achievements by NSW athletes, many of whom are counted among the nation's finest. Famous names, great moments and inspired performances are celebrated in the Hall.

The Centre received a major upgrade for the Sydney 2000 Games, modernising the facilities and bringing them up to international standard for indoor events.

NSW Tennis Centre

Tennis in New South Wales has a world-class home at Sydney Olympic Park. The Centre is the premier venue for major tournaments played in Sydney.

The Centre's most distinctive feature, the 10,000-seat circular centre court stadium, has been awarded first prize in the Royal Institute of Architects annual awards. An innovative lightweight roof provides shade to 70% of the seats.

The Tennis Centre includes centre court; two show courts; seven match courts; six practice courts; players' lounge and locker rooms; meeting rooms, function area and large outdoor balcony; tennis shop; and café.

The two show courts have a capacity of 4,000 and 2,000 seats respectively. All courts have Rebound Ace cushioned acrylic surfaces. The venue is available for State, national and international tournaments and also for training and court hire for the general public. Not only did the Centre host the Sydney 2000 Games, it has also hosted a number of other international events including the 2001 semi finals of the Davis Cup.

Sydney International Archery Park

The Sydney International Archery Park at Sydney Olympic Park, opened in July 1998, includes purpose built facilities which have become a permanent home for the sport in New South Wales. The facilities include administrative offices, coaching, first aid and storage areas, canteen facilities, change areas and toilets for athletes and spectators. They are clad with recycled hardwood, and fitted with open translucent ceilings, providing natural light and ventilation as well as protection from the elements. The facilities comply with FITA and Olympic requirements for the sport of archery.

The site includes pathway and cycleway links to Sydney Olympic Park, with parking spaces for bicycles and 80 motor vehicles. Construction at the site fully incorporates principles of ecologically sustainable development and the stormwater management system installed, as part of the landscaping works, includes wetland plantings and a gabion-wall style spillway to Haslams Creek.

Sydney International Equestrian Centre

The Equestrian Centre, located on 80 hectares at Horsley Park in Sydney's western suburbs, features a combined showjumping and dressage main arena, which can seat up to 2,000 spectators.

The training and competition courses include 15.4 kilometres of endurance roads and tracks, a steeplechase track and galloping track and a 12 metre wide, 7.4 kilometre long cross-country course with 42 jumps. The Centre also has 224 stables, lunging rings, ten sand and one grass arena, and five grass hacking areas for dressage and jump training.

Water quality at the Equestrian Centre is managed by using nine water polishing ponds, a stormwater drainage and wetland filtration system and measures to minimise damage from heavy rains. The buildings have also been designed to maximise natural ventilation and light, while water and energy efficient fittings have been used.

Dunc Gray Velodrome

Designed to be Australia's premier track cycling facility, the Velodrome is located within The Crest of Bankstown, an area of recreational parkland with existing athletics, hockey and soccer fields, at Bankstown in Sydney's west. The Velodrome is named after Dunc Gray who won Australia's first cycling gold medal at Los Angeles in 1932.

The Velodrome's domed structure covers about 11,000 square metres. Surrounding the track are 3,150 permanent spectator seats, raked to provide the best possible sightlines. The infield can be configured for other sports, such as basketball and badminton, and for uses such as exhibitions, trade shows and banquets.

The building also includes race and commentary facilities, athletes' change rooms and gymnasium, venue and management rooms, amenities and retail services.

Sydney International Shooting Centre

The Centre, with seating for 1,250 people, incorporates three Olympic shotgun ranges; a fully enclosed 10 metre indoor range for air rifle, air pistol and moving target disciplines; a 25-metre pistol range; 50-metre range; and a purpose-built range for finals.

The complex is positioned to nestle into the landscape. Extensive landscape protection and rehabilitation measures enhance regeneration of the remnant Cumberland Plain Woodland.

The Centre's buildings incorporate energy saving devices related to power use, natural ventilation and light, water consumption and re-use, including solar collectors providing hot water, and use of collected rainwater for irrigation. Noise insulation devices have been incorporated into the design of each of the internal shooting ranges.

Sydney International Regatta Centre

This picturesque facility, set on the Penrith Lakes, features a 2.3 kilometre competition lake with a spectator pavilion with grandstand seating for 1,000 people, VIP and function rooms, dining and media rooms. It has architecturally designed start and finish towers, a 1.5 kilometre warm-up lake and boatsheds for 160 craft. It provides a world-class sporting venue for NSW and also provides a recreation and leisure area for the people of Western Sydney.

Over 18,000 native trees and 12,000 native shrubs have been planted. The grounds are open to the public for picnics, cycling and relaxation seven days a week.

Penrith Whitewater Stadium

A separate whitewater slalom canoe course has been constructed at Penrith Lakes within the warm-up lake in the Regatta Centre. The course consists of a 300 metre whitewater course complete with artificial beaches and obstacles, which can be added or removed for different levels of difficulty. Water can be pumped down the course at the rate of up to 14 cubic metres a second.

These facilities are available for elite competitors and also for recreational use by the community.

Blacktown Olympic Centre

The Centre incorporates softball fields, baseball diamonds, an Olympic standard synthetic surfaced athletics track and grassed throwing facilities. There are three softball diamonds and spectator facilities and it contains Australia's first wheelchair softball diamond.

The Centre is the home for the New South Wales Softball Association and is one of the primary facilities in Sydney for baseball and softball, as well as being a competition venue for regional athletics.

Ryde Aquatic Centre

Originally not included in the Games program, it was only through the strongest lobbying by members of the Australian women's team that International Swimming Federation (FINA) and the IOC agreed to the last-minute inclusion of women's water polo in the Sydney 2000 program. The inclusion of women's water

polo necessitated the use of a second pool for preliminary matches of both the men's and women's tournaments.

Under an arrangement with Ryde Council, the existing Ryde Pool was upgraded to a modern aquatic leisure complex. Ryde Council helped with the funding of construction for the venue and is responsible for appointing a long-term operator for the site.

The Ryde Aquatic Centre (RAC) features an Olympic-size pool suitable for water polo, along with a 25 metre lap pool, a leisure pool with a wave generator, a children's pool, waterslide, lazy river ride, sauna, turbo pool and program pool for exercise classes and therapy sessions. It also contains a two-court indoor sports hall with seating and change facilities. A key feature of the development is the transparency of the building. Large expanses of glass, with passive solar control, provide views through the building to the south, yet prevent solar glare forming across the water surfaces.

Before and after the Games the RAC has provided a year-round international standard recreational facility which can be used for school carnivals, lap swimming, exercise classes, aqua-therapy, water polo, swimming for fun, indoor ball sports and other events.

Olympic Sailing Shore Base

A shore base was constructed at Rushcutters Bay to provide support services for Olympic sailing competition. Associated with that temporary base, the Games provided the impetus for demolishing several unrequired buildings within the Sir David Martin Reserve to expand public open space. The remaining buildings have been refurbished with regard for their historical significance. Other long-term benefits for the area include increased access to the foreshore, a new pathway along the Yarranabbe Park seawall, a 10-berth marina with access and facilities for sailing groups with disabilities, and a new public jetty for water taxis.

PART FOUR : NSW GOVERNMENT AGENCIES GAMES SUPPORT SERVICES

4.1 The Olympic Co-ordination Authority

The Olympic Co-ordination Authority (OCA) was established in 1995 with the primary objective of delivering sporting facilities for use during the Olympic and Paralympic Games that also met the long-term social, cultural and sporting requirements of the people of New South Wales. OCA was responsible for the orderly and economic planning, urban development and management of the Homebush Bay precinct including Sydney Olympic Park.

OCA managed the \$3 billion Games construction program, to which the NSW Government contributed \$1.2 billion.

In addition, OCA had extensive planning, co-ordination and operational responsibilities. This included Sydney Olympic Park and the Urban Domain, the administration of agreements between the NSW Government, SOCOG and the SPOC and oversight of all aspects of the NSW Government Games role. The cost of OCA's planning, co-ordination and operational services was \$349 million. Refer Part One: Financial Contribution by NSW Government, Financial Statement Note 9 for a breakdown of this amount.

The following initiatives represent key OCA services and achievements delivered during the Games:

- Development and Construction
- Venue Procurement
- Urban Domain
- Media and Community Relations
- Planning and Government Co-ordination
- Site Operations and Games Support
- Environmental Initiatives
- Legacy

Development and Construction

The \$3 billion Games construction program was managed by OCA and funded by a number of sources. These funding sources include the private sector \$1.1 billion, Commonwealth Government grants \$150 million, contributions from SOCOG \$361.3 million, contributions from local governments \$42.2 million and proceeds from the sale of surplus properties and OCA investment income \$179 million. The \$1.2 billion balance was funded by NSW Government appropriations.

OCA was responsible for the construction of permanent and temporary facilities as well as supporting infrastructure.

Facilities included Stadium Australia, the New South Wales Tennis Centre, the Sydney SuperDome, the State Hockey Centre, Sydney International Archery Park, the Dunc Gray Velodrome, the Sydney International Equestrian Centre, the Penrith Whitewater Stadium, the Sydney International Regatta Centre, the Blacktown Olympic Centre, the Sydney International Shooting Centre, the Ryde Aquatic Centre, the Bondi Beach Volleyball Pavilion, the Sailing Shore Base at Rushcutters Bay, the Olympic Park Railway Station, the Athletes Village, the Novotel Hotel and Hotel Ibis at Homebush Bay. OCA also managed the construction of the Sydney Showground, which was used for Games events.

Homebush Bay infrastructure included new road, rail and ferry links, water recycling and the relocation of power lines underground.

In addition to this construction program, OCA managed the delivery of Games overlay on behalf of SOCOG. The overlay program covered more than 30 competition, 160 non-competition and 30 training venues.

This included Olympic overlay works for: The Sydney Aquatic Centre, the Homebush Accreditation and Arrivals Centre, Darling Harbour (containing venues for six Olympic sports), the International Broadcast

Centre (IBC), the Main Press Centre, the Mountain Bike Course, the Olympic Family Hotels, the Marathon, Triathlon and Road Cycling courses, the Sydney Football Stadium, the Regents Park Olympic Support Venue, the Media Village, Sydney Airport, the temporary Water Police Base, six Olympic Live sites, Sydney Olympic Park Common Domain, the Millennium Marquee at Sydney Olympic Park, and the Uniform Distribution and Accreditation Centre.

OCA developed strategies with SOCOG to design, scope and cost Games overlay works. OCA was also responsible for locating and procuring the venues for fitout.

Venue Procurement

The venue procurement process was an important adjunct to OCA's construction role and critical to successful operations at Games-time. The cost of procuring existing competition venues was \$30.5 million to which SOCOG contributed \$6 million. The net cost to NSW Government was \$24.5 million.

In addition, SOCOG contributed \$30.1 million to the hire of new competition venues and reimbursed Government \$218.8 million for the full cost of construction of the Sydney Aquatic and Athletic Centres.

The following types of venues were procured for the Games:

Training Venues

SOCOG identified suitable training venues with the assistance of government and sporting bodies. The Department of Sport & Recreation assisted financially with the upgrading of a number of venues and OCA assisted the procurement process through its management of the venue hire arrangements.

Competition Venues

More than 30 competition venues were required for the Games. OCA was responsible for arranging all New South Wales venues.

To facilitate financial arrangements, the NSW Government decided that its government venues would be compensated on the basis of marginal incremental costs where those venues typically did not operate as profit making organisations and did not return a dividend to government. Other venues were negotiated on a commercial basis. This decision ensured that venues would be in no better or worse position financially than if there had been no Olympic use.

Concurrently with the OCA/venue operator negotiations, negotiations between OCA and SOCOG proceeded to enable OCA to licence each venue to SOCOG for its purpose.

Non-competition Venues

These venues were used for purposes such as storage, logistics, security and to support the Olympic transport strategy managed by ORTA. Transport functions included bus depots, park and ride sites, fleet car parking and temporary taxi ranks. The Commonwealth Government provided a number of venues crucial to the conduct of the Games.

Procured venues included the IBC, Lidcombe Media Village, Olympic Live Sites in the City of Sydney, Royal Botanic Gardens, Darling Harbour and various transport sites.

Urban Domain

The success of an Olympic Games is not measured solely from the performance of Games venues and events, but also from its impact on the Host City. This includes festive atmosphere, ease of movement, access, security and urban amenity, as perceived by visitors and residents.

With large numbers of local residents on holidays and some 1.5 million visitors in the Sydney region, the Games had a significant impact on the greater metropolitan area. In particular, Central Sydney fulfilled its traditional role as a gathering place before and after Olympic competition events.

The performance of infrastructure, services and systems supporting the broader urban environment were critical to the success of the Games. OCA developed the Urban Domain program to manage the extensive impacts of the Games on Sydney. The cost of the Urban Domain program was \$48 million.

Key Urban Domain initiatives included:

Planning

OCA was the lead agency in planning for the operational impacts of the Olympic Games on those areas outside the Olympic venues. In partnership with ORTA, SOCOG, the City of Sydney and other agencies, OCA co-ordinated a whole-of-government response to manage the impact of the Games on the wider city.

The Games generated large crowds of people in various locations throughout Sydney, many not normally equipped to accommodate such numbers. The urban domain task was to make these locations safe and convenient, and to ensure that they contributed to a positive and celebratory Games experience. Urban domain places included:

- Transport corridors and transport nodes, including Olympic transport interchanges, park and ride sites and ferry terminals.
- Pedestrian routes, particularly between venues and transport terminals.
- Controlled suburban areas where Games activity necessitated management controls such as accredited access schemes, parking permit schemes and road closures.
- Torch relay corridors and celebration sites.
- Community celebration sites and Olympics Live sites.
- Sydney Harbour events viewing areas.

Normal functioning of the city

OCA played the lead role in ensuring that Sydney would continue to function as normal during the Games. This was despite unique Games pressures such as the movements of large numbers of people and large crowds gathered in the CBD.

Issues addressed by the Urban Domain program included traffic and noise, community access, the needs of special groups, waste management, other environmental matters, additional services and amenities as well as retail and commercial issues.

The city was divided into precincts for the effective management of these issues. Integrated operational plans were implemented to successfully accommodate both the day to day operations of Sydney and hosting the Olympic and Paralympic Games.

Live Sites

OCA was responsible for the development, implementation and management of the Olympic Live sites and GamesInfo booths in Central Sydney. Six Olympic Live sites were established around the CBD as natural gathering places for crowds. The Olympic Live sites provided entertainment, refreshment facilities and live big screen coverage of the Olympic events to allow people to enjoy the Olympic atmosphere. GamesInfo booths were computer terminals utilised as information points which supplied useful Games and events related information as well as ongoing updates.

Media and Community Relations

Integral to the success of the Sydney 2000 Games was the positive manner in which the Australian public supported the athletes, the sport and the celebrations. The infectious enthusiasm and goodwill of Australians created a powerful impression of a supportive Host City community and national unity. This provided a welcoming and safe environment for the Olympic Family and spectators alike.

From its inception, OCA, along with the public communications areas of SOCOG and ORTA sought to inform, enthuse and inspire all Australians to embrace the spirit and ideals of Olympism and to become involved and supportive of the Sydney 2000 Games. The public communications programs developed by the organisations paved the way for the nation's acceptance of the Games by generating goodwill throughout all levels of government, corporate, media and community groups. The public communications campaigns encouraged real change in community attitudes to important factors such as the use of public transport to access major events.

The cost of OCA's media and communications program was \$18.6 million. Key initiatives included:

Sydney 2000 Communications

Until 2000, the principal communications agencies for Sydney maintained largely stand-alone media and public communications capabilities. They were then united under the single brand of Sydney 2000. A new group, Sydney 2000 Public Communications, was formed and headed by the Senior Director Media OCA and the Director Strategic Communications ORTA. The merged media information staff of OCA and SOCOG were co-located under the SOCOG General Manager Media.

Olympic Communications Centre

During the Games an Olympic Communications Centre (OCC) was established reporting to the Director-General Sydney 2000. OCC co-ordinated and managed all Sydney 2000 public communications in the lead-up to and during the Games. The centre commenced 24-hour operation on 1 September 2000 and continued in operation until the first week of October. It acted as the principal clearing house for all media and public communications, and provided the strategic direction for all Sydney 2000 media and public communications activities. A similar approach was developed for the Paralympic Games.

The Olympic Legacy Travelling Exhibition

The 'Olympic Legacy: Benefits to the Community' travelling exhibition was held in 1997, 1998 and 1999. It was sponsored by OCA and managed by the Australian Museum. The exhibition's purpose was to take the spirit of the Games throughout NSW. It provided information on the status of Olympic construction and facilities, long-term Games benefits for the State as a whole and Olympic-related opportunities for rural businesses.

The exhibition traveled almost 12,000 km throughout New South Wales during its three years on the road, and was visited by nearly 30,000 people, including 13,500 school children.

School Education programs and Olympic Business Seminars were held in conjunction with this exhibition. The Business Seminars involved OCA, SOCOG, NSW Tourism, Department of State and Regional Development and the Sydney 2000 Commerce Centre and outlined how local communities could take advantage of business opportunities created by the Games.

Visitors Centre, Sydney Olympic Park

The redevelopment of the Homebush Bay site as Sydney Olympic Park provided a strong focus for community interest in the preparations for the Games. In OCA's first year some 30,000 people toured the site and publications and videos were prepared to explain its character and the proposed developments.

OCA opened the site's Visitors Centre in January 1997. The Centre serves the needs of community, school, tourist bus and other visitors to Homebush Bay.

Between January 1997 and August 2000, more than 1.2 million people visited the Centre and nearly 6,000 guided tours of the site were provided. Over the period 1997 to 2000, almost 1,400 special visitor tours were conducted for members of royal families, heads of state and political leaders from all over the world, and visiting Olympic officials.

OCA Website

From March 1998, the OCA website provided information about progress on the Olympic and Showground sites. The site contained project information, annual reports, environmental initiatives, media releases, substantial planning and background documents and was linked to the other Olympic sites.

1.7 million hits were recorded between 1 June and 31 August 2000. The second-generation OCA web project, which operated from September 2000, provided updated information on OCA, activities and events at Homebush Bay, environmental issues, publications and appropriate contacts, links to other related government, Olympic and private websites, and an image gallery for some 200 frequently requested or commercially valuable images with provision to purchase. It also contained educational material for school projects and tools to enable feedback from visitors.

Games InfoSite

The Games Information Services (GIS) internet site (gamesinfo.com.au) supplemented the official SOCOG site and the separate OCA and ORTA sites, and allowed Sydney residents and visitors to plan their Olympic activities. The GIS project was funded by OCA with a budget of \$8.5 million.

The GIS website focused on the delivery of easy-to-use, pragmatic information that allowed readers to navigate their way around Sydney's Olympic venues, cultural activities and tourist locations. Transport information was the backbone of this site. Some sport details and information on venues, health and safety issues, wayfinding and entertainment made up the balance. There was a mix of static information, schedules, planned updates, unscheduled updates and relevant real-time information to ensure accuracy was maintained. Information from relevant Olympic, transport and government agencies was integrated on the site.

The site delivered most information in five key languages; arrival information was delivered in two more languages and Help/wayfinding pages were offered in four additional languages; gamesinfo.com.au received 28 million hits from 525,000 visitors.

Planning and Government Co-ordination

OCA was responsible for co-ordinating the input of other government agencies into Games planning and operations. To effect this role OCA brought together the various agencies through a series of Memoranda of Understanding (MOU) between OCA, SOCOG and the relevant service agency (e.g. Health, Transport, Security, Waterways) and through a managed Global Olympic budget process. The Global budget process ensured Olympic expenditure was closely monitored and reviewed and the MOUs locked in service requirements. Refer Appendix 1 to this report for further detail on Games financial structure and control.

The cost of OCA planning and co-ordination was \$37.6 million. Key OCA initiatives included:

- Social Impacts Advisory Committee - provided advice and recommendations on appropriate strategies and actions relating to the assessment and management of social impacts of the Games.
- Access Advisory Committee - provided recommendations and advice on strategies and actions to ensure all facilities were accessible to people with disabilities.
- Protocol Working Group - developed systems and procedures that provided a co-ordinated approach to meeting the needs and requirements of dignitaries visiting Australia for the Games.
- Names Advisory Committee - provided recommendations and advice on the naming of public places, streets and roads at Homebush Bay and at other Olympic venues in western Sydney.
- Olympic Security Working Committee - responsible for the executive co-ordination of a totally integrated security operation for the Games.
- Olympic Health and Medical Working Committee - responsible for reviewing integrated planning undertaken by SOCOG, SPOC, NSW Department of Health and other external agencies in the delivery of the health and medical program for the Games.
- Central Sydney Planning & Operations Committee - responsible for planning of Central Sydney operations during the Games.
- Olympic Waterways Working Committee - addressed matters relating to the strategic and operational impact of the Olympic Sailing regatta, visiting vessels and on-water transport on Sydney Harbour.
- OCA was also responsible for finalising the MOU with the Commonwealth Government for the provision of services by Commonwealth government departments and agencies to SOCOG and SPOC.
- OCA developed a framework for the management of diverse issues such as control of airspace over venues and outdoor advertising.

Site Operations and Games Support

OCA played a major co-ordination role in ensuring the efficient pre-Games operation of Homebush Bay and other Games sites, working closely with venue and facility operators to ensure smooth day-to-day operation on an ongoing basis.

The cost of OCA's site operations role was \$99.9 million and the cost of Games support was \$61 million. Key aspects of OCA's role included:

Co-ordination of operations for events before the Games

OCA was responsible for the operational management of Homebush Bay during major sporting events prior to the Games. These events, although not officially part of the Sydney 2000 test event program, provided significant tests of the venues and of the precinct itself in terms of crowd management, safety and transport issues. Several important matches in Australia's various football codes were held in Stadium Australia before crowds in excess of 100,000 people. OCA was also responsible for providing operational oversight of the precinct during the Royal Easter Show, the largest annual event in NSW, attended by more than one million people every year since its inception at Sydney Olympic Park in 1998.

Concept of Operations Plans

Through its extensive knowledge of the site OCA played an active role with SOCOG and other Sydney 2000 organisations in developing 'concepts of operations' for Sydney Olympic Park, and used this knowledge to the benefit of operations at all other venues. These plans dealt with issues such as transport management, crowd management, access, parking and security.

Venue Operations

Following changes to the delivery of Olympic services in January 2000, OCA became part of venue management, providing a number of venue operational services such as environment operations, spectator services, catering, cleaning and waste management, in addition to its site services (buildings) role. OCA executives played key roles in Sydney 2000's Main Operations Centre during both the Olympic and Paralympic Games.

Management of Common Domain

At Games-time OCA played the lead role in management of the Common Domain, the areas surrounding venues at Sydney Olympic Park. This included planning for and managing pedestrian flows and capacities, training of the Games workforce and staffing as well as the development of spectator management strategies and guidelines and liaison with all other agencies servicing the site. OCA also developed guidelines in conjunction with the IOC in relation to news-gathering activities in the common domain by accredited non-rights holding media groups.

Integration of Media and Communications

OCA was integral to the development of operational plans and procedures for integrated media and communications and for the development of the Sydney Media Centre, which was the main facility for non-accredited media to access Games-time information.

Ongoing Maintenance and Operating Responsibility

OCA was initially responsible for the ongoing maintenance, operational responsibilities and management of the NSW Government's assets at Homebush Bay and at other sites. The Sydney Olympic Park Authority took over this responsibility for the Homebush Bay precinct on 1 July 2001. Refer to Part One: Financial Contribution by NSW Government, Financial Statement Note 16 for information on the future maintenance of other permanent Games venues.

Environmental Initiatives

The recurrent or operational cost associated with OCA's environmental programs was \$9.6 million (other than related to construction and remediation).

In fulfilling its construction and development tasks OCA was required by its Act to consider the environmental guidelines for the Games and to ensure that all development work was undertaken in an environmentally sensitive manner. This obligation was taken very seriously and construction work undertaken for the Games was based on ecologically sustainable development principles, and measures were put in place for waste management.

At the centrepiece of the environment program was the full remediation of the Homebush Bay site. Homebush Bay has been transformed from a degraded industrial area into one of the world's great sporting and recreational parks through one of the most extensive remediation projects in Australian history.

Key OCA environmental initiatives included:

- Development of the 430 hectare Millennium Parklands, which will eventually include 40 km of pedestrian and cycle trails.
- Planting 100,000 shrubs and 7,000 trees at Homebush Bay.
- Building of the largest solar-powered suburb in the world by use of photovoltaic cells on all permanent houses in the Olympic Village.
- The use of PVC was minimised.
- Introduction of recycled and purified water for toilet flushing and landscape watering.
- Extensive use of natural light and natural ventilation in building design.
- Protection of native flora and fauna including the preservation of the endangered Green and Golden Bell Frog.
- Extensive use of recycled building material.

These initiatives resulted in major environmental achievements including a reduction in greenhouse gas emissions by about 10,000 tonnes per year compared to similar facilities and over 2.9 million kilograms of building waste being recycled during construction and renovation.

Legacy

The following legacies have arisen from OCA's involvement in the Olympic and Paralympic Games:

- A provision of the OCA legislation was that Olympic venues and facilities were suitable for use after the Olympic Games and met the long term requirements of Sydney. OCA's venue procurement and construction policy provided for the long term provision of venues for the various Olympic sports. This legacy requirement has resulted in state of the art venues being placed in key areas of western Sydney as well as SOP.
- The development of SOP has provided a legacy of world class sporting facilities for NSW. The surrounding parklands provide a recreational legacy for the State.
- The development and promotion of transport infrastructure has established public transport as a critical support to major events at SOP.
- Invaluable experience gained from all OCA programs will assist with preparation for future major events.
- The facilities at SOP feature world-class environmental initiatives recognised internationally.

4.2 Transport

The Sydney Olympic and Paralympic Games involved Australia's biggest ever public transport operation. More than 38 million trips were recorded across Sydney's public transport system during the Olympic Games. Record trip and passenger levels were reached on rail, bus and ferry services. The CityRail network operated at unprecedented levels, running 24 hours per day for more than 2 weeks. The network carried more than double its normal passenger numbers.

The Olympic bus fleet was four times bigger than the largest previous fleet for a single event in Sydney. The fleet was assembled to operate in conjunction with a depot of unprecedented size and massive training, rostering and scheduling tasks. Sydney Ferries transported double their normal passenger loads.

The Olympic Roads and Transport Authority (ORTA), State Rail Authority (SRA), Roads and Traffic Authority (RTA) and State Transit Authority (STA) played major roles in providing Transport services and infrastructure for the Games. The cost of Games Transport services was \$246.7 million, after a \$120.0 million contribution from SOCOG.

The following initiatives represent key services and achievement delivered during the Games:

- ORTA
- Games Planning
- Communication
- Rail Transport
- Bus Transport
- Olympic Road Arrangements
- Olympic Transport Centre
- Transport to Venues
- Paralympic Transport
- Games-time Results
- Legacy

ORTA

ORTA was established by the NSW Government to co-ordinate all ground transport services for the Games. ORTA looked after the specific transport needs of athletes, officials, accredited media and spectators as well as ensuring that the Sydney public and private transport networks continued to function smoothly and efficiently.

This role involved the co-ordination of different transport agencies including RTA, SRA, STA and private service providers. ORTA funded costs for the private bus operators through Bus 2000 to provide designated Olympic bus services during the Games.

The Olympic Roads and Transport Authority Act 1998 and the subsequent Olympic Arrangements Act 2000 provided ORTA with the necessary powers to carry out its planning and operational delivery functions.

To facilitate Games transport, ORTA's role included:

- Accreditation of 19,403 people associated with transport for the Games.
- Procurement of 4,275 beds at 72 accommodation venues for bus drivers and management staff.
- The acquisition of 1,700 two-way radios, 2,600 mobile telephones, 4,000 safety vests and more than 1,000 night wands.

- The management of 2,200 Olympic cars that transported IOC and National Olympic Committee members and other associates of international sporting federations. This was part of a wider Olympic Games fleet.
- The acquisition and/or operation of 197 separate sites (in conjunction with OCA), including the 37 hectare 1,000 bus Olympic Family depot at Regents Park, a 550 bus depot in Randwick and a 300 bus depot at Greystanes, 73 bus layover areas, 9 car fleet depots and 32 spectator Park and Ride Sites.

Games Planning

A key objective of Games transport planning was to achieve public acceptance of public transport as a means to access major events. This was successfully achieved with record numbers of people using the Sydney public transport network and high levels of customer satisfaction with the service provided.

In terms of transport planning and logistics, the Olympics was a unique event. Meeting the demands of the Games involved addressing the complex travel patterns of athletes, officials, spectators, media and the Olympic Family. Key issues included the development of Olympic timetables to accommodate Games-time, including the significant task of determining workable bus routes to meet complex and dynamic travel patterns.

Test Events

Preparations for the Games included a series of test events aimed at allowing ORTA to trial and progressively improve the Olympic transport system. There were 3.9 million passenger trips to Sydney Olympic Park (SOP) in these test events. While not of the size of the Olympic and Paralympic Games, they were extremely valuable to the development of Games arrangements for all transport agencies.

The first Olympic test event was the 1998 Royal Easter Show. ORTA initiated a massive campaign to promote the public transport system to Homebush Bay. The outcome was successful with more than 85% of Show visitors using public transport.

ORTA also gained valuable venue experience through SOCOG test events such as the 1999 Rugby League Grand Final, hockey, handball and archery events, which were all held at SOP on the one day. This was the first time crowds had traveled to 4 SOP venues on one day. The combined events tested command and control mechanisms, vehicle permit arrangements, road management, air transport for athletes and officials, community consultation and interaction with other venue staff.

Transport Tickets

Olympic travel entitlements were included in every spectator ticket to ensure the most efficient and effective movement of people during the Games. The free spectator travel applied to the entire CityRail network and Olympic buses, and could also be used for non-competition purposes. Volunteers were also entitled to free travel on ferries and STA and private buses.

Communication

ORTA provided ongoing Games information to the public, including media releases, advertisements and the ORTA website. Communication campaigns were used to inform residents and businesses of Olympic transport plans, and to encourage changes to daily travel patterns during the Games, such as working from home.

As part of the Sydney 2000 Communications Group, ORTA made major contributions to the Sydney 2000 Official Spectator Guide. The Spectator Guide provided recommended travel routes for spectators,

including bus stops located on the SOP route, CityRail network map and estimated travel times. ORTA sought to balance usage across the entire transport system when recommending spectator routes.

The Olympic Transport Action Plan for Business provided Games information that would facilitate the normal functioning of businesses during the Games.

Rail Transport

The State Rail Authority's (SRA) contribution to the success of the Games was significant. During the Games there were 29.5 million passenger trips using CityRail services. The CityRail network facilitated train travel to Olympic venues, the daily travel of Sydney commuters as well as tourist excursions.

The Games were characterised by intense use of the CityRail fleet over a sustained period of time. To meet these demands, special Olympic rail arrangements were introduced, including an Olympic timetable and the simplification of the CityRail network, so that lines were separated and the network of services easier to operate.

The Olympic Timetable operated from 13 September to 1 October 2000. Trains operated 24 hours per day, with total services increasing from the normal 3,000 on weekdays to 3,600 each day of the Olympic timetable. Under the Olympic timetable a total of 419 trains ran to SOP each day, with a train at least every 4 minutes for 19 hours a day.

In the lead up to the Games, CityRail introduced new security measures such as closed circuit television (CCTV), high intensity lighting and long line public address systems. The Games security plan, developed in conjunction with OSCC, included the removal of rubbish bins from a number of CityRail stations along the Olympic Corridor.

CityRail's contribution included extensive support services such as maintenance, cleaning, security services, staff training and rostering. To meet Games-time demand, CityRail hired and trained additional staff, including more than 500 cleaners, 400 maintenance workers, 500 station staff, 229 drivers, 146 guards and 24 hour security patrols on key stations. More than 1,300 drivers and 1,000 guards worked during this period. In addition, 310 State Rail, CityRail and Countrylink staff volunteered to act in customer service roles during the Games. These Rail Olympic Volunteers ("Rovers") provided an important public interface for Olympic rail services.

Supporting Infrastructure

The following infrastructure projects were specifically undertaken for the Games:

- Sydney Olympic Park Railway Station was constructed as part of OCA's development of SOP.
- There were major upgrades of Sydney Central, Lidcombe and Penrith railway stations.
- Supporting infrastructure, such as footbridges and station signage, were provided.

Bus Transport

Olympic buses were secured and operated in partnership with the private industry through the Bus and Coach Association (BCA). An agreement was signed between ORTA, SOCOG and BCA for the formation of Bus 2000, a private company to procure and operate Games buses. STA played an important role by providing buses, drivers and senior management to the Olympic bus operation.

The provision of Olympic bus transport was a massive challenge. Key issues included procurement of the bus fleet, training drivers and developing workable Olympic timetables. The Olympic bus operation also required a massive bus depot and huge scheduling, fueling and maintenance tasks.

The largest Olympic bus depot was located at a 37 hectare disused Air Force site at Regents Park. Existing bus depots were not large enough to cater for the Olympic fleet, which comprised 1,000 buses for the Olympic Family alone.

Olympic Road Arrangements

Olympic road arrangements comprised measures to facilitate road events as well as a broader package of Olympic road routes to manage traffic flows throughout Sydney. ORTA worked with RTA on transport and related arrangements for the road cycling, mens' and womens' marathon and triathlon events. Clearways were established, traffic movements temporarily changed and crowd barriers erected to facilitate these events. Road measures for the marathon included 1,700 water-filled barriers, 1,130 barrier boards, 1,360 cones, 430 intersection closures and 235 staff.

The Olympic road route package, established to manage Sydney traffic flows during the Games, was divided into 3 categories:

- Primary routes used to transport athletes and other Olympic Family members.
- Spectator routes including SOP bus routes, shuttle bus routes from railway stations to non SOP venues and shuttle routes from park and ride sites to Western Suburbs venues.
- Strategic routes such as key arterial roads, which did not carry Olympic traffic but were considered important for general traffic flow.

The full route package involved 500 kilometres of freeway and 40,000 regulatory and guidance signs to assist Olympic bus and car drivers. 9 primary Olympic road routes, 13 SOP routes and 8 railway station shuttle routes were established as part of this initiative.

Clearways and other measures were implemented to ensure that key roads operated smoothly during the Games. Olympic lanes, for use by accredited Olympic vehicles, buses, taxis, bicycles and emergency vehicles, operated on the main Olympic route.

Supporting Infrastructure

RTA managed a number of infrastructure projects that supported Olympic and Paralympic road arrangements. These measures included CCTVs, signposting, linemarking and traffic management systems.

Olympic Transport Centre

ORTA progressively made the transition from planning and testing to Games command and control arrangements during the year 2000. Transport Operations Centre (TOC) was the central Olympic transport command post, linking key centres such as the Olympic Command Centre, Sydney's Train Control Centre, the SOP Common Domain Operations and the NSW Police.

During Games-time, TOC operated 24 hours per day and accommodated about 30 representatives from all transport operational areas, the NSW Police Service and OCA. Facilities included 30 video screens to monitor Olympic Transport locations, computers for incident management and access to CityRail systems and radio linkages to the Olympic Radio Network, STA and Police.

Transport to Venues

ORTA facilitated the complex transport requirements for Olympic venues by integrating transport planning with venues, sport and other wider Games functions. To deliver its aim of ensuring smooth travel to, from and around each venue, ORTA developed its venue plans in consultation with local councils, SOCOG, NSW Police and other key stakeholders.

Venue Transport Managers co-ordinated transport services at each venue, working closely with operational transport staff and SOCOG venue staff. This involved meeting the different needs of athletes, team officials, technical officials, spectators, media personnel and workers. Special arrangements were made to cater for taxis, hire cars, pedestrians, cyclists and people with disabilities.

With only Sydney 2000 accredited vehicles able to enter venues, ORTA managed the flows of vehicles in surrounding areas. A residential parking scheme operated around every venue to prevent spectators parking out local streets.

Games-time transport initiatives included:

- Dedicated bus routes for athletes.
- Special routes for buses carrying spectators to and from venues.
- Taxi and hire car ranks established as close as possible to venues.
- Secure storage facilities to facilitate cycling.
- Signposted walking routes for selected venues.
- Wheelchair accessible buses on all Olympic routes and an accessible shuttle bus service at SOP.

Spectators travelling to SOP used the CityRail network and designated Olympic bus services. Spectators accessing Darling Harbour, the second largest competition venue, mainly used existing transport services to the city. 10 other venues outside SOP, such as the Bondi Beach Volleyball Pavilion and the Sydney International Regatta Centre (Penrith), required special transport services. There were more than 1 million passenger trips to venues outside Darling Harbour and SOP requiring an average of more than 400 buses a day and more than 800 on the busiest days. The venues used existing railways stations and bus interchange facilities which were adapted for the Games while also continuing their normal roles.

ORTA developed a special roads and transport strategy for Sydney City in conjunction with other transport agencies and key groups such as OCA, the City of Sydney, and NSW Police. This plan allowed the continuation of day to day city activities, such as deliveries, while making special provisions to facilitate the unique demands of Games-time. The Olympics Live sites, large crowds and changed road conditions in the city provided transport challenges including massive pedestrian flows, maintenance of daily transport activities and the transportation of Olympic clients to and from more than 30 city hotels. Central Sydney transport initiatives included:

- Reduced vehicle numbers in the city, including the removal of general on-street parking to improve traffic flows, assist transport arrangements and pedestrian movements. Resident parking was protected and special arrangements made for emergency vehicles and people with disabilities.
- A network of lane and road closures concentrated at Circular Quay, the Rocks and roads used by Spectators accessing Darling Harbour.
- A free city bus loop linking key locations such as railway stations and the Olympic Live Sites.

Park and Ride Sites

A total of 32 Park and Ride sites were established to allow more people to access Games venues using the Olympic Transport Network. Spectators drove to a designated Park and Ride location and then used public transport for the remainder of their journey.

Super Friday was the biggest day for Park and Ride sites on the SOP bus routes, with approximately 5,700 vehicles. More cars used the sites for western venues, with more than 15,000 cars on the main equestrian days.

Transport Mall

The Transport Mall was established at the Olympic and Paralympic Athletes' Villages to facilitate the efficient and timely transportation of athletes to and from competition and training venues. Transport Mall

staff implemented ground transport strategies, including liaison with bus and other operational staff to ensure the needs of athletes and team officials were properly met.

Paralympic Transport

The special transport needs of the Paralympic Games included the athletes and Paralympic Family, large numbers of school groups attending events, a unique spectator ticketing system and the travel patterns of Sydney returning to normal daily activities.

1.2 million Paralympic tickets were sold; most were undated day passes that could be used on any day. This presented the transport issue of forecasting how demand would be spread across the Games, while also catering for commuter travel and return to normal daily activities.

The Olympic Games provided a basic framework for Paralympic Transport, however major changes were required to meet Paralympic needs. Paralympic transport initiatives included:

- Charter bus parking at SOP to cater for large numbers of school children.
- CityRail ambassadors to meet school groups and help with transport arrangements.
- SOP bus routes were scheduled for the 5 key days of the Games.
- Free rail travel extended to the outer points of the Sydney suburban network.
- Private parking was permitted at SOP, Dunc Gray Velodrome and the Sydney International Shooting Centre for people with disabilities.
- Taxi and hire car drop off points were moved closer to venues.

Accessibility was an important consideration during both the Olympic and Paralympic Games, with low floor buses acquired to assist people with disabilities. During the Olympic Games approximately 100 low floor buses were used for spectators and the Olympic workforce, 24 for the Athletes Village bus service and at least 8 for the Sydney CBD free bus loop. During the Paralympics, approximately 70 low floored buses were used for spectators and workforce, 20 buses for services within the Paralympic Village and 130 buses for transport of athletes, officials and accredited media to venues.

Games-time Results

There were more than 4.6 million passenger trips by public transport to SOP during the Olympic Games, 3.5 million by rail and 1.1 million by bus. The weekend commencing Friday 22 September 2000 marked the first days involving the biggest two SOP venues, Stadium Australia and Sydney Aquatic Centre. There were 1.2 million passenger trips to SOP over the 3 days.

There were more than 1.5 million passenger trips to venues outside SOP, more than 500,000 to Darling Harbour and more than 1 million to the Western and Eastern Venues. Almost 6 million passenger trips passed through Central Station, compared to 2.3 million normally.

RTA figures showed that road conditions were improved during the Games period, with traffic levels down 15% across Sydney and with reductions of up to 24% in peak periods.

More than 6,000 volunteer drivers were recruited and trained as part of the Australia's biggest ever car fleet operation. An additional 3,000 non-driving volunteers were managed by ORTA. ORTA's volunteer drivers worked more than 60,000 shifts, with more than 167,700 trips taken by the Olympic car fleet.

During the Paralympic Games, there were 1.2 million passenger trips to SOP. More than 6,200 transport staff were accredited, including 2,210 volunteer car drivers, 720 bus drivers and 150 volunteer navigators.

Legacy

The following reflect the ongoing transport legacy:

- NSW's public transport system has proven its ability to provide a world class service. The people of Sydney have accepted public transport as an efficient and viable travel option to access major events.
- Knowledge gained from the Olympic Transport experience can be applied to future major events across NSW as well as daily travel.
- The Games demonstrated the benefit of strong links between event organisers and transport planning.
- The Games resulted in an unprecedented level of co-ordination and integration across the State's transport agencies and modes, including co-ordinated planning, integrated ticketing, transport services and improved communications with the public. The Department of Transport is working to build on the success of the Games.
- The Games also resulted in improved relations between staff, unions and management through unprecedented levels of co-operation, and improved customer service and community communications through the provision of real time train information.
- Public transport is now firmly established as the primary means to travel to Homebush Bay for major events. This will greatly assist the long term viability of Sydney Olympic Park.
- Supporting infrastructure programs undertaken by SRA and RTA, such as station upgrades and road improvements, will provide public amenity for many years to come.

4.3 Security

To ensure a safe and secure Olympic Games, a unique Olympic security model was developed which was unobtrusive yet effective, in keeping with community expectations.

The marginal cost to NSW of the Olympic Security program was \$113.3 million, after a SOCOG contribution of \$39.5 million. It should be noted that this excludes the cost of Australian Defence Force (ADF) involvement and the cost to interstate police forces for event security outside NSW.

The following initiatives represent key services and achievements delivered during the Games:

- Games Security Framework
- Venue Security
- Athletes Village Security
- Intelligence
- Bomb Management
- Dignitary and Athlete Protection
- Traffic, Transport and Marine Security
- Commonwealth Government Involvement
- Legacy

Games Security Framework

Olympic Security Working Committee

The Olympic Security Working Committee (OSWC) was created by the Premier of NSW to oversee all security related planning. It was chaired by the NSW Commissioner of Police, and included the Director Generals of OCA and ORTA and the Deputy Chief Executive of SOCOG as well as senior officers from a number of Commonwealth departments including the Department of the Prime Minister and Cabinet. The OSWC created 12 working groups to examine issues in the following areas: security industry liaison, intelligence, marine security, aviation security, training, communications, personal security, equipment, security volunteers, media liaison, accreditation, and chemical, biological and radiological response. Membership comprised senior personnel from all relevant federal and state government and peak commercial bodies.

Olympic Security Command Centre

All security planning became the operational responsibility of the Olympic Security Command Centre (OSCC) under the Commissioner of Police. OSCC developed a Dual Security Model to delineate responsibilities for the provision of core and non-core security-related services during the Games. Under this model the SOCOG Spectator Services Program had responsibilities for planning and executing functions of crowd management, ticket checking and other non-core security-related functions. Core security was the responsibility of the NSW Police using their own resources, contract security services and security volunteers, and with the assistance of agencies such as the ADF.

OCA had a statutory responsibility for managing government relationships with SOCOG, and OSCC liaised with OCA on security planning issues for venues and events. ORTA had responsibility for planning and delivering transport services for the staging of the Games and associated events, and OSCC worked closely with ORTA on the security and policing aspects of transport arrangements.

Conceptual and Strategic Framework

The principles guiding security planning were established to:

- Protect the integrity of international entry and accreditation processes to ensure they were consistent with security and Australia's existing policies.

- Ensure all accredited persons were subjected to appropriate background checking procedures.
- Restrict sensitive areas to accredited persons.
- Sanitise all Olympic venues and sites for the presence of explosive devices prior to 'lockdown' of the venue by SOCOG, and re-sanitise as required on the basis of specific risk.
- Impose screening procedures using metal detectors and searches of hand-carried items, under the supervision of NSW Police officers, for all spectators entering Olympic venues and sites.
- Apply more thorough checking procedures of all people and items entering higher risk areas such as the Athletes Village.
- Apply strict and consistent zone controls within each venue and site, aimed primarily at the protection of the Olympic Family and VIPs.
- Impose strict and consistent controls on the entry of vehicles and commercial materials into all Olympic venues and sites.

Clear points of reference between OSCC, SOCOG and OCA at strategic, operational and tactical levels were identified. A basic tenet of this framework was the integration of all Olympic Security personnel under the command of the NSW Police Service with the Commissioner of Police in operational control. This included ADF, private security and volunteers who, with police officers, made a security workforce of approximately 11,500 on peak days. Operational tasking of specialist military personnel was under police command by agreement.

As the torch relay and some sporting events extended beyond the boundaries of NSW, OSCC provided all security operational plans and models to interstate and Oceania police services hosting the Olympic football competition and the torch relay to promote consistency in the security overlay and share the intensive planning that had been undertaken in NSW.

Games-time Framework

The development of the Games-time command, control and co-ordination framework was based on centralisation of operational elements and delivery of a rapid response capability, through co-location of elements in a single operational command facility, known as Olympic Precinct and Regional Operations (OPRO). Any public safety or security incident occurring in the greater Olympic environment, requiring a comprehensive on-ground capability to resolve, was notified to OPRO.

OPRO captured operational information through radio communications, closed circuit television (CCTV), audio conferencing, surveillance and satellite, which made the Olympic environment highly visible. These arrangements enabled a flexible decision making framework based on directive leadership and a flat command structure. Contract security staff in Games-time police operations involving the public were under direct line command of the police to ensure the level of accountability and control expected in the Australian context.

The NSW emergency service agencies worked closely with OSCC to ensure effective integration of services throughout the Games. The NSW Fire Brigades had an Olympic Planning Team at OSCC and the NSW Fire Brigades and Ambulance Service also had security liaison officers.

Venue security

The venue security policy was based on support and enforcement of SOCOG's systems of ticketing, accreditation and vehicle permits in conjunction with security measures based on the 'dread of detection' principle. To support these systems, venue security used strict access controls with magnetometer checks and random bag inspections, to which every patron was liable on entry to a venue.

A secure perimeter was established at every venue and all vehicles seeking entry were subjected to vehicle inspections. The main clusters of competition venues at Sydney Olympic Park and Darling Harbour were delineated by a secure perimeter within which security operations were co-ordinated across multiple venues. Over 5.5 million security access checks were performed on visitors to Sydney Olympic Park during the Olympic Games period.

The management of spectator areas within venues was performed by SOCOG Spectator Services which shared responsibility with Security for a variety of tasks such as access monitoring, in particular checking tickets, accreditation and vehicle permits, monitoring crowds and the management of spectator behaviour by enforcing house rules and conditions of entry.

The management of supply deliveries at venues had a major impact on venue security operations. In recognition of the risks that supply deliveries posed, requirements placed upon them included a vendor certification scheme, a master delivery schedule and the centralisation of logistics at Sydney Olympic Park for screening prior to transfer to venues.

Athletes Village Security

Security at the Arrival Gateway for athletes included x-ray screening of all baggage going into the Athletes Village. Security of the perimeter included full CCTV coverage, microphonics and a fully equipped control room at the Village. Breaches of perimeter security could be detected and transmitted instantly to perimeter patrols for rapid response.

During the Games period, a number of people were arrested for attempting unlawful entry into the village or other offences and large volumes of prohibited items were confiscated. However, the security position was not compromised at any time during the period.

Intelligence

The Olympic Intelligence Centre comprised of staff from NSW Police Service, the Australian Customs Service, the Australian Defence Forces, the Australian Federal Police, the Australian Security Intelligence Organisation, the Department of Foreign Affairs and Trade and the NSW Department of Corrective Services. Operational from September 1997, the Centre collected, analysed and disseminated corporate, criminal and national intelligence to Games Commanders. Information came from local, national and international sources. Intelligence officers were deployed to major venues, and mobile intelligence teams were deployed in response to emerging or urgent issues.

Over 1,000 intelligence reports were generated during the Torch and Games phases of operations.

Bomb Management

All venues were searched for explosives before 'lockdown' for Games use, when the accreditation system was activated, security patrols increased and security systems activated, with magnetometer-supported screening of personnel and searching of vehicles undertaken.

During the Olympic Games period, around 2,500 NSW police officials, and ADF bomb management teams, with 50 specially trained dogs, performed over 500 operational search tasks at Olympic venues, urban areas and on boats in Sydney Harbour.

Dignitary and Athlete Protection

The security overlay pre-established at Games sites provided a highly controlled environment from the outset in which to conduct special protection of dignitaries and athletes. Australian personnel provided all necessary close personal protection based on intelligence information, the level of assessed risk and consideration for the dignitary involved. Protection was also afforded to athletes by dedicated protection teams.

Traffic, Transport and Marine Security

Olympic Family and spectator transport policing was undertaken by patrols of Olympic-specific transport corridors, Olympic railway stations and transport interchanges, with assistance from private contract security officers employed by the various transport agencies. Mobile policing units monitored spectator, vehicular and pedestrian movements at key locations and along Olympic specific routes.

The sailing competition took place on six courses inside and just outside Sydney Harbour. The NSW Waterways Authority provided on-water crowd control and spectator management with the assistance of the Royal Volunteer Coastal Patrol and the Australian Volunteer Coast Guard Association. Police vessels provided field of play security and performed general policing amongst the spectator craft.

All on-water agencies were represented at the Sydney Harbour Operations Centre to facilitate waterways security and management.

Commonwealth Government Involvement

While Games security was the responsibility of the NSW Commissioner of Police, the Commonwealth Government played an important role, both in areas where it has a statutory responsibility and in contributing trained and experienced personnel.

Some 5,000 members of the Australian Defence Force (ADF), in two specialist task forces, performed a range of security tasks, as well as general support functions such as logistics, transportation and communications. ADF personnel maintained 24 vehicle checkpoints around the clock and performed an estimated 250,000 vehicle searches throughout the period of the Games. Marine security personnel, including Navy divers, performed high-risk and routine checks on Olympic watercraft and venues, floating hotels, wharves and high-use harbour areas.

The Operational Search Battalion undertook the largest deployment of Reserve forces since World War II, with members drawn from across Australia providing operational search services. A squadron of drivers was provided to ORTA, as well as managerial expertise for Olympic venues' transport, logistics and communications facilities. A Joint Incident Response Unit, including high-risk search teams and explosives detection dogs, performed 480 security operations tasks during the Games.

The Protective Security Co-ordination Centre (PSCC) provided policy advice and training on protective security and co-ordinating national programs on protective security, counter-terrorism and dignitary protection. Its Games-time role included maintaining effective liaison between the NSW authorities, Commonwealth departments and agencies responsible for Games security in these areas. Other federal agencies also contributed, with the Sydney 2000 Games Co-ordination Task Force in the Department of the Prime Minister and Cabinet facilitating arrangements.

The Australian Security Intelligence Organisation provided support with the background checking of accredited personnel.

Legacy

The following legacies have arisen from Security services provided during the Games:

- Capital purchases included communications equipment enhancements, water police vessels and other specialist police equipment, which will continue to be used well beyond the period of the Games.
- The tactical and operational cooperation that occurred between State police jurisdictions, other State agencies, Commonwealth and international agencies was unprecedented in many areas and, with the policies, systems and relationships developed, provides a significant legacy.
- In many areas, the training courses developed in preparation for the Games will benefit future operations through enhanced capability.
- In respect of counter terrorism capability, improved cross-jurisdictional training, upgraded infrastructure at various locations, and major electronic surveillance assets acquired will provide a long-term benefit to the community and the NSW Police Service.
- At the time of the Games the intelligence based risk management methodology developed by the Olympic Intelligence Centre was regarded internationally as "world best practice" and has been adopted for use at other international sporting events.

4.4 Health and Medical Services

The NSW Department of Health and NSW Ambulance Service provided Games Medical services. The cost of these services, after a \$1.1 million contribution from SOCOG, was \$8.3 million.

The Department of Health provided services such as hospital care and emergency readiness, interpreter, food inspection and health surveillance to detect and prevent illness, injury and disease. Spectator and athletes care services were provided at the Athletes Village and competition venues. The NSW Ambulance Service provided dedicated ambulances at venues, hotels used by the Olympic and Paralympic Families and the airport.

The following initiatives represent key Health and Medical services and achievements delivered during the Games:

- NSW Health Olympic Co-ordination Centre
- Health Surveillance and Reporting
- Medical Care
- Medical Interpreter Service
- Hospital Services
- Doping Program
- Food Safety Program
- Environmental Health Program
- Vessel Inspection Program
- Counter Disaster Services
- Legacy

NSW Health Olympic Co-ordination Centre

During the Games period, a Health Olympic Co-ordination Centre (HOCC) was established at the NSW Department of Health, under the direction of its Director General.

The primary role of the HOCC was to enable strategic decision making in response to Games-time contingencies, including:

- The management of issues escalated from Area Health Services or Olympic venues.
- Receiving and determining action on reports from the Health Services Disaster Control Centre (HSDCC), NSW Ambulance Service, Area Health Services, Olympic Hospitals, SOCOG's Co-ordinating Medical Centre and the Olympic Co-ordination Authority.
- Monitoring and reporting on the health of the population to allow rapid detection of outbreaks of disease and to identify unusual patterns of illness or injury.
- Co-ordinating public responses to incidents as required and managing media issues in conjunction with the Olympic Communications Centre (OCC).

Health Surveillance and Reporting

Surveillance for unusual patterns of injury and disease was implemented across Sydney, including inside Olympic venues. Existing data collection systems, such as the Notifiable Diseases Database (NDD) were enhanced and new systems were developed, including the Emergency Department Olympic Surveillance System (EDOSS). Data from these sources were integrated into an online reporting format, the Olympic Surveillance System (OSS), which was available on a secure Intranet site.

Daily reports were reviewed by the Olympic Surveillance Review Team (OSRT), chaired by the NSW Public Health Controller and attended by public health experts from metropolitan Public Health Units. A

revised edition was tabled at the daily HOCC briefing based on input from the OSRT meeting and any health action updates.

During the Paralympic Games a daily report that summarised hospital activity (for presentations and admissions), notifiable diseases, influenza surveillance and venue medical encounters was prepared.

Games-time Results

There were no infectious disease outbreaks over the Games period. However, there were injury-related incidents that required action, such as glass injuries during celebrations in the city. Key Games-time data include:

- 1,164 consultations on cruise ships.
- 14,218 consultations at Olympic venue medical centres.
- 4,375 consultations at Paralympic venue medical centres.

Medical Care

The SOCOG Medical Program provided medical care to athletes, members of the Olympic and Paralympic Families, spectators, staff, volunteers, contractors and the media. This program integrated the services of the NSW Department of Health, NSW Ambulance Service and St John's Ambulance.

Medical services were provided at competition and non-competition venues including venue medical clinics, mobile St John's Ambulance first aid teams and NSW Ambulance services to transport the ill and injured to designated hospitals. The special health and medical needs of athletes was catered for at competition venues and training sites and also within the Athletes and Paralympic Villages. Medical services included:

- A comprehensive Polyclinic within the Athletes and Paralympic Village providing 24 hour medical, emergency, optical, dental, physiotherapy, pharmacy, radiology and sports medicine facilities.
- Competition and training clinics providing first aid and emergency services, massage, physiotherapy and sports medicine services.

Medical Interpreter Service

The Department of Health maintained a comprehensive medical interpreter service based at the Polyclinic to assist the SOCOG medical program in treating athletes and other non-English speaking people at its venue medical facilities.

Games-time Results

The Medical Interpreter Service delivered 6,227 occasions of service during the Games.

Hospital Services

Hospitals within Sydney were organised as a network to minimise the impact of the Games on any one hospital and to ensure strategic management of hospital caseloads. The following hospitals had a designated support role for the Olympic Games:

- Westmead Hospital provided services to spectators from Sydney Olympic Park, where 80% of competition took place and the Blacktown competition venue.
- Concord Repatriation General Hospital was the designated hospital for all Olympic and Paralympic athletes as well as for Paralympic Games officials.
- Royal Prince Alfred Hospital (RPA) provided designated ward accommodation for the Olympic Family residing in city centre hotels. RPA also supported Darling Harbour and city venues for spectator care.

A network of Support Hospitals supplemented the three Olympic Hospitals by providing emergency services close to venues. Their primary role was to provide care for venue spectators. In addition, each

hospital was the preferred destination for members of the Olympic or Paralympic Family in the event of emergency. Other metropolitan hospitals received Olympic-related patients, such as members of the Olympic workforce and media.

The following hospitals had a designated support role for the Paralympic Games:

- Concord Repatriation Hospital was the main Paralympic Hospital providing services to the athletes and officials residing in the Paralympic Village at Sydney Olympic Park.
- Westmead Hospital provided spectator services for events at Sydney Olympic Park.
- Prince of Wales Hospital supported Sydney Harbour events.
- Arrangements were made for specialist Spinal Cord Injury care to be provided at Prince of Wales and Royal North Shore Hospitals. However, this service did not need to be utilised during the Games.

Games-time results

769 presentations and 184 admissions were reported during the Olympics and a further 107 presentations and 44 admissions during the Paralympic period.

Doping Program

SOCOG and SPOC delivered a professional and efficient Doping Control Program in accordance with the IOC Medical Code and the International Paralympic Committee Medical Controls Guide. The Doping Control Program included procurement of sample collection equipment and provision of advice relating to the testing requirements for competition venues.

The Australian Sports Drug Agency trained approximately 450 SOCOG doping volunteers in collection methods. It also provided Commonwealth funded drug tests as part of SOCOG's test event program in the lead up to the Games.

The Australian Sports Drug Testing Laboratory, which is accredited by the IOC, analysed urine samples for the Games and collaborated with the Australian Institute of Sport to develop a world first blood test for erythropoietin (EPO).

Food Safety Program

The food safety program commenced in 1999 with "Operation Foodwatch", a systematic audit of high volume, tourism related food outlets. A total of 5,131 outlets in the greater metropolitan area, including the Central Coast, Hunter and Wollongong areas were recorded on a database. With the co-operation of local government officers and Public Health Unit Staff, these outlets were rated in terms of their food safety standards. Those judged unsatisfactory were highlighted for further attention, with the objective being to reduce the number of food outlets requiring close monitoring during the Games.

The food safety program at venues was assisted by SOCOG engaging a core group of nine master caterers. These caterers were communicated to the Department of Health well before the Games, allowing close liaison to be established. Caterers were given food safety information sheets and guidance in drawing up Hazard Analysis & Critical Control Point food safety plans. In addition, ongoing liaison with OCA enabled the Department of Health to have input into the construction and fitout of food premises, including temporary structures.

Games-time Results

No outbreaks of food borne illness were detected during the Games. The following statistics provide an overview of Food Safety Program results:

- 83 food safety officers conducted daily inspections of all food outlets at venues.
- 9,000 food safety inspections of 1,066 food outlets were carried out at Olympic venues

- Operators voluntarily destroyed a total of 7.5 tonnes of food after food safety risks were identified.
- In the Athletes Village 950 samples of prepared, ready to eat foods were taken and tested for microbiological quality.

Environmental Health Program

The Department of Health and metropolitan Health Units, implemented a broad strategic environmental health program in collaboration with local councils and a range of NSW Government agencies, including OCA, SOCOG, the Environmental Protection Authority and Sydney Water Corporation. The aim of this initiative was to ensure that the highest environmental health standards were maintained during the Games.

An audit program of regulated water-cooled systems and swimming pools was carried out by local councils and Public Health Units.

All cooling towers within Olympic precincts were routinely inspected and additional inspections were conducted for towers near Olympic venues, transport hubs and community event sites.

Information was provided to the operators of swimming pools throughout NSW on best pool management to reduce *Cryptosporidium* contamination. This included information leaflets to educate the community.

An environmental health presence was provided within Olympic and Paralympic competition and non-competition venues. Each site was inspected prior to competition to ensure good public health practices had been adopted.

Games-time Results

No outbreaks of disease from environmental causes were detected during the Games period. Environmental Health Program results include:

- 26 environmental health officers carried out 33 Olympic and 24 Paralympic venue pre-event inspections.
- A total of 169 follow up inspections and 57 pool and spa inspections were carried out at regular intervals during the Games.
- 60 reports were filed on sanitation, including bacteriological sampling.

Vessel Inspection Program

The Vessel Inspection Program was established to ensure that strict health standards were maintained on cruise ships moored in Sydney Harbour during the Olympic period. The program was adapted from the United States Centre for Disease Control (CDC) program of vessel inspection.

Games-time Results

No outbreaks of disease were associated with vessels during Games-time. Vessel Inspection Program results included:

- All cruise ships used as accommodation centres during the Games underwent a full vessel inspection.
- Follow up inspections were carried out every 3 to 4 days, concentrating on food buffet services, food temperatures, water supply and swimming and spa pool maintenance.
- Bacteriological samples were collected during inspections.

Counter Disaster Services

The NSW State Disaster Plan was activated on 2 September 2000 and NSW HealthPlan placed on alert for the duration of the Olympic Games period. The key counter disaster initiatives implemented during the Games were:

- Awareness training for Chemical, Biological and Radiological emergencies was conducted across NSW prior to the Games.
- The Health Services Disaster Control Centre was staffed and the Health Incident Reporting Information System utilised during the Games.
- Rostered Medical Disaster Response Teams were established and liaison officers placed in the Sydney Police Centre.
- Mass casualty decontamination facilities were developed at seven hospital sites with additional procedures implemented at an additional five hospitals.
- Protective equipment and pharmaceutical supplies were distributed to the major hospital sites.

Games-time Results

No mass casualty emergency occurred during the Olympic and Paralympic Games. However, on Olympic Closing Ceremony night, the deployment of duty medical teams was required to Sydney Hospital and the city due to increased crowds and congestion.

Legacy

The following legacies have arisen from Health and Medical services provided during the Games:

- Invaluable experience and skills gained will benefit future health care services provided to major events.
- Partnerships between NSW Department of Health, Public Health Units, emergency departments, laboratories and other Government agencies have been enhanced.
- The Olympic surveillance and reporting experience has provided a valuable framework for future use.
- The Olympic Food Safety Program provided the following legacies:
 - Area Public Health Units can utilise Operation Foodwatch data.
 - Minor assets acquired to support the Games program will be utilised by Public Health Units.
- The Olympic Environmental Health Program provided the following legacies:
 - The establishment of an accurate cooling tower register
 - Increased awareness of and compliance with NSW Public Health Act (1991), particularly for swimming pools and cooling towers.
- The Games Vessel Inspection Program will continue to be conducted by the South Eastern and Central Sydney Public Health Units to cover Sydney based charter vessels and visiting international ships.
- Counter Disaster Services during the Games provided the following legacies:
 - Increased awareness and training in disaster response for health personnel.
 - Retention of protective equipment and pharmaceuticals.
 - Hospital decontamination units developed for the Games allow the management of contaminated patients onsite.

4.5 Waterways and Harbour Management

The Waterways Authority and Sydney Ports Corporation played a major role in the management of Sydney Harbour, the staging of water events and the visitation of international cruise ships during the Olympic and Paralympic Games. The cost of Waterways Authority and Sydney Ports Corporation Games services was \$12.0 million.

The following initiatives represent key services and achievements delivered during the Games:

- Sydney Harbour Plan of Management
- Sydney Harbour Operations Centre
- Sydney Harbour as a Games Venue
- Management of Shipping, Transport and Other Functions
- Maintaining a Working Harbour
- Olympic Hotel Ship Project
- Super Yacht Marina
- Games-time Results
- Legacy

Sydney Harbour Plan of Management

The Waterways Authority developed a Sydney Harbour Plan of Management to provide clear operational guidelines for all on-water activities during the Olympic period. This plan was developed in consultation with all stakeholders and Sydney Harbour users and contributed to the successful management of the Harbour during Games-time. In addition, a series of information publications was prepared and distributed prior to and on the day of sailing events.

Sydney Harbour Operations Centre

The Sydney Harbour Operations Centre (SHOC) located at Walsh Bay, was established as a multi-agency facility by the Waterways Authority and the OSCC to manage non-competition activities on Sydney Harbour during the Olympic period. It was an integral component of the Games Command and Control System.

The SHOC utilised a world's best practice computerised incident database and vessel tracking system to track, log and deploy vessels and personnel. This system electronically recorded and subsequently analysed incidents occurring on the Harbour. In addition, an enhanced CCTV system, developed in conjunction with the Roads and Traffic Authority, provided visual coverage and supplementary detail to the SHOC.

Sydney Harbour as a Games Venue

The Waterways Authority is responsible for the management of NSW waterways including the enforcement of on-water regulations with respect to boat safety, vessel registration, boat licenses and mooring licenses. In addition, the Authority administers over 2,000 commercial and private leases covering marinas and wharves, installs and maintains most navigational channel beacons and provides Harbour cleaning services.

The Authority played a major role in the staging of on-water events for the 2000 Olympic and Paralympic Games, including the facilitation of sailing and other events on Sydney Harbour. This role necessitated the maintenance of clear competition areas and the management of spectator and vessel traffic movements to ensure Games competition was not adversely affected.

In addition to competition areas, other parts of the Harbour were designated for special or restricted use to facilitate Games security, the Olympic transport system, the Torch Relay and the Olympic Closing Night Ceremony fireworks display.

The Waterways Authority used 155 staff members from both operational and other areas as well as 70 vessels to control on-water events. In addition, a further 200 personnel and 24 vessels were obtained from the Australian Volunteer Coast Guard and the Royal Volunteer Coastal Patrol to assist regular staff.

The following Olympic and Paralympic events involved the Waterways Authority:

- Sailing conducted on six courses on Sydney Harbour and off Sydney Heads. The Olympic Sailing Shore Base was located at Rushcutters Bay. This incorporated areas for vehicle parking, boat stand sites, boat launching ramps and sufficient moorings for competition and support vessels.
- Swimming legs of the Triathlons conducted on Sydney Harbour.
- Ceremonial events staged on Sydney Harbour such as the on-water Torch Relay legs from Manly to Homebush Bay and the Olympic Closing Night Ceremony fireworks display.

The Waterways Authority's Games role included:

- Management of event course exclusion zones.
- Management of the Harbour in conjunction with Sydney Ports Corporation to maintain normal public transport and commercial shipping services whenever possible.
- Management and control of spectator and recreational craft.
- Facilitation of on-water transport movements so that the Olympic and Paralympic Families could travel by ferry from Homebush Bay to the city.
- Installation of temporary navigation aids.
- Provision of Harbour cleaning services.

These Games roles necessitated the deployment of integrated event, spectator and transport management plans and the creation and enforcement of event exclusion zones. All possible steps were undertaken to ensure that there was no interference with Games events. Event support such as navigational aids, buoys, radios, support vessels and patrol boats was provided.

In addition, other Harbour activities such as ferry services and commercial vessel movements were co-ordinated. The Authority sought to ensure that Games services were provided in a manner that allowed the continuation of normal public transport and commercial shipping services.

Management of Shipping, Transport and Other Functions

Sydney Ports Corporation is responsible for the operation of port management activities in the commercial ports of Sydney Harbour and Botany Bay. This includes the safe navigation of vessels, allocation of wharves for commercial vessels and safe transfer of cargoes.

During the Games, the Sydney Ports Corporation was responsible for ensuring that commercial vessels entered and left Sydney Harbour during agreed shipping "windows" between 6pm and 9am each day. Sydney Ports Corporation also assisted SOCOG with the provision of temporary services and infrastructure for visiting cruise ships.

Sydney Ports Corporation's Games role included:

- Provision of berths, associated infrastructure and services to accommodate cruise ships used as floating hotels.
- Provision of berth facilities and watercraft for Harbour fireworks during Olympic Closing Ceremony celebrations.

- Ensuring that Sydney Harbour continued to function as a commercial port as far as practicable during the Games.
- Co-ordination of port related work and rail freight movements in conjunction with other transport agencies.

In addition, the Waterways Authority and Sydney Ports Corporation worked together with:

- NSW Police and other emergency agencies to ensure that efficient and integrated emergency plans and on-water security operations were in place.
- ORTA to deliver effective, safe and co-ordinated transport and traffic movement on Sydney Harbour and the Parramatta River. This included on-water transport services for Olympic and Paralympic family members, commercial shipping, public transport, charter vessels and recreational craft.
- The Environmental Protection Agency (EPA) to maintain strict environmental standards in Sydney Harbour during the Games. The EPA co-ordinated and regulated measures to prevent pollution and improve water quality in the Harbour and its estuary streams. It was also responsible for noise and air quality monitoring and reporting.

Maintaining a Working Harbour

Sydney Ports Corporation and the Waterways Authority maintained Sydney as a working Harbour during the Games. Sydney Ports liaised with ORTA to ensure that commerce and cargo movements continued as normally as possible. The aim was to minimise disruption to port activities and maintain the movement of freight cargo against the background of Olympic transport needs and sailing events.

This aim presented a logistical planning challenge as the Games period meant reduced freight access to road and rail infrastructure. To address this challenge, commercial berth and cargo management plans were developed. These plans rescheduled cargo handling and commercial shipping movements to accommodate Games events and incorporated Games-time limitations on availability of commercial wharves, which were used for cruise ship accommodation.

Extensive planning and communication strategies ensured that the rail system worked smoothly for both passengers and freight. In co-operation with the NSW State Chamber of Commerce, Sydney Ports Corporation convened a rail logistics group, which developed schedules for moving trains in and out of port during the four hours per day window available. Sydney Ports also focussed on encouraging the trading community to undertake more nighttime transport operations. Successful planning allowed Sydney Ports Corporation to service 375 vessel movements and ensure the efficient rail and road distribution of cargo. The success of the Olympics was achieved by the extensive co-operation between various Olympic, Government and private sector stakeholders. Each agency worked toward the common goal of making freight transport work within the unique Olympic environment.

Olympic Hotel Ship Project

Eight overseas cruise ships and one local vessel were utilised as floating hotels during the Sydney 2000 Games. These vessels provided approximately 6,000 additional guest beds to Sydney's accommodation supply.

The Sydney Ports Corporation managed the preparation of suitable berths and facilities for the cruise ships on behalf of SOCOG. As Sydney has only two dedicated passenger ship terminals, this required the construction of temporary facilities to cater for the ships and the conversion of several cargo wharves and naval facilities into sites where the ships could function as floating hotels.

The floating hotels were berthed at the Overseas Passenger Terminal, Garden Island and Sydney Ports Corporation wharves. Refurbishment works such as cleaning, repairing pavements, reinstating timber

wharf kerbing, replacing steelwork and repairing buildings such as gatehouses were undertaken at the floating hotel sites.

All berths required a range of additional items and services including bus shelters, road markings, sewer connections, water supply, lighting, security fences and gates. In addition, bus access and turning loops, baggage handling and storage facilities, sponsor guest processing facilities and ship servicing facilities (such as waste provisions) were established.

An important part of the design brief was to minimise disruption to normal use of berths. This meant that the temporary works were pre-fabricated for rapid installation and removal. Items such as covered walkways were assembled in modules offsite and security barriers were formed with walls of double-stacked shipping containers. To minimise the impact on the port, a strategic three-day "bump in" and a two-day "bump out" plan was established.

Super Yacht Marina

A Super Yacht Marina was constructed at Rozelle Bay to cater for visiting vessels during the Olympic Games. The facility consists of 20 berths, each capable of mooring vessels up to 75 metres in length, with 16 stern to a floating pontoon system and 4 stern to the hard dock. A further 20 smaller berths capable of accommodating vessels up to 15 metres were built as part of the floating pontoon system.

The Waterways Authority facilitated a variety of support services for super yachts including electricity, telephone, fresh water and sewerage connections. In addition, security gates were installed at the top of each pontoon.

The Waterways Authority provided visiting captains with instructions on cruising in Sydney Harbour and worked closely with Customs and Quarantine to ensure entry into Sydney was as seamless as possible.

The Super Yacht Marina hosted 13 vessels during the Sydney Games, ranging from 32 to 71 metres in length.

Games-time Results

There were very few instances of non-compliance with Olympic arrangements. The co-operation of commercial and recreational users of the Harbour contributed to the success of on-water events.

Sydney continued to function as a working port during the Games and Sydney Ports facilitated the use of visiting cruise ships as floating hotels.

Legacy

The following legacies have arisen from Sydney Ports Corporation and NSW Waterways Authority involvement in the Sydney 2000 Games:

- Enhanced understanding of the operational requirements for large events. Resources and logistics were managed efficiently in a complex operating environment.
- The SHOC has been reestablished at Rozelle Bay as a State Operations Centre from September 2001. This Centre functions as a central control mechanism for major events on Sydney Harbour and elsewhere in NSW, as well as a command centre to manage incidents and safety compliance campaigns.
- The Sydney Harbour Plan of Management has provided a snapshot of Sydney Harbour in the year 2000 that can be used for future planning and waterways management.
- The Super Yacht Marina represents a legacy asset for the NSW Government.

4.6 Other Services

Other NSW Government agencies provided various key support services and facilities during the Olympic and Paralympic Games. The total cost of these agencies was \$23.4 million. This includes the following agencies as well as others with little or no marginal cost impact from the Games:

1. NSW Fire Brigades
2. Department of Sport and Recreation
3. National Parks and Wildlife Service
4. Royal Botanic Gardens
5. State Emergency Services
6. Premier's Department

1. NSW Fire Brigades

The NSW Fire Brigades (NSWFB) provided fire and emergency protection to athletes, officials, spectators and the Olympic Family during the Olympic and Paralympic Games. The cost of NSW Fire Brigades services during the Games was \$3.4 million (comprised of \$3.1 million operating expenditure and \$0.3 million supporting infrastructure).

The NSWFB's "Fire Crew 2000", comprising 40 Station Officers and 120 fire fighters, were stationed within venues. Over 80% of the NSWFB's Olympic Budget related to wages as increased service demands were met by personnel working overtime.

NSWFB delivered the following services and achievements during the Games:

- Preparation and Capability
- Venue Protection
- Chemical, Biological and Radiological (CBR) Response
- Games-time Results
- Legacy

Preparation and Capability

In 1995 NSWFB established an Olympic Co-ordinating Committee to allocate responsibility for Games planning and preparation to line managers. This Committee continued until the establishment of a dedicated Olympic Planning Office in 1998.

NSWFB worked in conjunction with OCA, SOCOG, NSW Police and other agencies to provide the highest level of emergency service during the Games.

NSWFB conducted a comprehensive risk assessment process to support its preparation for the Games, and adopted necessary risk reduction strategies. NSWFB's Games capability comprised:

- Venue Fire Crews.
- External response capability from existing fire stations, providing support to venues crews.
- Urban Search and Rescue response capability.
- Chemical, Biological and Radiological Response (CBR) capability.
- A Reconnaissance team was available on a 24 hour basis from 15 September to 4 October to provide specialist command support to ground crews in the event of structural collapse or CBR incidents.
- NSWFB established a Brigades' Olympic and Paralympic Co-ordination Centre to manage the day to day co-ordination of staffing and logistical requirements for the Olympic and Paralympic venues.
- Brigades Liaison Officers were strategically positioned in external co-ordination centres during the Olympic and Paralympic periods to ensure effective communication and co-ordination between agencies and to arrange access to Games venues and restricted areas when required.

- NSWFB Superintendents and other officers shared the 24-hour positions of Liaison Officer in the Police Olympic Precinct and Regional Operations Centre and the Common Domain Operations Centre during the Games. Officers also attended the Olympic Transport Operations Centre.
- NSWFB had the ability to activate its Major Incident Co-ordination Centre at Alexandria if a major incident occurred.
- NSWFB leased electric carts to act as Rapid Intervention Vehicles (RIV) for fire crews to get into and around congested areas in the Stadium and the International Broadcast Centre.
- Other supporting vehicles included a prototype four wheel drive RIV, purchased during the lead up to the Games and used at the RAS Fire Station, leased petrol driven Combo vans used throughout the Homebush Olympic site and a new Type 4 Urban Pumper trialed at Olympic venues during the Games.

Venue Protection

In conjunction with OSCC, NSWFB developed extensive plans, policies and procedures to ensure safety, and adopted the following strategies:

- The Fire Safety Division ensured that venues complied with the Building Code of Australia.
- Regular inspections of Olympic facilities and venues were conducted before and during the Games.
- Prior to the Games an extensive inspection regime was established for Backpackers Hostels and other city and suburban accommodation.
- Sufficient resources were strategically located for each venue.

During the Games there were three levels of NSWFB response resources for Sydney Olympic Park (SOP). These were resources within venues, the surrounding precinct and outside the Olympic area. Seven temporary fire stations were constructed and fitted out within SOP, Darling Harbour and the Media and Athletes' Villages.

Road events such as the Torch Relay and marathons were serviced by deployment of resources at strategic locations along the route. Other venues were supplemented by dedicated external resources to support venue staff during competition hours. The Urban Domain was supported by increasing staff on duty and providing additional standby equipment. NSWFB worked closely with the Rural Fire Service (RFS) in matters concerning Western venues located in RFS fire districts.

Chemical, Biological and Radiological Response

To address the risk of terrorism, including a possible chemical, biological or radiological (CBR) incident, the Olympic Security Working Committee brought together relevant Commonwealth and State organisations.

The following key CBR initiatives were established:

- A CBR awareness training program was provided to NSWFB, Police and Australian Defence Force personnel.
- Specialised equipment was purchased to enhance NSWFB's CBR capability, including chemical detectors, protective clothing, mass decontamination shelter, bulk storage module for protective clothing and supplies, pharmaceuticals and victim identification kits.
- A sampling kit was developed to ensure that substance samples could be taken as soon as possible after an incident.
- The Hazardous Materials Emergency Sub-Plan ("Hazmat Plan"), which details special arrangements for all NSW hazardous materials emergencies, was revised to cover CBR. The reissued Hazmat Plan became the overarching plan for the State.
- Fire Stations carried out decontamination drills in conjunction with hospitals.
- Nine hospitals throughout Sydney were equipped with permanent decontamination facilities.

Games-time Results

Sydney did not experience any major incidents during the Olympic and Paralympic Games. Stringent safety and prevention measures, such as dedicated staff at venues, minimised the risk of fire and other emergency incidents. In addition, effective response capabilities minimised incidents that did occur.

At the beginning of the Games period, unusually hot weather led to an outbreak of bushfires in NSW and total fire bans were declared in the Sydney area. Minor grass fires occurred within the Sydney Olympic Precinct, however all were quickly contained and strategies put in place to manage this hazard.

The Police Olympic Precinct and Regional Operations Centre processed a number of bomb threats. The majority of these threats did not require a response from NSWFB. Four incidents required NSWFB to provide standby resources to the NSW Police Bomb Disposal Squad.

During the Games period the NSWFB responded to 143 calls to Olympic related incidents and 20 calls to Paralympic related incidents

Legacy

The following legacies have arisen from NSWFB's involvement in the Sydney 2000 Games:

- NSWFB improved its capacity to deliver a world-class fire and emergency service.
- Enhanced understanding of the operational requirements for large events. Both planning and delivery stages provided NSWFB with critical experience.
- NSWFB resources and logistics can be managed efficiently in a complex operational environment. Examples include rosters, accreditation, training, and resource mix given diverse Games venues.
- Partnerships with other agencies to deliver an integrated service to the community.
- New skills provided by Games planning and training will improve future NSWFB services.
- A major legacy resulting from the Games is NSWFB's enhanced capability and expertise in dealing with Chemical, Biological and Radiological threats.

2. Department of Sport and Recreation

The Department of Sport and Recreation played a major role in providing training facilities and accommodation for the Games. The cost of capital expenditure on training facilities was \$8.8 million and an additional \$0.2 million was spent on providing training and accommodation services.

The following initiatives represent key services and achievements delivered during the Games:

- Olympic Training Facilities and Support
- Olympic Games Accommodation
- Other Programs
- Legacy

Olympic Training Facilities and Support

The Department of Sport and Recreation contributed to the construction of training facilities for athletes attending the Games. These facilities were provided in line with Sydney 2000 Bid requirements and consisted of upgrades to sporting venues to provide 5 world class training facilities. The facilities consist of 2 athletics tracks, 1 water polo venue, 1 athletics throws and 1 baseball training facility.

The Department provided a co-ordinated approach to the promotion of NSW as the most appropriate centre for pre Olympic and Paralympic Games training. Advisory services were provided to the National Olympic Committees to assist them with the planning and preparation of pre-Games training at NSW venues.

55 National Olympic Committees selected NSW as their location for pre-Games training camps. The Department provided training facilities on a fee for service basis. These camps were held at 6 metropolitan Sydney locations and 36 regional locations. This included the Sydney Academy of Sport at Narrabeen which accommodated a total of 115 French Olympic and Belgium Paralympic team members over an average of 19 days.

Olympic Games Accommodation

The Department provided accommodation for Olympic Teams, entertainers and operational staff directly involved with the Games on a fee for service basis. A total of 1,503 people from American Entertainment groups were accommodated at 5 Departmental centres for an average stay of 8.25 nights. These centres successfully handled the large volume of international visitors.

Other Programs

The Western Region Academy of Sport organised anti-doping seminars for 500 athletes and coaches, conducted by high profile Olympic athletes

The Department's Sydney region, in partnership with the Westpac Children 2000 Program and Police and Community Youth Clubs, developed a program which offered disadvantaged Sydney youth an opportunity to experience the Games. This program allowed people to attend the Games, who due to socioeconomic factors would not otherwise have had this opportunity. 250 young people attended Games events and subsequently displayed a greater interest in participating in sport.

The Department's Central Coast and the South Coast regions developed post Olympic programs to build solid relations in the Sport and Recreation industry and enhance links between elite sport and the community. These programs were designed to promote the benefits of sport and capitalise on the interest created by the Games.

Legacy

The following legacies have arisen from the Department of Sport and Recreation's involvement in the Olympic and Paralympic Games:

- The sporting community of NSW, particularly Western Sydney, has been left with a legacy of world class sporting facilities. It is anticipated that the availability of these facilities will increase sport participation rates.
- Department staff gained valuable experience in providing services and facilities for elite athletes at a major international event.
- Disadvantaged youth have been given the opportunity to experience the Games and have shown a greater interest in participating in sport.
- Post Olympic programs have been developed to promote sport in the community.

3. National Parks and Wildlife Service

The NSW National Parks and Wildlife Service (NPWS) assisted with the hosting of Olympic and Paralympic Games sailing and other events. NPWS provided a safe environment for visitors, protected Sydney Harbour National Park and provided equity of access to Harbour vantage points. The cost of NPWS Games support was \$2.2 million.

The following initiatives represent key services and achievements delivered during the Games:

- Sailing Events Support
- Sydney Harbour Vantage Point Improvements
- Other Initiatives and Events

- Games-time Results
- Legacy

Sailing Events Support

In providing support to Olympic and Paralympic sailing events, NPWS had the following objectives in relation to Sydney Harbour National Park:

- Protection of the Park's heritage value.
- Ensuring the safety of visitors.
- Ensuring equity of access and appreciation of the Park.

Olympic Games Sailing Support

200 NPWS staff from around the State, 21 volunteers and 15 guest rangers from other States were involved in the on ground operation at Sydney Harbour National Park during the Olympic and Paralympic Sailing events and Olympic Closing Night Celebration. Approximately 50,000 people visited the Park during the Games, many were first time overseas visitors.

During the Olympic sailing competition, 25,000 people visited six key spectator vantage points at North Head, Dobroyd Head, Middle Head, Bradleys Head, South Head and Nielsen Park. Information stations established at these vantage points fielded 5,600 enquiries, of which approximately 80% related to the sailing competition. NPWS staff accessed a live Olympic Sailing website to relay information about race start times and results to spectators.

The SOBO Outside Broadcast Unit, Hong Kong TV and other rights holders filmed various aspects of the sailing competition from Games vantage points. In addition, twenty three consents to undertake commercial filming or photography, within the Sydney Harbour National Park, were issued during the Olympic period.

During the sailing competition and closing night celebrations, NPWS provided a liaison officer at the NSW Waterways Sydney Harbour Operations Centre to assist with the management of Harbour activities.

Paralympic Games Sailing Support

During the Paralympic Games sailing competition, approximately 5,000 people visited two key spectator points at Bradleys Head and Nielsen Park. Information stations were established at Bradleys Head and the forecourt at Cadmans Cottage, The Rocks. These information stations fielded over 400 enquiries.

Sydney Harbour Vantage Point Improvements

Facilities at Sydney Harbour vantage points were enhanced to ensure visitors experienced a safe and enjoyable time. Walking tracks at Bradley's Head and South Head were substantially upgraded to improve access for people with disabilities and to provide increased spectator viewing opportunities.

Viewing platforms were constructed at Bradley's Head, Dobroyd Head and South Head. Major conservation works were also undertaken to heritage buildings and structures including Cadman's Cottage, Fort Denison and Keepers Cottages at South Head. These improvements will benefit spectators at future Harbour events and celebrations.

Other Initiatives and Events

The Western Sydney Regional Park hosted the Olympic and Paralympic Equestrian and Olympic mountain bike events. Up to 60,000 spectators attended on the busiest days and the Park was staffed by a team of 12 NPWS employees and volunteers to assist SOCOG with crowd control, safety, risk management and

promotion of NPWS. Fences used in the equestrian cross-country course will be retained as part of a permanent Olympic trail for future Park visitors to use.

The Olympic and Paralympic torch relays passed through various NPWS parks throughout the State and NPWS participated in the Olympic Arts Festival exhibition "State of the Waratah".

NPWS issued special publications during the Games period including an Olympics issue of the Sydney Visitors Guide, covering parks within a day's drive of Sydney and a revised access guide for people with disabilities.

Games-time Results

Sydney Harbour National Park provided excellent, accessible vantage points for spectators to view sailing events and Harbour celebrations such as the Olympic Closing Ceremony Fireworks display.

No major incidents, injuries or emergencies occurred in Sydney Harbour National Park during the Games period.

NPWS staff closely monitored the impacts of the Games on wildlife, particularly the population of threatened species and excluded visitors from sensitive areas. Impact on the heritage areas of the Park was sustainable.

Legacy

The following legacies have arisen from NPWS's involvement in the Olympic and Paralympic Games:

- Valuable project management and event planning experience.
- Enhanced facilities for spectators at Sydney Harbour Vantage Points.
- International promotion of Sydney Harbour through the facilitation of television broadcasts and other photography.

4. Royal Botanic Gardens

The Royal Botanic Gardens and the Domain were venues for the Olympics. They were part of the Womens' and Mens' Triathlon course and also provided spectator vantage points for Sailing and Marathon events. In addition, the Torch Relays for both the Olympic and Paralympic Games passed through these venues and the Domain hosted an Olympics Live site. The Royal Botanic Gardens generated an operating surplus of \$0.4 million from its Games support role and spent \$1.1 million on the provision of supporting infrastructure.

The following initiatives represent key services and achievements delivered during the Games:

- Events Support
- Games-time Results
- Legacy

Events Support

The Royal Botanic Gardens and Domain Trust, undertook a high level of planning to prepare for the Games. This involved extensive liaison with other agencies such as OCA and the support of volunteers.

An Operations Centre was maintained to control all Olympic activities and support the crowds attending sporting and cultural events. Infrastructure and facilities were managed in conjunction with OCA, SOBO and SOCOG.

A number of programs were initiated during Olympic planning, which will provide a legacy benefit to the community. These include:

- Widening of the Seawall Path.
- Installation of lighting along the Seawall from the Opera House to Mrs Macquaries Point.
- New fencing around Mrs Macquaries Point.
- Repairs to Mrs Macquaries Road.
- Installation of a sub-station at the Yurong toilets.
- Installation of power kiosk in the Yurong, Tarpeian and Philip precincts.
- Permanent sewerage connections in the Gardens and in the Yurong and Philip precincts.

Games-time Results

The Gardens were maintained at a high level during the Games and successfully catered for the increased number of visitations. 25,000 spectators viewed sporting events from the site each day and it is estimated that visitations increased by over 300,000. On the first day of competition, the Gardens were seen by an estimated worldwide television audience of over 3.5 billion.

The Domain was one of 6 Olympics Live sites throughout the city. The Domain Live Site hosted daily sports coverage on large screens and 7 major concerts of up to 80,000 people.

The Gardens hosted the "State of the Waratah" exhibition, as part of the Olympics Arts Festival. This focussed on all aspects of the Waratah, including its use in design, art, fashion, architecture and commerce.

The Olympic Closing Ceremony celebration and associated city celebrations, including the fireworks spectacular, resulted in the largest single gathering in the Gardens. An estimated 55,000 people attended Mrs Macquaries Point and up to 80,000 people attended the Domain Olympics Live site concert.

Legacy

The following legacies have arisen from the Royal Botanic Gardens involvement in the Olympic and Paralympic Games:

- Valuable project management and event planning experience.
- Legacy improvements, such as widening of the Seawall Path and installation of lighting will provide public amenity for many years to come.

5. State Emergency Services

The NSW State Emergency Service (SES) supported NSW Police with the provision of security services for the Olympic and Paralympic Games. The cost of SES Games support was \$0.4 million.

Security Support

SES volunteers were trained to the appropriate standard to assist NSW Police with the provision of Games security.

All volunteers were provided with a new set of SES uniforms and overalls. Accommodation was provided to transport volunteers to ensure equity between city and rural volunteers. Over 100 volunteers from rural communities were utilised by the SES in delivering assistance to the Police.

An Olympic Liaison Officer and Planning Officer were appointed to oversee Games programs and other staff worked overtime to meet Games commitments.

SES Headquarters was operational 24 hours per day during the Olympic period and an amended State Emergency Management Plan was implemented for the period, accommodating the impact of the scale of the event.

Legacy

The following legacies have arisen from SES involvement in the Olympic and Paralympic Games:

- SES Volunteers successfully provided support services to the NSW Police. Valuable experience has been gained which will assist future major events.
- New uniforms have been acquired.

6. NSW Premier's Department

The NSW Premier's Department provided a Protocol Program for International VIP Visitors during the Games. The cost of these protocol services was \$3.1 million.

Protocol Program

The Olympic and Paralympic Games created national and international protocol responsibilities for the State. A special Protocol Program was established by Government to meet the needs and expectations of distinguished visitors to Sydney during the Games.

The program addressed both protocol and security aspects of visit arrangements. It also focussed on the achievement of long term strategic investment and trade opportunities for the State.

120 specially selected protocol officials were deployed from various Public Sector agencies for the Olympic and Paralympic Games period. Protocol officials were comprehensively trained and then allocated to individual visitors or designated centres that supported the program. These centres included Sydney Airport, the Hospitality Centre at Sydney Olympic Park, Venue Hospitality Suites and the Sydney 2000 Protocol Operations Centre.

This program was managed by the Premier's Department in consultation with the NSW Department of State and Regional Development.

Legacy

The Olympic and Paralympic Games Protocol Program has provided international visitors with positive impressions of Sydney. This may create future investment and trade opportunities for the State.

4.7 Sydney Organising Committee for the Olympic Games

The Sydney Organising Committee for the Olympic Games (SOCOG) was established as a NSW Government statutory corporation in November 1993.

SOCOG's primary responsibility was for the planning, organising, managing and staging the Sydney 2000 Olympic Games and its mission was "to deliver to the athletes of the world and to the Olympic Movement on behalf of all Australians, the most harmonious, athlete-oriented, technically excellent and culturally enhancing Olympic Games of the modern era".

In fulfilling its responsibilities of organising and staging the Games, SOCOG incurred total expenditure of \$2,892.7 million and raised revenue totaling \$2,832.9 million. The \$59.8 million excess of expenditure over revenue was funded by the NSW Government in accordance with its underwriting obligations. This occurred via draw down from the \$140 million contingency funds provided by the NSW Government to SOCOG in June 2000. The \$80.2 million unused contingency balance was returned to the NSW Government upon dissolution of SOCOG in October 2001.

SOCOG's revenue of \$2,832.9 million was generated mainly from marketing of TV Rights, Sponsorship, Consumer Products and Tickets. Program operating expenditure totaled \$2,424.6 million resulting in an operating surplus of \$408.3 million. In addition SOCOG incurred expenditure totaling \$468.1 million through legacy contributions provided to the Australian Olympic Foundation to help finance future generations of athletes, to SPOC and to the NSW Government as contributions to new venue construction and rentals including the Sydney Aquatic and Athletic Centres, and Athletes and Media Villages.

A summary of SOCOG's major Marketing and Operations responsibilities and deliverables is provided below.

Marketing

The Olympic Movement, throughout its history, has depended on partnership with the business community to stage the Olympic Games and to support the Olympic athletes. The Sydney 2000 marketing effort stands as the most successful Olympic marketing ever.

Sponsorship

Gross sponsorship revenue generated was \$711.4 million of which \$351.0 million was in cash and \$360.4 million in sponsor provided goods and services (value in kind). After royalty payments to the IOC, net sponsorship revenue totaled \$686.1 million.

The IOC worldwide 'The Olympic Program' (TOP) achieved \$232 million in gross revenue for the Sydney Games from eleven participating partners. The local sponsorship program, which generated \$479 million in gross revenue, was the most financially successful domestic program in Olympic history. The local sponsorship revenue was over double the Bid target and represented more revenue than the Atlanta domestic program in a national marketplace that is nearly 15 times smaller.

Broadcast Rights

SOCOG achieved record revenue of \$1,132.8 million from Broadcast Rights.

The Sydney Games now stand as the most watched sporting event ever. More than 3.7 billion people tuned in to watch, representing a twenty percent increase over the Atlanta Games. Sydney 2000 was broadcast in 220 countries and generated more than 36 billion television viewing hours.

SOCOG established the world's largest ever broadcast operation to deliver in excess of 3,500 hours of host broadcast coverage of over 300 competition and ceremonial events to over 200 television and radio rights holders. More than 15,000 broadcasters and staff from around the world were located in the 70,000 square metre International Broadcast Centre and provided with the necessary facilities, equipment, services and systems.

Consumer Products

Consumer Products Division generated revenue for SOCOG, after payment of royalties to the IOC, of \$72.2 million. This was an excellent result considering the size of the Australian market.

SOCOG's royalty revenue was primarily earned from:

- Licensing
- Olympic Coin sales
- Olympic Store sales
- Games-time Concession sales

SOCOG developed a comprehensive and cohesive merchandise range. About 100 licensees produced more than 3000 different product lines that were sold in more than 2000 retail outlets across Australia generating about \$800 million in retail sales. On-line retailing through SOCOG's web site was available for the first time at an Olympic Games.

Ticketing

Net ticketing income after royalty payments to the IOC was \$616.9 million. This increases to \$660.9 million when the \$44 million Federal Government Grant to cover the introduction of GST is included.

There were 6.7 million Olympic Games tickets sold, out of 7.6 million available tickets. This was an outstanding result and represented an Olympic ticketing record in terms of percentage sales of all available tickets (88%). For events held in Sydney, over 92% of tickets were sold.

Venue Operations

Total venue planning and venue operating costs amounted to \$139.4 million.

The Venue Operations Division was responsible for developing and implementing site plans and integrated operating plans for the management and operation of each of the 190 Olympic competition and non-competition venues.

Planning for the requirements to operate the venues was a massive organisation and co-ordination task bringing together a range of major activities covering detailed day by day operating plans, procedures, equipment, furniture, fitout, staffing, services and supplies.

Spectator Services staff were 'the face of the Games' and had a significant role in influencing spectators' experiences. The Spectator Services workforce formed part of the venue teams and comprised 2000 paid staff and 12,500 volunteers. Major functions included crowd flow, access monitoring and ticket taking, ushering, providing information to spectators and other venue support. Under arrangements made between OCA and SOCOG early in 2000, delivery of spectator services became the responsibility of OCA.

Olympic Overlay

SOCOG incurred expenditure of \$391.5 million for Olympic Overlay. The Overlay Program had responsibility for planning, specification and development of operational solutions for the temporary adaptation of competition and non-competition venues and the installation of temporary venues, facilities and equipment to meet the defined needs of International Federations, the IOC and SOCOG's Programs and Sports Division. Delivery of Overlay construction works was outsourced to OCA under a Guaranteed Maximum Price arrangement. The Overlay program was supplemented by OCA's operations in the common and urban domain areas outside of the venues.

The Overlay planning process covered areas such as field of play, seating, warm-up areas, lighting, power, broadcast compounds, press centre and conference rooms, staff centres, temporary upgrades and expansion (e.g. Sydney Aquatic Centre), Olympic Family catering, accreditation zones, front of house and back of house spaces, furniture, fittings, equipment, Look of the Games and services for all competition venues as well as training and non-competition venues including MPC, IBC and Millennium Marquee at Sydney Olympic Park.

Games Services

Operational Programs such as Catering, Accommodation, Accreditation, Cleaning and Waste and Procurement/Logistics have been classified as Games Services in SOCOG's Financial Statements. Total gross expenditure for this cluster of Programs was \$142.2 million. The Catering, Accommodation and Procurement Programs generated commissions and fees totaling \$43 million. Key outputs of the Games Services Programs include:

- Catering to all customer groups during the Games, such as athletes and team officials, Olympic Family members, Games workforce, sponsors, technical officials, media and spectators. During the Games about 13 million meals were served and 210,000 boxed meals provided to the workforce.
- Planning, co-ordination and management of the delivery of cleaning and waste, linen and laundry services for all venues and Villages.
- Registration and issue of 247,000 accreditation passes with venue access entitlements for all Games participants.
- Managing, for the Olympic Family, all room and bed allocations, rate negotiations, inventory management and billings. Agreements were signed with hotels and cruise ships to deliver approximately 24,000 rooms and cabins and with schools, universities and colleges for about 10,000 beds.
- Procurement, delivery scheduling, storage, transportation and disposal of equipment, goods and services required to stage the Games.

Sport

11,000 athletes from 199 countries competed across a record 28 sports (including new sports such as triathlon and taekwondo), 40 disciplines and 16 days of competition. There were 300 medal events and 35 new events. The venues, training facilities and Athletes Village were the best the world has seen and free travel and lodging were provided for every athlete in accordance with Sydney's Bid undertakings.

Hosting the Olympic sports program required management and responsibility of the following key areas, which resulted in expenditure of \$137.5 million:

- Planning and management of the sport competitions including training and establishing the Competition Schedule; tracking qualifications of athletes/teams and management of the entry process; ensuring sports equipment and technology in scoring, timing and results meet International Federations requirements; and managing the presentation and operation of sport at venues.

- Planning, management and operation of the Games Doping Control Program. A total of 2,100 doping tests for the Games competition and a further 700 out-of-competition tests were conducted. Blood erythropoietin (EPO) tests were introduced for the first time at an Olympic Games.
- Providing medical care to athletes, members of the Olympic Family, spectators, staff, volunteers, contractors and media.
- Providing communications and logistical support to National Olympic Committees (NOCs) and the IOC.
- Providing language services for maintenance of the two official languages (English and French) and meeting communication needs of all members of the Olympic Family. For the Sydney Games, 88 interpreters were contracted, a significant number of which were recruited from overseas, and together with 898 specialist volunteers were assigned across competition venues, Main Press Centre, Athletes Village and Olympic Family hotels.

Games Workforce

Total expenditure incurred by the Games Workforce Division was \$79.1 million.

The Division had overall responsibility for planning, recruitment and training of paid and temporary staff, volunteers and contractors; workforce administration, communications and development and implementation of workforce policies and procedures; staff deployment and personnel-related services at venues; transition to Paralympics; and designing, procuring and distributing uniforms.

There were over 80,000 staff, volunteers and contractors engaged during the Olympic Games. The recruitment, training and deployment of these resources represented the most complex and extensive peace time personnel challenge that Australia has witnessed. Furthermore the Sydney 2000 Workforce was widely acclaimed for its outstanding contribution to the success of the Games, particularly the efforts of the 46,000 volunteers for the Olympic Games and a further 15,000 volunteers for the Paralympic Games.

Villages

SOCOG worked with OCA in the planning, development management, fitout and operations at the Olympic, Media and Technical Officials Villages. Total gross expenditure was \$191.8 million. Almost \$41 million in revenue was generated, principally from residents at the Media Village.

Athletes Village

The Athletes Village was open from 2 September to 4 October 2000 and was the first in Games history to provide for all athletes and team officials in the one location. The Village accommodated over 15,000 athletes and officials and was immediately adjacent to Sydney Olympic Park.

The Village fully met athletes residential requirements delivering wholesome, fresh, familiar food, comfortable accommodation and clean facilities as well as providing for their transport, security, retail, recreation, entertainment, medical and informational needs.

High quality food was provided at two dining outlets. The Main Dining Hall seated 4,900 people at a time and covered 14,800 square metres. The Casual Dining Facility seated 500 people in the Residential Zone and 200 in the International Zone.

There were 1,500 items each day on four menus – international, vegetarian, halal and kosher. During the Games' peak, 62,000 meals a day were served. Two million litres of bottled water, 150,000 litres of milk, 110,000 kg of beef, 82,000 kg of seafood and 10,000 kg of pasta were consumed over the course of the Games. The 250 chefs at the Village were recruited from across Australia and the world.

The Athletes Village had all the requirements of a fully serviced town. At the time of the Games, the Village was the fifth largest town in NSW. About 520 paid staff, 2,100 volunteers and 6,500 contractor staff worked in the Village. During the 33 days of operation, the beds were made 396,000 times and the 4,000 bathrooms cleaned daily.

Media Village

The Media Village was developed from late colonial period public buildings that were once the Lidcombe hospital. The Village provided accommodation, food and beverage, work environment and 24 hour services expected from a modern hotel as well as transport to IBC, MPC and competition venues.

During the Games 5,800 members of the accredited media lived in the Media Village.

Technical Officials Village

The 1,300 judges, referees and technical officials were accommodated and provided with hotel-type services including transport at three different university campuses within Sydney.

Ticketing Operations

To achieve Sydney's ticketing revenue outcome required the planning and implementation of the biggest ticket operation in Australian history. This included development and operation of order processing and inventory management systems; determination of ticket prices; design, production and distribution of public offer 'Ticket Book'; seat allocation; printing and distribution of tickets; and promotion, marketing and sales through box offices, call centre and internet.

Total operations and marketing expenditure was \$112.4 million.

Communications and Press Operations

Total gross expenditure for these SOCOG functions was \$25.2 million.

Communications and Community Relations

This involved management of SOCOG's communications with the national and international media, corporate business, community and sporting groups, tourism bodies, councils, schools, ethnic and indigenous communities, and the general public. In the years leading up to the Games the focus was to inform and inspire Australians to embrace Olympism and build support for the Games. This was particularly important for campaigns such as Volunteer Recruitment and ticket marketing, and launch of the mascots and the Torch Relay.

Other key communications elements included the National Education Program which reached over three million Australian students to ensure all Australian students experienced a sense of involvement in the Sydney Games through curriculum-focused initiatives.

SOCOG's communications activities were merged into a Sydney 2000 operation from the beginning of the year 2000 to ensure there was a co-ordinated public communications strategy and release of information (e.g. 'Spectator Guides') during the critical months leading up to the Games and over the Games period.

Press Operations

This Program had responsibility for providing all facilities and services, including publications, Games results and other information for the members of the written and photographic press at the Media Press Centre (MPC) and all Games competition venues.

The MPC was located in a 40,000 square metre facility at Sydney Olympic Park and was designed and developed to provide the technology, telecommunications, facilities, services and space to meet specified media requirements. The venue included 11,000 square metres of office space rented to media organisations, Press Room and Conference Centre, Image Centre, catering areas and logistics compound as well as banking, hairdresser and travel services.

The MPC opened its doors to 5,300 journalists and photographers on 15 August and operated 24 hours daily from 2 September until 2 October. It required 114 paid staff, 1,113 volunteers and 1,078 contractors to manage and operate.

Technology

The Technology Division managed the planning, development, implementation and operation of the technology systems and services supporting SOCOG and the Sydney Games by delivering information technology, telecommunications, audiovisual and general technology support. By Games-time the Division consisted of 8,500 people, including 4,500 volunteers.

Total Technology expenditure amounted to \$406.5 million. A significant portion of which related to sponsor provided 'value in kind' products and services.

The key Technology systems managed included:

- Games Management Systems such as accreditation, medical, staffing and logistics.
- Core transmission network providing telephony and IBM wideband data for results and Games management systems including connections to all competition and key non-competition venues and installation of 35,000 telecom peripherals and a further 15,000 on Rate Card.
- Results systems for each sport, Commentator Information System, TV Graphics, Data Display System and Entries and Qualification systems.
- Headquarters desktop technology.

In conjunction with IBM, SOCOG operated the web site www.olympics.com. This was the official site of Sydney 2000 and was the most popular Internet destination during the Games with an unprecedented 11.3 billion hits.

Ceremonies

This SOCOG program had responsibility to produce and stage the Opening and Closing Ceremonies, all medal presentations and team welcome ceremonies at the Athletes Village.

Total expenditure incurred was \$67.0 million.

Olympic Arts Festivals

The Arts Festivals Program was responsible for demonstrating the unifying force of the Olympic Movement in the harmonious blending of sport and culture. This was successfully achieved via a four year program of festivals:

- 1997: Festival of the Dreaming.
- 1998: A Sea Change.
- 1999: Reaching the World.
- 2000: Harbour of Life.

The Harbour of Life Festival included almost 400 cultural events involving 4,000 Australian and overseas artists. It took place around the Harbour City over a six-week period. More than 260,000 people attended

performing arts events during this Festival, and in excess of 300,000 people attended exhibitions in the Visual Arts Program.

Delivery of the four Olympic Arts Festivals required total gross expenditure of \$32.6 million. Revenue raised from conducting the Festivals was \$7.6 million.

Torch Relay

The Torch Relay was an important and integral part of staging the Olympic Games. It enabled almost all Australians to share in the celebrations, spirit and ideals of the Olympic Games. The Torch Relay was a huge success, unifying the country and igniting the emotions, passions and expectations of Australians to embrace the Sydney 2000 Games.

The route of the Relay was the longest in Olympic history, visiting every State and Territory, covering some 27,000 kilometres over 100 days and passing within one hour's drive of 85 per cent of the Australian population. The Torch was also carried through 12 countries of the Oceania Olympic region.

Total gross expenditure for the Torch Relay was \$18.7 million. Sale of torches generated revenue of \$4.9 million.

Sydney Games Success

The Sydney Games were an outstanding success. Mr Juan Antonio Samaranch, the President of the IOC, in his speech at the Olympic Closing Ceremony on 1 October 2000 declared the Sydney Games the greatest in history. It was similarly endorsed by journalists throughout the world as captured in the following quote by The Times (U.K.):

"I invite you to suggest a more successful event anywhere in the peacetime history of mankind".

4.8 Sydney Paralympic Organising Committee

The Sydney 2000 Paralympic Games were held during the period 18 October to 29 October 2000. The Paralympic Games is the second largest multi sport event in the world, second only to the Olympic Games in terms of participants and numbers of nations competing.

The Sydney 2000 Paralympic Games were a resounding success. Ticket sales broke all previous Games records, with 1.2 million tickets sold. This included the attendance by 340,000 schoolchildren, the largest ever school excursion in Australia.

The Sydney Paralympic Games received unprecedented media coverage and hosted the largest ever number of athletes and delegations.

The cost to the NSW Government of the Paralympic Games was \$19.6 million. The NSW Government provided funding assistance of \$35.0 million to the Sydney Paralympic Organising Committee (SPOC) to host the Games and \$15.4 million was returned by SPOC after the Games were completed. The NSW Government also had responsibility for providing support services in areas such as health, transport, security and infrastructure.

SPOC raised total income of \$114.6 million. The major components of this income were \$46.0 million from sponsorship, \$25.1 million from ticket sales and a \$17.9 million financial contribution from SOCOG.

Total expenditure for SPOC to plan, organise and stage the Games was \$155.6 million.

One of the keys to the successful delivery of the Sydney Paralympic Games was the operational integration of SOCOG, SPOC and the various Government support agencies particularly OCA, to produce a 60-day sporting festival covering the Olympic and Paralympic Games. Areas directly integrated with SOCOG included venue operations, workforce planning, villages, sports competition, technology, press operations, ticketing, catering, accommodation, accreditation and logistics. These operational services were charged by SOCOG to SPOC on an incremental cost basis.

The Paralympic sporting program contained 18 sports. Paralympic events included archery, athletics, wheelchair basketball, judo, swimming and wheelchair rugby. Fourteen out of the 18 sports were conducted at Sydney Olympic Park.

Sydney Paralympic Games Objectives

The International Paralympic Committee awarded Sydney the XI Paralympic Games soon after Sydney won the Sydney 2000 Olympic Games. The NSW Government incorporated SPOC to administer and manage the Games.

The key functions of SPOC were to:

- Organise and stage the Paralympic Games in accordance with the Host City Contract.
- Organise the sports program, including preparation and operation of venues and facilities.
- Organise accommodation for athletes, team officials and official personnel.
- Promote the Paralympic movement and athletes with a disability.
- Raise money to fund Paralympic operations.
- Organise a Paralympic Arts Festival.

SPOC worked in partnership with SOCOG, OCA, ORTA, OSCC and other government agencies. Venues and facilities constructed for the Olympics were used for the Paralympic Games with Paralympic overlay installed.

Games-time Committees

Key Paralympic Games-time Committees included:

- The Paralympic Games Co-ordination Group (PGCG) which was chaired by the Minister for the Olympics and included CEOs (or equivalent) and appropriate senior representatives from SPOC, SOCOG, OCA, ORTA and OSCC. The PGCG was the most senior level group operating at Games-time and addressed all issues relevant to hosting the Games. The group met weekly in the month prior to the Games and on alternate days during Games-time. The PGCG briefed the International Paralympic Committee Co-ordination Commission after each meeting.
- The Games-time Commission formed part of the PGCG. The Commission met as required throughout Games-time to consider any critical issues relating to the Games. During the Games period the SPOC Board delegated its responsibility to the Games-time Commission.
- The Main Operations Centre (MOC) operated continuously over the combined 60 days of the Olympic and Paralympic Games. MOC provided overall Games co-ordination within venue and functional areas. The Centre reported to the PGCG and sought resolution of issues where required.
- The Paralympic Operational Readiness Group (PORO) focussed on ensuring that all aspects of planning were covered in the lead up to the Games.

Games-time Results

The International Paralympic Committee President declared the Sydney 2000 Paralympic Games the best ever. The Sydney Games will serve as a benchmark for future Paralympic Games.

The Sydney 2000 Paralympics Games featured 3,843 athletes from 122 countries as well as 2,951 officials.

Over 100,000 people attended both the Paralympic Opening Ceremony and the Closing Ceremony. Record crowds attended the 10 days of competition, with 1.2 million spectators at Games events.

Key Paralympic Games outcomes include:

- 920 torchbearers took part in the Torch Relay.
- 550 medal events were conducted.
- 18 sports were represented.
- Games Workforce comprised 40,850 members including 15,000 volunteers.
- 2,440 accredited media covered Games events.
- More than 300 million television viewers watched the Games.

Legacy

The Games represented a milestone in the setting of standards for venue design particularly in respect of disability access. These benefits remain in all of Sydney's permanent Games venues.

PART FIVE : THE SYDNEY 2000 LEGACY

5.1 Business and Economic Benefits

In addition to the Games-specific sport and cultural objectives and the related environmental and legacy objectives, the NSW Government committed to an extensive program of business development and investment attraction in order to leverage from the Games and bring investment, export dollars and jobs for the benefit of the people of Sydney, NSW and Australia. This activity included:

- Promoting Sydney and NSW as attractive investment destinations, especially for regional headquarters of multinational corporations.
- Promoting Sydney and NSW as tourism and convention destinations.
- Working with Commonwealth Government departments and private sector sponsors to raise the profile of Sydney, NSW and Australia.

An Economic Impact Study published in 1999⁵ estimated that the Sydney Olympics would generate \$6.5 billion in economic activity over a 12 year period. This increase in economic activity would be driven by Olympic-related spending including government spending on venues and infrastructure construction, Games operations and support as well as tourist and Games visitor spending.

Subsequent to the Games, a number of studies have been undertaken which examine the nature and extent of business and economic benefits of the Sydney 2000 Games. The NSW Department of State and Regional Development has commissioned a study, conducted by PricewaterhouseCoopers (PWC) with that specific objective. This study has identified strong evidence supporting the following substantial benefits to Sydney, NSW and Australia:

- \$3 billion in business outcomes, including \$600 million in new business investment, \$288 million in new business under the State Government's Australian Technology Showcase Initiative and almost \$2 billion in post-Games infrastructure developments.
- More than \$1.2 billion worth of convention business for NSW between 1993 and 2007.
- International media exposure valued at \$6.1 billion.

The PWC report observed that the NSW Government played a pivotal role in delivering many of these benefits, and committed to an unprecedented program of business development and investment attraction to leverage from the Games and their global audience. This program sought to bring in investment and create employment. In addition, the NSW Government delivered the Games with an extensive level of public/private sector cooperation by a highly effective network of State, Commonwealth and corporate entities.

In addition the PWC report highlighted the following benefits:

- The NSW Government initiated or participated in a wide range of business development and investment attraction programs linked to the Sydney 2000 Games, including:
 - Investment 2000, a government / private sector investment attraction program, which produced 45 investments, \$520 million in inward investment and 1,150 jobs.
 - The Australian Technology Showcase, which highlighted 270 innovative Australian companies and contributed to \$288 million in new sales, investments and exports to December 2001.

⁵ "Economic Impact Study of the Sydney 2000 Olympic Games", Arthur Andersen and Centre for Regional Economic Analysis, University of Tasmania, January 1999.

- The Business Club Australia program, which provided significant business and networking opportunities. This program linked to the Commonwealth Trades Business program and attracted 16,000 visitors to the event.
- The Games provided enormous benefit to Australia's tourism and retail sectors. Highlights include:
 - International media exposure valued at \$6.1 billion.
 - The Sydney Convention and Visitors Bureau has won 210 events, attracting more than 250,000 delegates and injecting more than \$1 billion into Sydney's economy.
 - The attraction of 110,000 Games-specific international visitors.
- The success of Olympic activities such as the sale of broadcast rights, sponsorships, licensing and ticket sales yielded benefits for Australia such as:
 - The generation of over \$1.1 billion for SOCOG from the sale of broadcast rights to the Games with the Games themselves being the most-watched event in history to that time.
 - The generation of over \$680 million in sponsorship revenues for SOCOG, well in excess of bid estimates.
 - Record ticket sales generating over \$610 million for SOCOG.

The report concluded that the Games provided a unique opportunity for building skills and capabilities in Australian businesses and for showcasing the depth of talent, creativity and skill of Australian business to the rest of the world. In the long term, the benefits to business generated by the Games – in terms of skills, contacts, international awareness, partnering and investment – may come to be recognised as their most enduring legacy.

5.2 Summary of Legacies – All Agencies

There are many examples of legacies to the State, which have resulted from the preparation for and conduct of the Games. These include the many new and upgraded sporting venues, the redevelopment of Homebush Bay as Sydney Olympic Park and supporting infrastructure acquired by NSW Government agencies. This chapter summarises the legacy benefits for NSW arising from the Sydney 2000 Olympic and Paralympic Games as outlined in this report:

- Venues and Facilities
- OCA - Planning, Co-ordination and Operations
- Transport
- Security
- Health and Medical
- Waterways and Harbour Management
- Other Olympic Services

Venues and Facilities

A provision of the OCA legislation was that Olympic venues and facilities were suitable for use after the Olympic Games and met the long term requirements of Sydney. OCA's venue procurement and construction policy provided for the long term provision of venues for the various Olympic sports. This legacy requirement has resulted in state of the art venues being placed in key areas of western Sydney as well as Sydney Olympic Park (SOP):

- Sydney Olympic Park Infrastructure and Common Domain
- Integrated Water Cycle Development
- Sydney Olympic Park Hotel
- Millennium Parklands
- Bicentennial Park
- The Suburb of Newington
- Stadium Australia
- Sydney SuperDome
- Sydney Aquatic Centre
- Sydney Athletic Centre
- State Hockey Centre
- State Sports Centre
- NSW Tennis Centre
- Sydney International Archery Park
- Sydney International Equestrian Centre
- Dunc Gray Velodrome
- Sydney International Shooting Centre
- Sydney International Regatta Centre
- Penrith Whitewater Stadium
- Blacktown Olympic Centre
- Ryde Aquatic Centre
- Olympic Sailing Shore Base

The development of SOP has provided a legacy of world class sporting facilities and the surrounding parklands provide a recreational legacy for the State. These facilities feature world-class environmental initiatives recognised internationally.

The Games represented a milestone in the setting of standards for venue design particularly in respect of disability access. These benefits remain in all of Sydney's permanent Games venues.

OCA - Planning, Co-ordination and Operations

Invaluable experience gained from all OCA programs will assist with preparation for future major events. The development and promotion of transport infrastructure has established public transport as a critical support to major events at SOP.

Transport

- NSW's public transport system has proven its ability to provide a world class service. The people of Sydney have accepted public transport as an efficient and viable travel option to access major events.
- Knowledge gained from the Olympic Transport experience can be applied to future major events across NSW as well as daily travel.
- The Games demonstrated the benefit of strong links between event organisers and transport planning.
- The Games resulted in an unprecedented level of co-ordination and integration across the State's transport agencies and modes, including co-ordinated planning, integrated ticketing, transport services and improved communications with the public. The Department of Transport is working to build on the success of the Games.
- The Games also resulted in improved relations between staff, unions and management through unprecedented levels of co-operation, and improved customer service and community communications through the provision of real time train information.
- Public transport is now firmly established as the primary means to travel to Homebush Bay for major events. This will greatly assist the long term viability of Sydney Olympic Park.
- Supporting infrastructure programs undertaken by SRA and RTA, such as station upgrades and road improvements will provide public amenity for many years to come.

Security

- Capital purchases included communications equipment enhancements, water police vessels and other specialist police equipment, which will continue to be used well beyond the period of the Games.
- The tactical and operational cooperation that occurred between State police jurisdictions, other State agencies, Commonwealth and international agencies was unprecedented in many areas and, with the policies, systems and relationships developed, provides a significant legacy.
- In many areas, the training courses developed in preparation for the Games will benefit future operations through enhanced capability.
- In respect of counter terrorism capability, improved cross-jurisdictional training, upgraded infrastructure at various locations, and major electronic surveillance assets acquired will provide a long-term benefit to the community and the NSW Police Service.
- At the time of the Games the intelligence based risk management methodology developed by the Olympic Intelligence Centre was regarded internationally as "world best practice" and has been adopted for use at other international sporting events.

Health and Medical

- Invaluable experience and skills gained will benefit future health care services provided to major events.
- Partnerships between NSW Department of Health, Public Health Units, emergency departments, laboratories and other Government agencies have been enhanced.
- The Olympic surveillance and reporting experience has provided a valuable framework for future use.
- The Olympic Food Safety Program provided the following legacies:
 - Area Public Health Units can utilise Operation Foodwatch data.
 - Minor assets acquired to support the Games program will be utilised by Public Health Units.
- The Olympic Environmental Health Program provided the following legacies:
 - The establishment of an accurate cooling tower register.

- Increased awareness of and compliance with NSW Public Health Act (1991), particularly for swimming pools and cooling towers.
- The Games Vessel Inspection Program will continue to be conducted by the South Eastern and Central Sydney Public Health Units to cover Sydney based charter vessels and visiting international ships.
- Counter Disaster Services during the Games provided the following legacies:
 - Increased awareness and training in disaster response for health personnel.
 - Retention of protective equipment and pharmaceuticals.
 - Hospital decontamination units developed for the Games allow the management of contaminated patients onsite.

Waterways and Harbour Management

- Enhanced understanding of the operational requirements for large events. Resources and logistics were managed efficiently in a complex operating environment.
- The Sydney Harbour Operations Centre has been reestablished at Rozelle Bay as a State Operations Centre from September 2001. This Centre functions as a central control mechanism for major events on Sydney Harbour and elsewhere in NSW, as well as a command centre to manage incidents and safety compliance campaigns.
- The Sydney Harbour Plan of Management has provided a snapshot of Sydney Harbour in the year 2000 that can be used for future planning and waterways management.
- The Super Yacht Marina represents a legacy asset for the NSW Government.

Other Olympic Services

NSW Fire Brigades

- NSWFB improved its capacity to deliver a world-class fire and emergency service.
- Enhanced understanding of the operational requirements for large events. Both planning and delivery stages provided NSWFB with critical experience.
- NSWFB resources and logistics can be managed efficiently in a complex operational environment. Examples include rosters, accreditation, training, and resource mix given diverse Games venues.
- Partnerships with other agencies to deliver an integrated service to the community.
- New skills provided by Games planning and training will improve future NSWFB services.
- A major legacy resulting from the Games is NSWFB's enhanced capability and expertise in dealing with Chemical, Biological and Radiological threats.

Sport and Recreation

- The sporting community of NSW, particularly Western Sydney, has been left with a legacy of world class sporting facilities. It is anticipated that the availability of these facilities will increase sport participation rates.
- Department staff gained valuable experience in providing services and facilities for elite athletes at a major international event.
- Disadvantaged youth have been given the opportunity to experience the Games and have shown a greater interest in participating in sport.
- Post Olympic programs have been developed to promote sport in the community.

National Parks and Wildlife Service

- Valuable project management and event planning experience.
- Enhanced facilities for spectators at Sydney Harbour vantage points.
- International promotion of Sydney Harbour through the facilitation of television broadcasts and other photography.

Royal Botanic Gardens

- Valuable project management and event planning experience.
- Legacy improvements, such as widening of the Seawall Path and installation of lighting will provide public amenity for many years to come.

State Emergency Services

- SES Volunteers successfully provided support services to the NSW Police. Valuable experience has been gained which will assist future major events.
- New uniforms have been acquired.

Premier's Department

- The Olympic and Paralympic Games Protocol Program has provided international visitors with positive impressions of Sydney. This may create future investment and trade opportunities for the State.

5.3 Olympic-Related Awards

The 2000 Games have received many accolades. Those associated with the Games have also been responsible for many professional awards being bestowed on their organisations. The following awards have been won for the preparation and conduct of the Games.

International Awards

- *2001 United Nations Environment Programs (UNEP) Global 500 Award for Environmental Excellence* - jointly awarded to OCA and SOCOG. This prestigious international award is recognition of Sydney 2000's commitment to ecologically sustainable development, which set benchmarks in the areas of energy, water conservation, waste minimisation, pollution avoidance and protection of the natural environment.
- *2001 International Olympic Committee / International Association Design Award Special Distinction* - for Sports and Leisure Facilities to Sydney International Regatta Centre.
- *2001 International Olympic Committee / International Association Design Award Silver Award* - for Sports and Leisure Facilities to the Olympic Sailing Shore Base at Rushcutters Bay Marina.
- *2001 Eco-Efficiency Biennial Conference, Turin Italy - Environment Award.*
- *1999 International Association of Audiovisual Communications Gold CINDY (International Cinema in Industry) in Public Service and Information* - awarded for OCA's 'Creating the Vision' video.
- *1999 International Association of Audiovisual Communications Gold CINDY in Sports, Leisure and Recreation* - awarded for OCA's 'Building the Legacy - May 1998 Update' video.
- *1999 International Association of Audiovisual Communications Bronze CINDY* - awarded for OCA's 'The Big Clean-Up' video.
- *1999 US International Film and Video Festival Silver Award, Visitor Centre Presentations Category* - awarded to OCA for 'Creating the Vision'.
- *1999 US International Film and Video Festival, Certificate of Creative Excellence* - awarded to OCA for Millennium Parklands 'A Growing Legacy'.
- *1999 Intercom Chicago International Film Festival, Certificate of Merit* - awarded to OCA for 'Creating the Vision' video.
- *1997 New York Festivals World Medal - International Non-Broadcast Media* to OCA for 'Homebush Bay August Review'.

Other Awards

Environment

- *2001 Banksia Foundation National Environmental Award - Infrastructure and Service category* for the Water Reclamation and Management Scheme (WRAMS), Homebush Bay.
- *2001 National Australian Water Association Award: Environmental Merit® Award* - Integrated Water Cycle.
- *2000 Banksia Environmental Award for Flora and Fauna Conservation* - awarded to OCA for its work to conserve and protect the Green and Golden Bell Frog at Homebush Bay.
- *2000 Gold Banksia Environmental Award* - awarded to OCA for its work to conserve and protect the Green and Golden Bell Frog at Homebush Bay. This award recognises individuals and organisations that make contributions to environmental protection worthy of extra recognition and acknowledgement.
- *2000 Royal Institution of Chartered Surveyors Regeneration Award* - awarded to OCA for the significance of the urban renewal of the Sydney Olympic Park site. This award honours projects that have improved areas of urban, rural or coastal decay.
- *1999 Department of Land and Water Conservation Gold Rivercare 2000 Award in State Government Category* - awarded to OCA for its comprehensive and integrated approach to water management at Homebush Bay.

- 1999 Banksia Environmental Foundation Awards, Construction Practices Category - awarded to the Sydney SuperDome for its innovative design and construction environmental initiatives.
- 1999 Stormwater Industry Association Award - won for stormwater management at Homebush Bay.
- 1995 NSW Department of Land and Water Conservation Gold River Care 2000 Award - awarded to OCA and Waste Services NSW for the remediation of Haslams Creek South.
- 1994 Vision for Australia Award, Government Environmental Program - awarded to Waste Services NSW & Homebush Bay Development Corporation for their environmental program.

Design and Construction

- 2001 Association of Consulting Engineers Australia Award presented for the Olympic Cauldron.
- 2000 Project Management Achievement Awards Highly Commended - awarded for Sydney International Aquatic Centre.
- 2000 Association of Consulting Engineers Australia BHP Australia Steel Award for Innovative Steel - awarded for Stadium Australia.
- 2000 Association of Consulting Engineers Australia BHP Australian Steel Awards Commendation for Innovative Steel - awarded for Sydney SuperDome.
- 2000 Australian Institute of Building, Professional Excellence in Building Awards, NSW Certificate of High Commendation Olympic Project category - awarded for Sydney International Equestrian Centre.
- 2000 Engineering Excellence Awards, Highly Commended - awarded for Sydney International Shooting Centre.
- 2000 Australian Council of Building Design Professionals, The Urban Design in Australia Award - awarded to Hassell Pty Ltd, Peter Walker & Partners and Bruce McKenzie Design for Millennium Parklands Concept Plan.
- Master Builders Association (MBA) Excellence in Construction Award, Merit in Civil Engineering - awarded to Cardno MBK (NSW) Pty Ltd for the provision of temporary bridges in Homebush Bay.
- 2000 Association of Consulting Engineers Australia National Engineering Awards - Gold Awards presented to Sinclair Knight Merz for Stadium Australia and to the environmental engineers Willing and Partners for the Northern Water Feature.
- 2000 Association of Consulting Engineers Australia National Engineering Awards - Silver award presented to Gutteridge Haskins and Davey for Homebush Bay Infrastructure Development.
- 2000 Institution of Structural Engineers, Structural Special Award - awarded to Modus Consulting Engineers for Stadium Australia.
- 2000 National Association of Women in Construction (NAWIC) Awards, Merit Award - presented to Bridget Smyth, Anne Loxley and Katie Perry of the Olympic Co-ordination Authority for their contribution to the OCA Public Art Program.
- 2000 BHP Colorbond Award - Tennis Centre.
- 2000 Royal Australian Institute of Architects Awards, John Sulman Award - presented to Bligh Voller Nield for the NSW Tennis Centre, Centre Court at Homebush Bay.
- 1999 Australian Institute of Landscape Architects Awards for Achievement in Landscape Architecture, Merit Awards in the master planning and urban and civic categories - awarded to Hassell Pty Ltd.
- 1999 Australian Institute of Steel Construction NSW Architectural Steel Design Award - awarded to Olympic Park Railway Station.
- 1999 Royal Australian Institute of Architects (RAIA) NSW Metal Buildings Award of Excellence for Public Buildings - awarded to Stutchbury and Pape for Archery 2000, Homebush Bay.
- 1999 Engineering Excellence Award for Project Development Infrastructure - won by the Lighting Towers in Olympic Plaza.
- 1999 Environmental Engineering and Excellence Award - won for the 'Towers of Power' along Olympic Boulevard. This award recognises the innovative design and concept of the towers.
- 1999 Engineering Excellence Awards, Bradfield Award for Best Engineering, Project Development - Building Award and the Overall Project Award - won by Stadium Australia.
- 1999 BHP Merit Award for Indoor Arena - awarded to Sydney International Equestrian Centre.

- 1999 MBA Merit Award for Excellence in Construction - awarded to Sydney International Equestrian Centre.
- 1999 BHP Colorbond Award - awarded to Sydney International Archery Park.
- 1999 Australian Institute of Landscape Architects NSW / ACT Merit Awards for Achievement in the master planning, urban and civic design categories - awarded to Hassell and Associates for the Millennium Parklands Concept Design Plan and the design of Station Square at Homebush Bay.
- 1998 RAIA BHP Colorbond Award for innovative use of steel architecture - awarded to Hassell Pty Ltd for the Olympic Park Station.
- 1998 RAIA NSW Sir John Sulman Award - awarded to Olympic Park Rail Station (Hassell Pty Ltd).
- 1998 Association of Consulting Engineers Australia (ACEA) Award for Excellence - awarded to Tierney & Partners Pty Ltd for Olympic Park Railway Station.
- 1998 MBA Excellence in Construction Award, Building Sporting Facilities Up to \$5,000,000 category - won by Abigroup Contractors Pty Ltd for Sydney International Regatta Centre.
- 1998 National Electrical and Communications Association (NECA) Excellence Award, Commercial Project - General Contracting Category 3 - to Simon-Carves Electrical Services for Olympic Park Railway Station.
- 1997 Metal Building Award of Merit, the Community / Sporting category - awarded to NSW Regatta Centre.
- 1996 RAIA Commendation, Civic Design category - awarded to NSW Regatta Centre.
- 1995 RAIA Merit Award for Public Buildings - awarded to Sydney International Athletics Centre Olympic Facilities.

Village Awards

- 2000 RAIA Award - Medium Density Design Award.
- 2000 Australian Institute of Building Awards - Professional Excellence in Building.
- 2000 Pathe Greensmart Awards; BHP Colorbond Steel National Energy Efficiency Award, Pilkington Greensmart Development of the Year.
- 2000 The Australian Property Institute - Excellence in Property Development Award.
- 2000 Australian Institute of Building National Excellence Award.
- 2000 MBA Awards - for Waste Management, Energy Efficient Housing, Home Units \$250,000 - \$500,000, Environmental Management.
- 1999 Housing Industry Association (HIA) Award - Project/Spec Home in its Price Range.
- 1999 HIA Award - Project/Spec Home of the Year.
- 1999 HIA Award - Energy Efficient Home of the Year.
- 1999 MBA Award - Best Home Units in its Price Range.
- 1999 MBA Award - Energy Efficiency in Residential Construction.
- 1999 MBA Award - Energy Efficient Housing.

Olympic Games Opening Ceremony Awards

- 2001 'Mo' Award - Major Award: Aristocrate Special Event of the Year
- 2001 Australian Entertainment Industry Association (AEIA) Helpmann Award - Best Special Event / Performance.

Other NSW Government Agency Awards

- 2001 Premier's Awards, Gold Award in the Service Delivery Category - awarded to the NSW Public Service for its contribution to the Sydney 2000 Olympic and Paralympic Games.
- ORTA has been presented with Australasian Evaluation Society Award for performance evaluation and the Australian Marketing Institute Award for the marketing campaign for public transport to Homebush Bay.

APPENDIX 1 : OVERVIEW OF FINANCIAL STRUCTURE AND CONTROL

Inclusive in Sydney's successful Bid for the 2000 Games was the NSW Government's commitment to underwrite the Games and provide essential support services. This commitment necessitated close NSW Government involvement in the financial management of Olympic and other Government agencies, including the management of Games-time risks and the wind up process.

The following initiatives represent key elements of Sydney's finance and control structure:

- SOCOG and SPOC Finance Structure
- Other Olympic and Government agencies
- Olympic Committee of Cabinet
- Games-time Contingency Management
- Games Wind Up process

These processes ensured that the NSW Government closely managed Games finances.

SOCOG and SPOC Finance Structure

The Sydney Organising Committee for the Olympic Games (SOCOG) was established as a wholly State owned corporation, which had accountability to the Parliament of NSW. The Minister for the Olympics was appointed President of SOCOG shortly after the 1996 Atlanta Games thus enhancing the levels of public accountability and financial control in relation to SOCOG.

SOCOG's legislation provided for the establishment of a Board of Directors which had the power to form committees as deemed necessary. A Finance Sub-Committee of the Board was established comprising four members of the Board and OCA's Executive Director Finance. A separate Audit Sub-Committee was also formed. The Auditor-General of NSW was the Statutory auditor of SOCOG and Ernst and Young were appointed as contract auditors to the Auditor-General. SOCOG also appointed Arthur Andersen as its internal auditor.

SOCOG's program budgets were established through a structured bidding process. The Finance Committee recommended proposed program budgets to the SOCOG Board, who in turn recommended the consolidated budget to the Minister for the Olympics for approval.

The SOCOG Act required SOCOG budgets to be approved by the Minister for the Olympics, subject to the Treasurer of NSW's concurrence. SOCOG could not borrow without the Treasurer's approval under separate State legislation. The Treasurer and Minister imposed various conditions in respect of SOCOG's financial controls with the approval of each budget revision.

A similar finance and control structure was established to manage SPOC and the Paralympic Games.

Other Olympic and Government Agencies

The Global Olympic Budget was established by OCA to identify and manage NSW Government Games expenditure. Key NSW Government agencies provided services such as transport, security, health, emergency services, waterways management and provision of Government owned and operated facilities and venues.

OCA sought Government endorsement of a definition of Olympic costs and the establishment of criteria against which funding requests could be assessed.

Agencies were required to lodge strategic plans for delivering necessary Games services. These plans were to be accompanied by a Statement of Resource Requirements and Budgets. Funding requirements were the subject of review by a special working group which made recommendations to a Senior Executive Committee which in turn made recommendations for funding approval to Budget Committee. Specific Olympic funding was allocated to allow agencies to meet their Games commitments. Once funding was allocated it was included in the Global Olympic Budget. A Memorandum of Understanding between SOCOG, OCA and other agencies locked in service level requirements.

Specific Olympic funding was allocated to SOCOG, OCA and the following Global Olympic Budget agencies. The Global Olympic Budget integrated the budget of these agencies:

- Olympic Roads and Transport Authority (ORTA)
- State Rail Authority (SRA)
- Roads and Traffic Authority (RTA)
- NSW Police Service (OSCC)
- NSW Department of Health and NSW Ambulance Service
- NSW Waterways and Sydney Ports Corporation
- NSW Fire Brigades
- Department of Sport and Recreation
- NSW Premier's Department
- National Parks and Wildlife Service
- Royal Botanic Gardens
- State Emergency Services
- State Sports Centre
- NSW Waste Services

Olympic Committee of Cabinet

This sub-committee of Cabinet was established for the Games, with responsibilities including review of Olympic planning, review of whole of Government approach to Games commitments and provision of advice to the Premier and Cabinet. The Olympic Committee of Cabinet also dealt with development proposals for the Games.

Games-time Contingency Management

A Contingency Committee was formed during Games-time to oversee the \$140m contingency funding provided by the NSW Government to SOCOG. Any contingency drawdowns required the approval of senior Government executives and the Treasurer of NSW.

Game Wind Up Process

From 1 January 2001, the Director General OCA under the 2000 Games Administration Act took over the responsibilities of the Board and CEO of SOCOG. A Wind Up Steering Committee was established, comprising key Government and SOCOG Executives, to monitor the progress of financial wind-up, decide on the rightful allocation of financial commitments between Games Agencies, monitor progress with the final auditing arrangements of each agency and monitor closely the progress in satisfying all debtor and creditor claims.

GLOSSARY

ACEA	Association of Consulting Engineers Australia
ACT	Australian Capital Territory
ADF	Australian Defence Force
AOC	Australian Olympic Committee
AWWA	Australian Waste Water Association
Back of House	Administration and operational support area
BCA	Bus and Coach Association
CBD	Central Business District
CBR	Chemical, Biological and Radiological
CCTV	Closed Circuit Television
CDC	Centre for Disease Control
CEO	Chief Executive Officer
CINDY	International Cinema in Industry
EDOSS	Emergency Department Olympic Surveillance System
EPA	Environmental Protection Agency
EPO	Erythropoietin
Field of Play	Competition area
FINA	International Swimming Federation
FITA	International Archery Federation
Front of House	Spectator entry and interface area
GIS	Games Information Services
GST	Goods and Services Tax
HBDC	Homebush Bay Development Corporation
HIA	Housing Industry Association
HOCC	Health Olympic Co-ordination Centre
HSDCC	Health Services Disaster Control Centre
IBC	International Broadcast Centre
IOC	International Olympic Committee
IPC	International Paralympic Committee
MBA	Master Builders Association
MOC	Main Operations Centre
MOU	Memoranda of Understanding
MPC	Media Press Centre
NAWIC	National Association of Women in Construction
NDD	Notifiable Diseases Database
NOC	National Olympic Committee
NPWS	National Parks and Wildlife Service
NSW	New South Wales
NSWFB	New South Wales Fire Brigade
OCA	Olympic Co-ordination Authority
OCC	Olympic Communications Centre
OCOG	Organising Committee for the Olympic Games
OPRO	Olympic Precinct and Regional Operations
ORTA	Olympic Roads and Transport Authority
OSCC	Olympic Security Command Centre
OSRT	Olympic Surveillance Review Team
OSS	Olympic Surveillance System
OSWC	Olympic Security Working Committee
PGCG	Paralympic Games Co-ordination Group
PORG	Paralympic Operational Readiness Group

GLOSSARY

PSCC	Protective Security Co-ordination Centre
PVC	Polyvinylidene Chloride
PWC	PriceWaterhouseCoopers
RAC	Ryde Aquatic Centre
RAIA	Royal Australian Institute of Architects
RFS	Royal Fire Service
RICS	Royal Institution of Chartered Surveyors
RIV	Rapid Intervention Vehicles
Rovers	Rail Olympic Volunteers
RPA	Royal Prince Alfred Hospital
RTA	Roads and Traffic Authority
SEDA	Sustainable Energy Development Authority
SES	State Emergency Service
SHOC	Sydney Harbour Operations Centre
SOBL	Sydney Olympics 2000 Bid Limited
SOBO	Sydney Olympic Broadcasting Organisation
SOCOG	Sydney Organising Committee for the Olympic Games
SOP	Sydney Olympic Park
SPOC	Sydney Paralympic Organising Committee
SRA	State Rail Authority
STA	State Transit Authority
TOC	Transport Operations Centre
TOP	The Olympic Program (International IOC Sponsorship)
TV	Television
UIG	Urgent Issues Group
UK	United Kingdom
US	United States of America
UNEP	United Nations Environment Programs
VIK	Value-in-Kind
VIP	Very Important Person
WRAMS	Water Reclamation and Management Scheme