



17th September, 2020

Lee Mulvey

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Dear Lee,

LATE SUBMISSION INTO PYRMONT PLACE STRATEGY

On behalf of Tennis Australia and the wider sports and entertainment sector, please find our submission to the Pymont Place Strategy.

In putting forward our submission, we are seeking the inclusion of a 12,000 seater sports & entertainment arena into the final Pymont Place masterplan. The attached submissions seeks to bring to the Committees attention that the addition of a world-class arena would significantly benefit the proposed Pymont Peninsula, the wider Sydney economy and the profile and status of Sydney as a major global city.

We have sought to demonstrate how such an Arena aligns with many aspects of current Government policy and strategy, outline the significant economic benefits that such an Arena would bring to the City whilst also highlighting that there is an opportunity to have this critical piece of infrastructure effectively funded almost entirely by the private sector.

For those reasons, we believe it is in the best interests of the Pymont Peninsula and the NSW Government to give serious consideration to this submission and this opportunity.

Thanks and regards,

Lawrence Robertson
General Manager – ATP Cup Sydney
Chief Executive – Tennis NSW



Sydney's Arena

The case for a world-class sports & entertainment arena on the Pyrmont Peninsula
Submission by Tennis Australia to the Pyrmont Place Strategy Committee

September 2020

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1. Executive Summary

EXECUTIVE SUMMARY

This submission to the Pyrmont Place strategy is being presented on behalf of Tennis Australia, the ATP Cup event organizer and the wider NSW sporting sector.

We are seeking a commitment from the Committee to including a 12,000 seater world-class sports & entertainment arena into the Pyrmont masterplan alongside a commitment to complete a strategic business case for its inclusion into the masterplan and how the Arena can be funded, constructed and managed.

We are seeking this commitment on the basis of a new Arena for Sydney providing the following:

- Delivering against Pyrmont redevelopment strategy
- Delivering against the 24-hour economy strategy
- Delivering on the NSW Government Stadium Strategy
- Delivering against NSW's Visitor Economy Action Plan
- Delivering against Government's COVID recovery plan
- Delivering over \$100m+ economic benefit per annum
- Providing over 1,000 jobs to Sydney & NSW
- Attracting and retaining global sports events
- Supporting and enhancing Sydney's elite sports teams
- Enhancing Sydney's live entertainment offering



2. Aligning with Government Policy & Strategy

ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.1 NSW Stadia Strategy Report

The recent Public Works Committee report into the Sydney Stadium Strategy, published in 2018, made the following recommendations;

Recommendation 1

That the NSW Government as soon as possible release the indoor arena feasibility study to the community in full, for review and public consultation.

Recommendation 2

That the NSW Government prioritise either the refurbishment of an existing sporting arena, or construction of a new indoor facility, with adequate capacity to meet the requirements of a wide variety of sporting codes.

Recommendation 3

The NSW Government ensure that hire fees for either a new indoor arena or a refurbished, existing venue are reasonable and affordable.

Recommendation

The recent refurbishment of Ken Rosewall Arena does not meet the necessary requirements for a wide range of sports and entertainment and that the NSW Government's commitment to build a new world-class Sport & Entertainment Arena remains unfulfilled and puts at risk the ability for Sydney to attract and retain content that drives both international, national and inter-regional travel



ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.2 10 in 10 – 10 World Cups in 10 years

In July 2018, the NSW Government announced their intention to secure 10 World Cups for NSW in 10 years. 2 years down the line, the Government have been successful in securing the following events

EVENT	YEAR	ECONOMIC BENEFIT
ICC T20 World Cup	2021*	\$46m
UCI World Road Championship	2022	\$94m
FIFA Women’s World Cup	2023	\$23m
Netball World Cup	2027	\$31m
ATP Cup	2020 – 2030	\$150m

Firstly, the ability to retain the hosting of the ATP Cup, the largest team event in world tennis is dependent on a new venue being built to host whilst the ambition of Tennis Australia is to include the women in future editions will also be dependent on a new world-class arena. This event will deliver over \$150m of benefit to NSW in the 10 years it may host the event

The ambition for Netball Australia to host the 2027 Netball World Cup alongside the fact that Australia will play host to the FIBA Women’s Basketball World Cup in 2022 demonstrates the level of events that can be hosted and secured. Other global sports that could be hosted in a world class arena would include NBA Basketball, UFC MMA, boxing, badminton, gymnastics



ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.3 Pyrmont Peninsula Place Strategy

The inclusion of a world-class Sports & Entertainment Arena on the Pyrmont Peninsula would meet a number of the key policy and strategy considerations called out within the draft document

10 Directions

1. Jobs & Industries of the Future

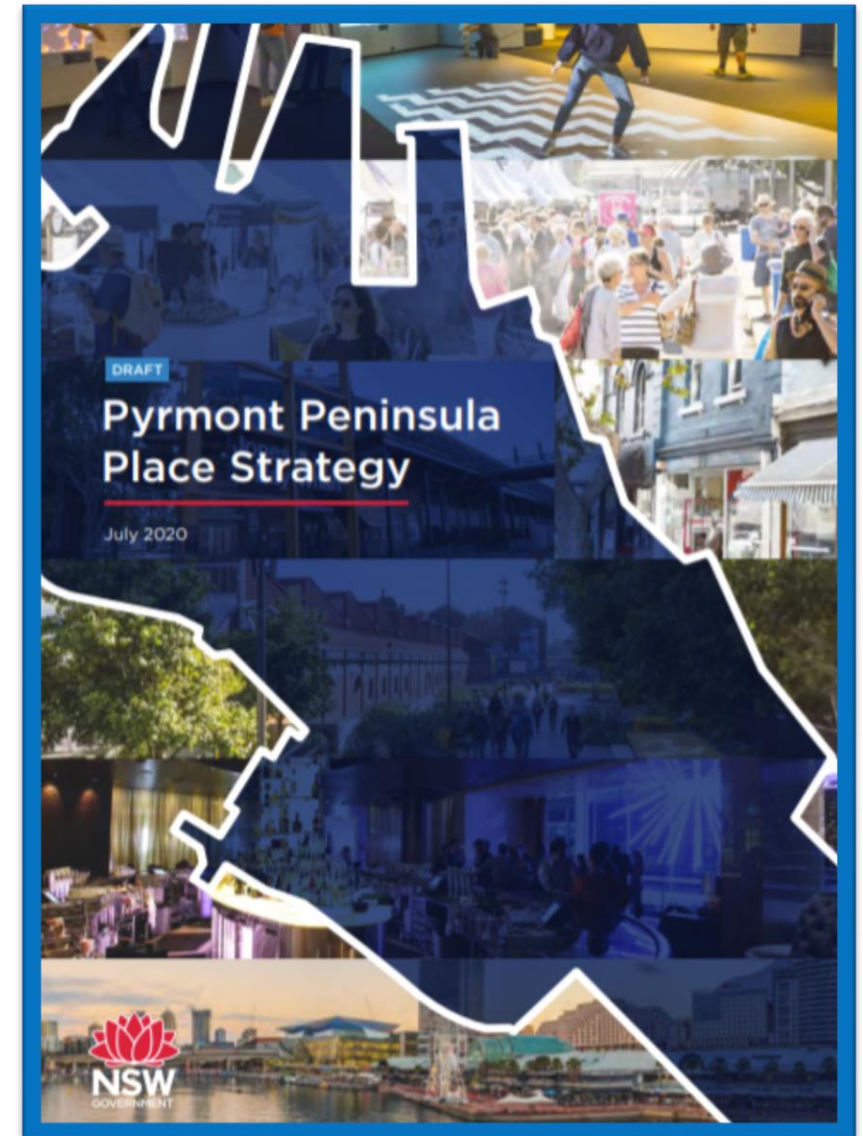
The construction of a world-class Arena would deliver jobs and support the wider event industry for the next generation. The direct job creation from the running and management of the venue would be accompanied by a range of support industries including event services, technical support, tourism and sport

2. Development that enhances the area

The inclusion of an Arena in the Pyrmont masterplan would not only complement the new Sydney Fishmarket development but also enhance the area. The proposed Arena would provide almost 365 days of event content driving tourism and visitation spend.

3. Centres for Residents, Workers & Visitors

In supporting the above, a new Arena will provide a destination for visitors whilst creating a wide range of jobs both directly and indirectly within the precinct.



ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.4 Pyrmont Peninsula Place Strategy

The inclusion of a world-class Sports & Entertainment Arena on the Pyrmont Peninsula would meet a number of the key policy and strategy considerations called out within the draft document.

5 Big Moves

- 1. Build & Link a world class foreshore***
- 2. Enhance the opportunity to provide a vibrant, 24 hour cultural and entertainment destination***
- 3. Realise the benefits of a new Metro station by making the precinct a destination***
- 4. Create a low-carbon, high performance precinct maintaining the shift to a place where people walk and use public transport to connect to other places***
- 5. More, better and activated public spaces across the Peninsula***

The Committee should note that the inclusion of an Arena would directly align with the first 3 of the 5 big moves whilst when considering other major arenas globally, they have been the focal point for delivering against points 4 & 5.

Great examples of this would include The O2 London, Staples Center in LA and the Chase Center in San Francisco.



ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.5. 24-Hour Economy Strategy – Igniting Sydney’s Night Time Economy (SNTE)

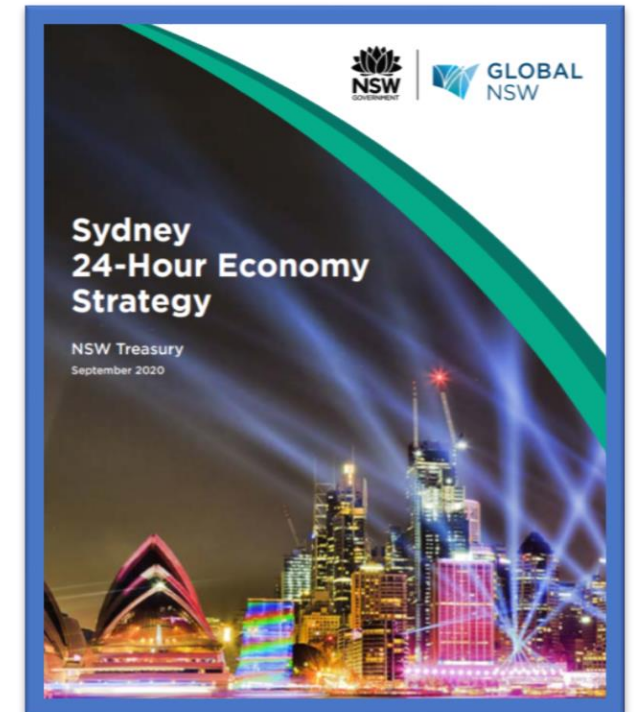
Successful global cities have a strong cultural life and diverse night-time economy. Evidence shows that more diverse options lead to a more connected and resilient community, help create a more inclusive nightlife, and improve safety and reduce crime. This has been recognised by the NSW Government with the very recent publication of the 24 Hour Economy Strategy.

This strategy has recognised that our Night Time Economy (NTE) is critical to our city's future – Deloitte’s Economic Access study estimated that the STNW currently generates approx. \$27billion in revenue each year supporting more than 234,000 jobs. This study also estimated that a further \$16bn could be unlocked with the right vision, strategy and plan. This has led to the publication of the most recent Strategy document.

The Strategy has called out 5 key pillars to deliver on their vision of making Sydney, a truly global 24-hour city.

1. ***Integrated planning and place making***
2. ***Diversification of night-time activities***
3. ***Industry & cultural development***
4. ***Mobility & improved connectivity***
5. ***Changing the narrative***

The proposed Arena in Pyrmont would be a significant addition to Sydney’s night time economy not only directly but indirectly assist the NSW Government in delivering against the above objectives and stimulating economic activity not only on the Peninsula but across the City.



ALIGNING WITH GOVERNMENT POLICY & STRATEGY

2.6 Destination Sydney

Tourism is one of the state's most important industries. It is ahead of agriculture, mining and education and training in terms of economic impact. The NSW Government's Visitor Economy Industry Action Plan (VEIAP) has 43 actions to keep NSW the number one in the country for overnight visitors and accelerate growth to deliver maximum economic benefits through our visitor economy.

The challenges is to triple 2009 overnight visitor expenditure to 2030, by aiming to achieve \$45bn by 2025 and \$55bn by 2030.

6 Key Themes

'INVEST IN INFRASTRUCTURE' is amongst the 6 key themes highlighted within the VEIAP to help the State achieve it's tourism targets. Specifically, this area of focus calls out the following recommendations;

New and refurbished sporting stadia and cultural venues

The proposed Sydney Arena will provide a critical addition to the infrastructure within Sydney to assist it in achieving its target to triple its visitor economy by 2030.

Funding for major events and business events

Alongside of the physical infrastructure, the investment into the hosting of major events (sports & entertainment) including the likes of the ATP Cup, Netball World Cup, FIBA Women's Basketball World Cup are all key aspects in driving the visitor economy.





3. The Opportunities

THE OPPORTUNITIES

3.1 The Economic Opportunity

1. Jobs Creation

The commitment to constructing a world-class Sports & Entertainment Arena will see the creation of over 1,000 jobs both directly and indirectly linked to the construction and then ongoing management of the Arena

2. The Visitor Economy

The proposed Sydney Arena would perfectly compliment the new Fishmarket Development and ignite the Pyrmont Peninsula in the 24/7 cultural, entertainment and sports hub of Sydney's CBD. Live Nation estimates up to \$100m direct economic benefit per annum

3. The Event Industry

Information provided by Live Nation shows that over the period of 2017 - 2019, Live Nation promoted 167 shows in Sydney in comparison to 289 in Melbourne. These 167 shows contributed \$687.5m in direct economic benefit, created 2,570 jobs and a further \$330.3m of indirect benefit.

4. Sydney's Nighttime Economy (STNE)

It is estimated that Sydney's night time economy has the ability to grow by up to \$16bn according to **Deloitte's Imagine Sydney. Play.** report. In 2017, STNE was valued at \$27.2bn and provides 234,000 jobs.

\$16bn

Estimated opportunity value of the Sydney NTE is \$43bn, it is currently \$27bn. A shortfall of \$16bn*

1,000 jobs

Estimated direct and indirect FTE to build and manage the proposed Sydney Arena**

\$288m

Direct economic benefit estimated from the inclusion of a new Sydney Arena**

Sources:

*Deloitte Access Economics. **Imagine Sydney. Play**

** Live Nation

THE OPPORTUNITIES

3.2 The Content Opportunity

1. Live Entertainment

Estimates are that the new Arena would be in a position to host over 200 days of content across the live music, entertainment and sports categories. The opportunity to have the new Arena compliment current infrastructure means that promoters and artists will be in a position to commit to more dates.

2. Growing our event offering

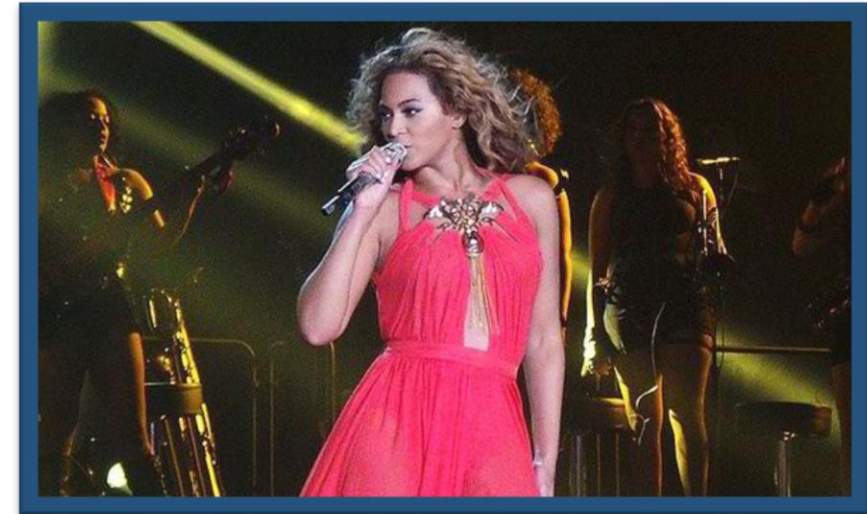
Information provided by Live Nation shows that over the period of 2017 - 2019, Live Nation promoted 167 shows in Sydney in comparison to 289 in Melbourne. These 167 shows contributed \$687.5m in direct economic benefit, created 2,570 jobs and a further \$330.3m of indirect benefit.

3. Sportainment

In the past 5 years, new content and opportunities have emerged into the sports & entertainment industry. These are effectively an amalgamation of both and include events such as Esports, Combat Sports (UFC / One Championship) & Adrenaline Sports (Nitro). The proposed Arena and its proximity to the CBD would be attractive to these emerging content providers.

4. Comedy & Family Content

The Arena would also provide opportunities to broaden the Comedy and Family entertainment offering including Arena shows for content such as Disney On Ice and major comedy artists.



THE OPPORTUNITIES

3.3 The Sporting Opportunity

1. Local elite sport

Proximity to the CBD will provide opportunities for our elite sports teams such as the Sydney Kings, NSW Swifts and Giants Netball to attract new audiences, corporate partners and improve their overall commercial offering as well more flexibility in their ability to plan their seasons without compromising the venues.

2. Global Sporting Events

The proposed Arena will provide Sydney with a significant addition to its events offering to provide opportunities to bid for and host major sporting events. Some of these have already been identified (Netball World Cup 2027) whilst such an Arena would provide opportunities to bid for and host FIBA Basketball, FINA World Swimming, FIG World Gymnastics Championships & FIVB World Volleyball Championships.

3. Retaining world class content

In 2019, the NSW Government committed to a 6 year partnership with Tennis Australia to host the \$22m ATP Cup in Sydney. An opportunity exists to have the ATP Cup, alongside the proposed WTA Cup, to become a firm fixture in the Sydney sporting calendar for the next decade.

The ambition to bring the WTA Cup alongside the ATP Cup will mean that the Arena would work in conjunction with Ken Rosewall Arena to host the 10 day event.



THE OPPORTUNITIES

3.4 The Funding Opportunity

3.41 Live Nation Entertainment

The global entertainment conglomerate, Live Nation, have put forward a submission to the Committee expressing their interest in funding the construction of the proposed Arena in return for management rights. ***This is an attractive opportunity for the City to have a global leader in entertainment seek to invest in Sydney and NSW.***

3.42 Proposed cost


The construction of a world-class arena for 12,000 including a retractable roof could be delivered in the region of **\$280m - \$350m.**

3.43 Private investment for public gain


We are aware that Live Nation are prepared to fund the construction of the Arena in return for management rights for an agreed period of time. This proposed funding model offers a number of opportunities for the Committee & Government to consider

1. Can replace revenue raised through commercial & residential
2. Provides key infrastructure at no cost to the tax payer
3. The long-term economic return to Sydney & NSW economy


GLOBAL LEADER IN ENTERTAINMENT




CONCERTS




FESTIVALS




VENUES




TICKETMASTER



ARTIST NATION




PARTNERSHIPS




LIVE NATION CONNECTS

MORE FANS TO THEIR FAVORITE ARTISTS


THAN ANYONE ELSE




95M
ANNUAL FANS




35,000+
ANNUAL CONCERTS




100+
FESTIVALS



4,500
TOURING ARTISTS



270+
OWNED AND OPERATED
VENUES





4. The Arena Argument

THE ARENA ARGUMENT

4.1 Australian Competitor Landscape

Currently, Sydney sits significantly behind other major Australian cities in offering a world-class sports & entertainment arena on the doorstep of the CBD. In particular, Melbourne offers 3 venues in the 10,000 – 15,000 space where Sydney currently has none.

Melbourne

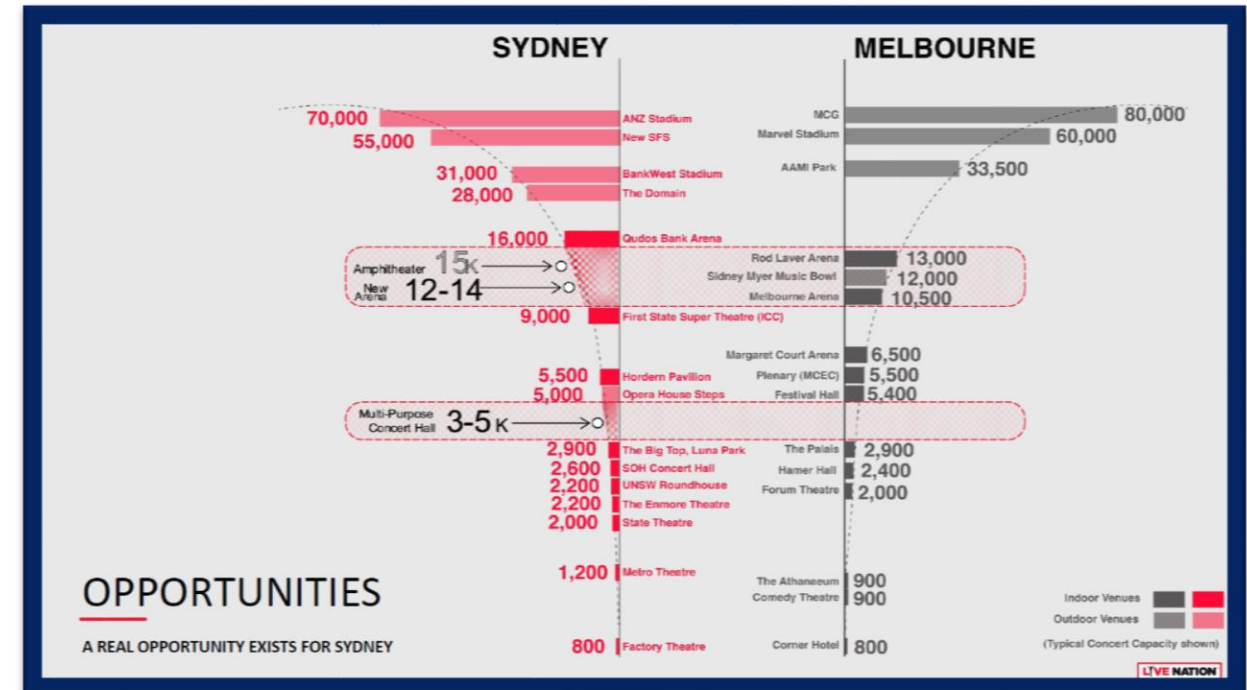
Melbourne Olympic Park is home to three Arena's within 15 mins of the CBD. Rod Laver Arena (15,000), Melbourne Arena (10,500) and Margaret Court Arena (6,500) are a critical component of the AO however throughout the year they play host to music, entertainment and local elite sport.

Perth

The RAC Arena was opened in 2012 and can hold up to 15,500. The venue is host to the ATP Cup whilst also plays host to local professional sport with the NBL's Perth Wildcats. The Arena, sited within the City, was intentionally fitted with a retractable roof to accommodate the requirements of tennis and the ability to host major tennis events.

Brisbane

The Brisbane Entertainment Centre has a capacity of 13,601 making it the second largest permanent indoor arena in Australia behind Qudos Bank Arena. It is home to the Brisbane Bullets (NBL) and formerly the home of the Queensland Firebirds (Netball)



Adelaide

The Adelaide Entertainment Centre was opened in 1991 and received a \$50m upgrade in 2010 and serves as Southern Australia's premier indoor sports and entertainment arena. Home to the Adelaide 36'ers (NBL) and the Adelaide Thunderbirds (Netball).

THE ARENA ARGUMENT

4.1 Asian Competitor Landscape

As Sydney strives to enhance its position as Asia-Pacific's premier destination, the addition of a world-class Arena supports the long-term vision to deliver on a number of key objectives for the City including its global profile, visitor economy and the night time economy.

Many major cities across Asia-Pacific have already recognised the value in having a world-class Arena within close proximity to the CBD. Some notable examples include:

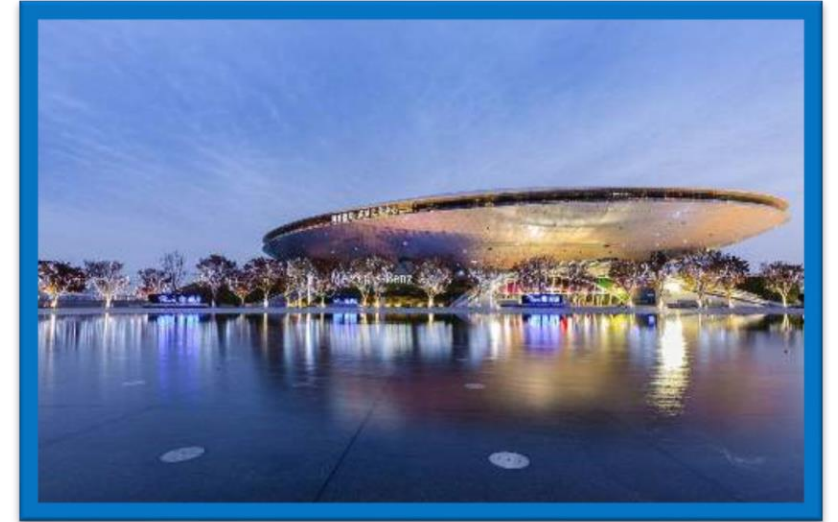
Shanghai - Capacity: 18,000

The Mercedes-Benz Arena, formerly known as the Shanghai World Expo Cultural Center, is an indoor arena located on the former grounds of Expo 2010 in Pudong, Shanghai. It is owned and operated by the AEG-OPG joint venture. The facility seats 18,000 people and includes a smaller venue, The Mixing Room & Muse, which is a more intimate live-music venue.

Auckland – Capacity: 12,000

Spark Arena (formerly as Vector Arena) is a multipurpose arena in Auckland opened in 2007. The venue is located at Quay Park, Parnell, very close to Britomart Transport Centre and The Strand Station. The arena cost approximately \$94 million. The NZ Government contributed \$68 million for the facility to be managed by QPAM, the NZ operator, in New Zealand's first big public-private partnership. This runs for 40 years before ownership is transferred to the city.

Again, these examples are in close alignment with a number of key Government strategies in relation to visitation, night time economy, global profile and sporting infrastructure.



THE ARENA ARGUMENT

4.1 Icons of global cities

World-class arenas in major global cities in many instance have taken on almost iconic status and have established themselves as part of the very fabric of the cities sports and entertainment movement.

Madison Square Garden, NYC - Capacity: 18,000 - Footprint: 76,000sqm

'The Garden' is arguably the world's most famous indoor Arena. Home to the New York Knicks (NBA), New York Rangers (NHL) as well as hosting the world's greatest artists and bands, MSG sets the benchmark for Arena's the world over.

Staples Center, Los Angeles - Capacity: 19,000 - Footprint: 88,000sqm

STAPLES Center is a world-class sports and entertainment venue, located at the spectacular L.A. LIVE complex in Downtown LA. The venue opened in 1999. Alongside 4 professional sports franchises, the STAPLES Center hosts over 250 events and more than 4 million guests annually, with events ranging from professional sports and boxing, to the annual GRAMMY Awards, live music, and family shows

The O2 Arena, London – Capacity: 20,000 – Footprint: 90,000 sqm

AEG convinced the UK Government that it would transform the white elephant that was the 'Millenium Dome' into the world's most successful entertainment venue – and they have delivered. In 2018, the venue was recognised as the most successful concert venue selling over 800,000 tickets to a wide range of content.





5. The Pyrmont Opportunity

THE PYRMONT OPPORTUNITY

5.1 The Sydney Arena @ Pyrmont

Land Requirements

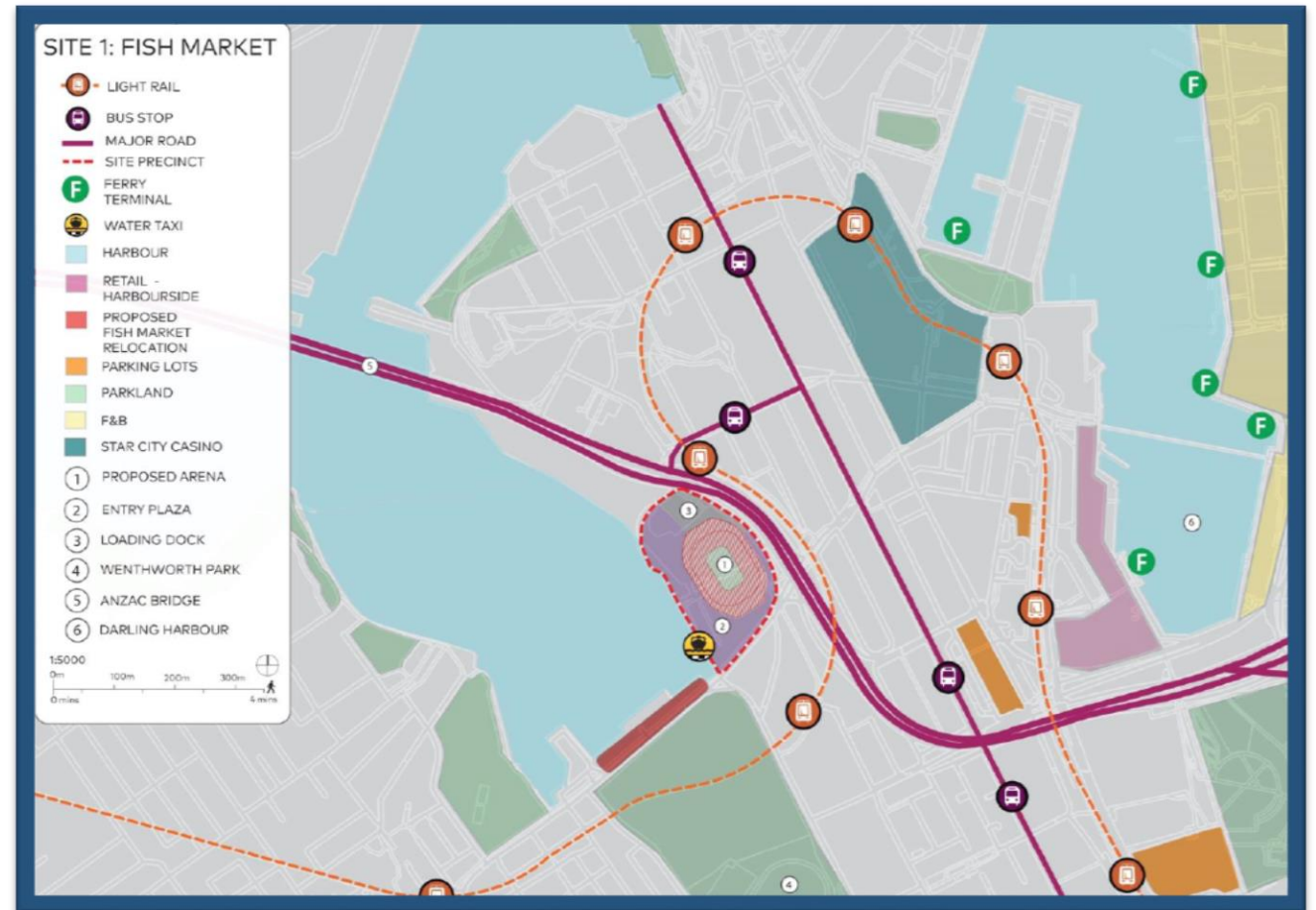
A 12,000 seater Arena will require between 20,000 – 25,000 sqm for the venue. Further availability of land would provide ability for the Arena to incorporate wider facilities and amenities to activate the site.

Transport

The inclusion of an Arena into the Pyrmont Peninsula would further support the proposed Sydney Metro station and other public transport currently in place and being considered for the precinct.

Mixed Use Development

Dependent on space, there is further scope for additional residential or commercial use within the proposed Arena footprint.



This submission is seeking commitment from the Committee to incorporate an Arena into the Pyrmont masterplan whilst also committing to a strategic business case to support inclusion in the final masterplan.

THE PYRMONT OPPORTUNITY

5.1 The Sydney Arena @ Pyrmont

The Committee should note that the current Fishmarket site scores second to highest in comparison to 4 other sites identified within Sydney in an evaluation conducted by Live Nation of 5 possible sites across Sydney.

This submission notes that the Pyrmont Place strategy has already earmarked Wentworth Park as suitable for open green space.

Other notable aspects to the Pyrmont Peninsula and its suitability to the inclusion of an Arena include the following:

- ***Ease of access to the CBD***
- ***Proximity to proposed public transport***
- ***Reduction in high-rise residential in the area***
- ***Drives increased footfall to the Peninsula***
- ***Compliments the wider masterplan***

EVALUATION MATRIX	SITE 1 FISH MARKET	SITE 2 WENTWORTH PARK
SITE PRECINCT		
Similar Size to Global Benchmarks	5	5
Planning and Development Constraints / Opportunities	4	4
Impact on Existing Natural Vegetation & Significant Trees	4	4
Site Vistas	5	4
Site Flexibility	3	4
ARENA		
Ease of Arena Service Access	3	3
Ability for Arena Expansion	3	4
CONNECTIVITY		
Proximity to Public Transport	5	5
Proximity to Off-Street Parking Facilities	4	3
Proximity to Bars, Restaurants and other Patron Facilities	5	5
ACCESS & EGRESS		
Ease of Event Day Access to / from the Arena	4	4
Potential Quality Experience to / from Arena	4	4
TOTAL	53_{.60}	54_{.60}



6. Letters of Support



Basketball New South Wales
Underwood Road, Homebush
New South Wales
15 September 2020

Letter of Support

Concept and Proposal: Entertainment and Sports Arena, Pyrmont, Sydney

To Whom It May Concern,

Please accept this letter in support of the Concept and Proposal for a multisport and entertainment arena in Pyrmont Sydney.

Inner city Sydney is desperate for sporting facilities for organised sport, especially indoor venues where our community can participate from beginner to elite level. The opportunity to develop and use a venue that might be able to operate as a local community venue and act as a large entertainment space within a complex of multi-purpose spaces is both exciting and needed.

Basketball is a well known urban sport that caters for casual enthusiasts through to players that wish to compete at higher levels. It is an inclusive sport that crosses cultural and different social demographic barriers. Working with our affiliated Associations and other not-for-profit groups we ensure that local 'domestic' competitions underpin higher levels of sport when the need arises.

Pyrmont would be an excellent site for such a venue and Basketball New South Wales would be happy to work with all the stakeholders of a this project to get a common and useful outcome for the local community and the wider audience that this venue would attract.

Regards,

Maria Nordstrom
CEO, Basketball New South Wales



Basketball New South Wales
Underwood Road, Homebush
New South Wales
15 September 2020

Funding Support Sheet

Concept and Proposal: Entertainment and Sports Arena, Pyrmont, Sydney

Basketball New South Wales: Self-Assessment Table

Identification	
Organisation/Association/Club	Basketball New South Wales
Project Name/Description	Concept and Proposal: Multi-sport, Entertainment and Community Venue
Project Codename or Reference	Nil

Basketball New South Wales Strategic Goals Alignment 2016 – 2020		
BNSW Strategic Pillars	BNSW Strategic Event or Activity	SportAus FTEM Framework Athlete
Facilities ●	Community ●	Foundation ●
Participation ●	Domestic ●	Talent ●
Culture & Inclusion ●	Regional ●	Elite ●
Awareness	State ●	Mastery <input type="checkbox"/>
Competition ●	National ●	
Elite Pathways ●	International ●	
Leadership	Professional ●	
Centre of Excellence ●		

NSW Office of Sport Goals Alignment		
Key Objectives	Key Design	Key Financial
Increases the number and type of sport facilities ●	Is a Regionally Significant Facility <input type="checkbox"/>	Project Cost is between \$500k and \$5m. <input type="checkbox"/>
Improves the standard of existing sport facilities ●	Is a Sport Hub/Precinct <input type="checkbox"/>	If greater than \$1m, a \$250,000 contribution is guaranteed by applicant(s). <input type="checkbox"/>
Increases participation in sport ●	Has a "Female Friendly" project goal ●	
Matches Future Needs of Sport study ●	Has a "Minority and Disadvantaged Group" goal ●	
	Is a Multisport Venue ●	
Criteria: ● Met <input type="checkbox"/> In Progress Not Met		

17/9/2020

To Whom It May Concern

Re: Letter of Support – Tennis Australia's proposal regarding the need for a new World Class Multipurpose Arena in Sydney

This letter to confirm Live Nation's support of Tennis Australia's submission, that the time has clearly arrived for the NSW State Government to help facilitate the delivery of a new World Class Multipurpose Arena in Sydney.

The current Blackwattle Bay Precinct Planning Review provides the State Government with a unique and once in a generation opportunity for the State Government to facilitate the delivery of a new World Class Multi Purpose Venue via a public private partnership (PPP).

We encourage the NSW State Government to provide land within the Pyrmont Peninsula for the purpose of housing a new World Class Arena. The State could then look to create a PPP to delivery and operate the Arena. This would achieve a result where a new World Class Indoor Arena is delivered to NSW at no capital cost to the state, only cost would be the supply of the land.

A new Arena on the Pyrmont Peninsula would also be consistent with Infrastructure NSW previously published State Infrastructure Strategy, which recognizes the need for an additional indoor entertainment and sporting facility, and recommended the completion of a business case to support a future investment decision (please refer to recommendation 118, page 212, Chapter15, Culture, Sport, Tourism in the State Infrastructure Strategy 2018-2038).

A new World Class Indoor Arena would provide the following benefits to NSW.

- Create significant construction and manufacturing jobs during construction.
- Create significant ongoing Arena related full time, part time and casual operational jobs.
- Complement the States investment in a potential Western Metro Station at Pyrmont.
- Increase visitations and overnights stays in Sydney.
- Deliver substantial direct and value-added economic growth to NSW.
- Assist the State to achieve its Night-time Economy Strategy.
- Grow the amount of live performance and indoor sport content conducted in Sydney.
- Bridge the gap between the volume of shows currently conducted in Sydney vs Melbourne.
- Be a catalyst for further developments near the Arena, such as hotels, restaurants, cafés and bars.
- Deliver a technology enabled arena to respond to the growth of e-sports and live streamed events.
- Create an industry related live Education and Training Hub in partnership with an NSW based university.
- Provide a music training, education and recording hub.
- Provide a more competitive environment between Qudos Arena, ICC and the New Arena, which will result in improved Venue Hire arrangements for users of all facilities.

Should you have any queries regarding the above, please don't hesitate to call me on 0456 967 962 or e-mail me at: mark.graham@livenation.com.au.

Yours Sincerely

Mark Graham

Mark Graham
Vice President – Venue Development

**Address 1/11 Newton Street, Cremorne, Vic 3121
Phone 03 8632 2500**



Lawrence Robertson

General Manager – ATP Cup Sydney
Sydney Olympic Park Tennis Centre
Sydney Olympic Park, Sydney
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