

The 83,100-seat, \$209 million Olympic Stadium, site of athletics, as well as the opening and closing ceremonies, will be downsized to 49,831 seats after the Games when it will become the new home of the Atlanta Braves.



Jan. 3, 1996: The Olympics will feature a full international lineup for the first time, as North Korea accepts its invitation to the Games, bringing the total number of competing nations to 197.

Jan. 31: Coca-Cola begins national and international search for its 2,500 "Share the Spirit" torchbearers.

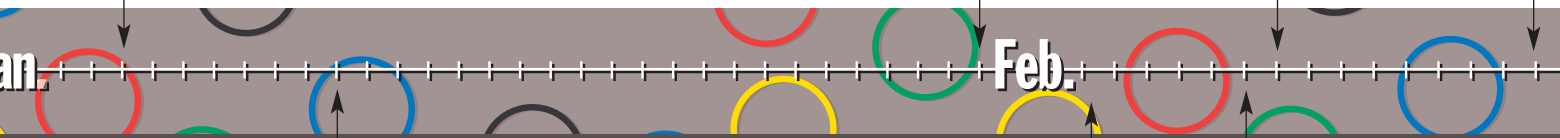
Feb. 7: Following the confiscation of counterfeit Olympic Games merchandise at Atlanta's Super Show and an apparel trade show in Las Vegas, USOC and ACOG announce a new plan to eliminate the problem.

Feb. 15: ACOG names 5,500 "Community Hero" torchbearers selected by community judging panels.

Jan. 10: ACOG strikes a deal with the family of Martin Luther King Jr. to use his image on medallions and other memorabilia.

February: ACOG's financial report for 1995 is released, showing that the committee has \$1.51 billion in financial commitments — 11 percent short of the amount needed to pay for the Games.

Feb. 6: Celebrity photographer Annie Leibovitz named as official U.S. Olympic team photographer following a year of negotiations.



Golden Opportunities



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Everywhere you look there is something new. First and foremost are the new and renovated sports facilities dotting the city, as well as neighboring communities. Then there are the new highways, parks, hotels, offices, retail outlets and overall citywide beautification. Ever since Atlanta learned on Sept. 18, 1990, that it would host the XXVth Olympic Games (held for 17 days from July 19 to Aug. 4), the city has experienced a building frenzy unlike anything it has seen before — or likely will ever see again.

Although the massive amount of construction has brought some growing pains — heavy traffic congestion for one — as well as its share of dissenters, the legacy of sports facilities the Olympics will leave the Atlanta area is unparalleled in the United States. Unlike Los Angeles in 1984, which used existing venues for all events except shooting, Atlanta didn't have enough existing venues to host all 26 Olympic sports (31 disciplines).

After the Olympics and Paralympics have come and gone, Atlanta and its surrounding communities will be left with a vast legacy of world-class sports facilities.

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“There weren't enough professional, institutional and municipal facilities where we could put all 31 of these fields of play and all of their varied configurations in existing facilities,” says

Bill Johnstone, an executive vice president with Lehrer

McGovern Bovis Inc., who is on assignment to the Atlanta Committee for the Olympic Games. “We just weren't as well endowed as southern California.”

Lehrer McGovern Bovis, along with sister firm McDevitt Street Bovis Inc., and the firms of Charles F. McAfee Architects and MHR International — collectively known as the Program Services Group — were selected in March 1992 by ACOG to provide management services for the Olympic construction program.

“Those four entities came together, brought all of their strength and expertise, and our mission then became to organize and manage the construction program within ACOG,” says Johnstone, who serves as director of project

Feb. 27: ACOG, USOC and EMI/Latin Records announce that the first-ever Olympic Games' Latin album, *Voces Unidas*, will be released in connection with the 1996 Games.

March: Tickets to Coca-Cola's Olympic City go on sale. Also, ministers in the Olympic ring ask ACOG for \$2 million to offset projected losses in church contributions during the games.



Mar. 13: The Olympic Stadium Design Team sues ACOG for \$4 million because of frequent design changes causing 47,600 hours of unpaid overtime.

Mar. 19: Two 10,000-pound steel beams designed to support a temporary roof being constructed over the Olympic swimming and diving complex collapse on the Georgia Tech campus and fall 130 feet. No one is injured.

Mar. 23: 135,000 tickets to 105 previously sold-out events go on sale; 5,845 sold in two hours; hundreds of hotel rooms begin to show up as available in what was previously called a completely booked market.

Mar. 29: The IOC announces that Olympic athletes in Atlanta must agree to take any disputes about issues such as drug-test results to a special court of arbitration instead of civil court.

Feb. 20: IOC officials affirm that Taiwanese officials have not been invited to the Games, which would likely lead to a Chinese boycott.

March: Bill to prevent rent gouging by landlords dies in Georgia Legislature.

Mar. 6: Avoiding a possible Chinese boycott over Taiwan, Olympic organizers announce that no political leaders will be formally invited to the Games.

Mar. 14: Olympic organizers accuse stadium designers of suing them in retaliation for demanding that the designers pay \$3 million in repairs to the steel infrastructure.

Mar. 21: Atlanta Olympic theme, “Summon the Heroes,” is released.

Mar. 26: City of Atlanta announces that ACOG is 11 days late with a \$1.9 million payment for city services.

Mar. 30: Olympic flame lit by high priestess at Temple of Hera in Olympia, Greece.



March

April

Atlanta's Olympic Legacy

NEW PERMANENT FACILITIES

Olympic Stadium

Project team: Heery International Inc.; Rosser International; Williams, Russell & Johnson; and Ellerbe Becket Inc.

Site of athletics, as well as the opening and closing ceremonies, the 83,100-seat stadium will be downsized to 49,831 seats after the Games when it will become the new home of the Atlanta Braves in time for the 1997 season. The stadium will replace the 52,563-seat Atlanta-Fulton County Stadium, which will be utilized as the Olympic baseball venue and then torn down after the Games. The \$209 million price tag includes the new stadium, conversion to a baseball stadium and destruction of the old stadium. The Atlanta Braves added another \$21 million worth of improvements, bringing the total stadium price tag to \$230 million.

The facility's track will be relocated to Clark Atlanta University.

Aquatic Center (Georgia Institute of Technology)

Project team: Stanley Love-Stanley P.C.; Smallwood Reynolds, Stewart, Stewart and Associates Inc.; Counsilman-Hunsaker & Associates (natatorium consultants).

Site of the swimming, synchronized swimming, diving, water polo and modern pentathlon events, this \$14.4 million complex includes separate competition and diving pools, as well as a \$6.2 million, temporary, 5,000-seat water polo facility. The main complex includes 2,000 permanent and 13,000 temporary seats. After the Games, ACOG will give the facility to Georgia Tech, which plans to enclose it and convert it into an intercollegiate aquatic center.

Hockey Center (Clark Atlanta University, Morris Brown College)

Project team: Turner Associates and HNTB Sports Architecture Group.

One of ACOG's largest venue investments, the \$31 million, two-field, artificial turf field hockey complex includes a 5,000-seat stadium at Clark Atlanta University and a 15,000-seat stadium across the street at Morris Brown College. After the Games, Morris Brown will use the new stadium for football, while Clark Atlanta will use its stadium for football and track and field events.

Tennis Center (Stone Mountain Park)

Project team: R.L. Brown and Associates, Nichols Carter Grant Architects, Rosser International, Tunnel-Spangler & Associates, and Browning Day Mullins Dierdorf (tennis design consultants).

Located 16 miles from the Olympic Center at Stone Mountain Park, this \$18.9 million, 20-court tennis facility is set against the backdrop of the world's largest exposed granite monolith. The facility includes a Centre Court stadium with 12,000 seats, 8,000 of which will be permanent; two grandstand courts with 5,000 permanent and 3,000 temporary seats; 13 competition courts with a total of 6,550 seats; and four covered practice courts.

After the Games, ACOG will give the facility to Stone Mountain Park, a state-owned facility, for public use. The venue will also be used for NCAA and Atlanta Lawn Tennis Association tournaments.

Preliminary Basketball Venue (Morehouse College)

Project architect: Moody/Nolan Ltd.

Site of basketball's preliminary rounds, the \$9 million, three-level, 6,000-seat arena will be given to Morehouse after the

Games. An existing gymnasium was also upgraded into a warm-up facility.

Georgia International Horse Park (Conyers, Ga.)

Project team: Lord Aeck & Sargent, Delon Hampton & Associates, Tunnel-Spangler & Associates, Duckett & Associates, and International Equestrian Design.

Located at the 1,139-acre Georgia International Horse Park, this \$24.7 million permanent facility, 33 miles from downtown Atlanta, will host equestrian and mountain biking events, as well as the equestrian and cross-country competition of the modern pentathlon. The center includes stables, dressage and jumping areas, a track course, trails and a steeplechase oval, which will be given to the Horse Park after the Games. The main arena will feature 31,000 seats, 8,000 of which are permanent.

Rowing and Canoe/Kayak Venue (Lake Lanier)

Project team: Armour, Cape & Pond; B&E Jackson.

This \$16 million, permanent rowing facility, located 55 miles northwest of Atlanta, is the site of flat-water canoeing/kayaking and rowing, and will be given to the city of Gainesville and Hall County after the Games to be used for competitions and as a public rowing center. The site will have 1,500 permanent and 18,500 temporary seats, a permanent cabling system and finish tower, two permanent boat houses and permanent storage facilities. The site will also include a temporary day village for athletes.

The biggest challenge of the venue was securing a temporary, 14,000-seat platform that could be easily and safely placed within the water. The temporary seating platform was built in lieu of locating terraced seating on a heavily forested hillside.

Wolf Creek Shooting Complex (Fulton County)

Project team: Harrington George & Dunn, P.C., Lowe Engineers, CTA Architects/Engineers, Roy Ashley and Associates, and Duckett & Associates.

Site of shooting events and modern pentathlon shooting events, this \$16.7 million site is located at the Wolf Creek Trap & Skeet Range, a world-class facility 21 miles from downtown Atlanta. After the Games, Fulton County will operate the site for world-class shooting competitions and as part of its public recreational facilities.

NEW TEMPORARY FACILITIES

Cycling Velodrome (Stone Mountain Park)

Project team: Bishop Planning Consultants Inc., M. Paul Friedberg & Partners, Harrington George & Dunn, and Schurman Architects (design consultants).

The \$10.9 million velodrome (which also includes the cost of the archery facilities, below) located with the Tennis Center at Stone Mountain Park, consists of a 250-meter wooden-surface track with 6,000 seats.

Archery Facilities (Stone Mountain Park)

Project team: Bishop Planning Consultants Inc.; M. Paul Friedberg & Partners; Harrington George & Dunn.

Also located at Stone Mountain Park, the archery center includes a four-lane archer's competition range, a 22-lane practice range and 5,000 temporary seats.

Wassaw Sound Yachting Facility (Savannah, Ga.)

Yachting will be staged in the Atlantic Ocean off the coast of Savannah. The temporary, \$10.8 million day marina is 250 miles from Atlanta.

RENOVATED/ADAPTED FACILITIES

Adaptations paid for by ACOG or the facilities themselves were made to the following existing facilities:

Georgia Dome

Host to the men's and women's basketball finals, as well as gymnastics and team handball events, the 72,000-seat dome, which opened in 1992, is the largest cable-supported stadium in the world.

Georgia World Congress Center

Site of fencing (regular competition and modern pentathlon event), judo, table tennis, handball, wrestling and weightlifting, the 2.5 million-square-foot building is the second largest convention center in the nation.

The Omni Coliseum

Home of the NBA's Atlanta Hawks basketball team, the 16,400-seat arena will serve as the volleyball venue.

Alexander Memorial Coliseum (Georgia Institute of Technology)

Currently Georgia Tech's basketball arena, the 10,000-seat facility, which will host boxing events, upgraded its floor, seating, suites, concessions, air conditioning and access for the disabled for the Olympics.

Georgia State University Gym

The gymnasium at Georgia State University, which received \$2.6 million worth of improvements, will host badminton events.

Ocoee Whitewater Center

Located 130 miles from Atlanta on the Ocoee River near Ducktown, Tenn., this 1,850-foot course, site of slalom canoe and kayak events, churns along at about 7 m.p.h. It's classified as a Class III-IV site in terms of difficulty, on a scale of I to VI.

Atlanta Beach (Clayton County)

This venue, a park bought by Clayton County, is the beach volleyball venue and is located near Jonesboro, 20 miles south of downtown. The facility features three man-made lakes, large beach areas and a 8,000-seat beach volleyball stadium, which will remain intact after the Games.

University of Georgia Coliseum (University of Georgia at Athens)

Site of preliminary volleyball and rhythmic gymnastics, this facility is located 65 miles from Atlanta.

Sanford Stadium (University of Georgia at Athens)

This 86,000-seat stadium, one of the largest in the country, is located 65 miles from Atlanta. It will host the soccer semifinals and finals. First-round soccer matches will be held at Legion Field in Birmingham, Ala., Miami's Orange Bowl, Orlando's Citrus Bowl and at Robert F. Kennedy Stadium in Washington, D.C.

Golden Park Softball Complex (Columbus, Ga.)

This \$5.1 million, 2,500-seat softball facility, site of women's fast-pitch softball, was built by the city of Columbus and is 105 miles from Atlanta. The facility will seat 8,753 spectators during the Olympics.

Give and Take

Although the new aquatics center at Georgia Tech sits ready and waiting, the process of building the facility at the university was definitely one of give and take.

"Aquatics was one of those 10 sports we didn't have an existing home for, and we said if we're going to build an aquatics facility, let's make sure there's a post-Games owner who wants it and can maintain it so it lives on for the people of Georgia and the regional southeast," says Bill Johnstone, director of project management in the ACOG construction department and an executive vice president with Lehrer McGovern Bovis Inc., one of four firms making up ACOG's Program of the Higher Education System of Georgia, which includes the University of Georgia, Georgia Tech and Georgia State, expressed interest in a high-caliber aquatics center.

"They said, 'We'll give you the land at Georgia Tech if you put your development dollars into it and then leave us the facility,'" says Johnstone. "We said you couldn't ask for a better post-Games owner than that, so we slid our Olympic requirements across the table at them thinking what a win-win situation called for three pools — a competition lap pool, ACOG's requirements called for three pools — a competition lap pool, a diving pool and a water polo pool. The university only wanted two pools, saying it didn't have the funds to maintain a separate water polo pool. In addition, the school only wanted 2,000 permanent seats, a far cry from the 15,000 seats ACOG needed.

"We put in 13,000 temporary seats, temporary trailers for back-of-house and concessions and got a temporary pool for water polo," Johnstone says. "That wasn't quite what we had in mind, but on the other hand, we didn't want to leave behind a white elephant."

—S.S.

management in the construction department.

"Ideally, any committee would like to be in a position where there are enough existing facilities that you could place every one of those 31 sports in a facility. In that case, all you'd have to do is adapt that facility to the requirements of the Games, and your budget would be relatively small. But when we added it up, there just weren't the facilities out there," says Johnstone. "We ended up 10 venues short."

PSG determined \$400 million was needed to build the 10 facilities. Added to that was an additional \$100 million for the adaptation of existing facilities and for temporary and portable facilities, such as bleachers, tents, trailers, toilets, fencing, site-generated power and temporary air conditioning.

Johnstone says PSG's next challenge was to develop individual programs venue by venue, sport by sport.

"What you don't get when you become the host community — and this was the toughest thing that hit me when I came here — is a box labeled with a particular sport, and in that box is everything you need to know about that sport's facility requirements," he says.

"All they give you is the rule book, and they tell you who the president of the international federation is and you basically negotiate what kind of a facility you're going to give them. And then you have to negotiate with the post-Games owner to leave behind a lasting legacy."

Underlying every decision PSG made was the goal of finding post-Games own-

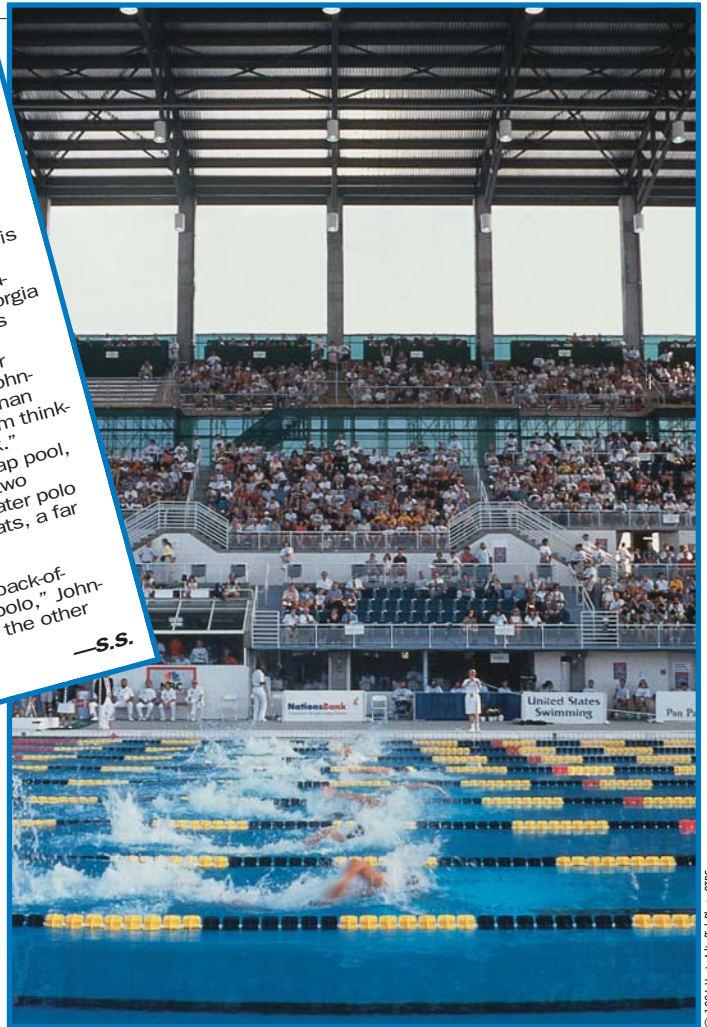
The aquatics center, site of the swimming, synchronized swimming, diving, water polo and modern pentathlon events, includes this 15,000-seat competition pool, as well as a diving pool and a temporary, 5,000-seat water polo facility.

"What you don't get when you become the host community is a box labeled with a particular sport, and in that box is everything you need to know about that sport's facility requirements."

ers who wanted — and could afford to operate — the facilities the Olympics would leave behind.

"We applied that rationale to every one of the 10 facilities that we were building," says Johnstone. "We always made sure that we were building permanent for what the post-Games owner wanted, and then facilitated our additional requirements through temporary and portable additions."

That philosophy has prevailed, and the colleges and universities located in or near downtown Atlanta have certainly reaped the largest



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rewards, with more than \$116 million spent on the construction and renovation of sports facilities and residence halls.

The school with the largest legacy is the Georgia Institute of Technology (Georgia Tech), which will host aquatics and boxing events, and is the site of the main Olympic Village. In addition to a new aquatic center (see "Atlanta's Olympic Legacy," page 34), the school received improvements to Alexander Memorial Coliseum (site of boxing), as well as 2,700 new dorm rooms. Nearby Georgia State University also received 2,000 new dorm rooms, which are located on the Georgia Tech campus.

In addition, two of Georgia Tech's gymnasiums will be used as practice venues, the existing outdoor pool will be used as a warmup pool, Griffin Track will be used as a warmup and practice training area for athletics, and the baseball stadium and tennis center will be used for warmups. A new outdoor plaza with a wading pool, amphitheater and bell tower will be a permanent addition to the campus.

One reason Georgia Tech may have been successful in attracting the Games to its campus is the active role the school took in helping put together a multimedia presentation, shown to IOC

Snorkel What?

When it comes to venue construction, you try to prepare for every contingency, but the firm responsible for construction at the Georgia International Horse Park in Conyers, Ga., was boondoggled by snorkelwort, a state and federally protected plant.

Snorkelwort, which grows in depressions of granite where water collects following heavy rain, was recently found at the site by Georgia's Corps of Engineers. Plants resemble a vine-like water lily, containing small brown, capsule-shaped fruits.

"We've faced some extraordinary conditions before, but working around snorkelwort was definitely a first," says Mickey Hernandez of Bovis Inc. in New York City, part of a multifirm management team responsible for Olympic venue construction. Hernandez is project manager of the venue, site of equestrian, mountain biking and modern pentathlon events.

"We had to arrange our entire building plan around a fenced-off area to protect snorkelwort," says Hernandez. "It even diverted the path of the original mountain biking course."

— S.S.

officials in Tokyo, detailing the transportation, medical facilities, entertainment, training facilities, housing and dining available in Atlanta. Georgia Tech's location also helped.

"I think the location of the university downtown and close to the venues was very important," says Bill Miller, Georgia Tech's director of Olympic planning. "We're just ideally located for the Olympic Village."

Some 15,000 individuals (9,000 athletes and 6,000 support personnel) will be housed on the campus at both new and existing dorms, and at fraternities and sororities. The school will also house 6,000 athletes during the Paralympic Games, which follow the Olympics.

"We built a total of 4,700 dorm rooms and athletes will stay two to a room, so two-thirds of the athletes will live in brand new facilities," says Miller.

Although all students living in dorms on campus during the summer will have to move off campus during the Olympics, and all staff, students and faculty had to be investigated and credentialed, Miller feels the legacy the Olympics is providing is well worth the temporary inconvenience.

"Up until this point, we could house only 35 percent of our students and now we're up to around 50 percent, and that's going to change the character of the campus quite a lot," says Miller. "One of the things we're looking at is to turn the housing into learning centers. They're all wired into a network, so students can turn on their computer monitors and 'attend' classes

"We always made sure that we were building permanent for what the post-Games owner wanted, and then facilitated our additional requirements through temporary and portable additions."

right from their room."

Miller says that after the Games, the aquatic center will be used for teaching, wellness activities and recreational swimming. (The facility was largely funded by ACOG, but Georgia Tech contributed some money for items like a movable floor to make the main pool more usable as a teaching facility). Children living in nearby public housing will also be able to use the pool through a variety of sponsorship programs. Once funding is available, the school plans to enclose the facility, making it eligible to host NCAA competitions.

Miller says although a project of this magnitude has its ups and down, overall the school was able to work well with ACOG.

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A new 5,000-seat stadium at Clark Atlanta University will be used as a field hockey venue. After the Games, it will be converted to a football stadium and surrounded by the track from the Olympic Stadium.

“We have different purposes, and some things get crossed because we’re trying to maintain an academic atmosphere here at the same time they’re trying to get ready for this huge event. We’ve had to say no a number of times, but that was kind of expected,” he says. “Overall, it has really been a great experience.”

Although Georgia State University’s new dorms are more than a mile from their campus, they are the school’s first. Georgia State also received financial assistance from ACOG to improve its gymnasium, site of Olympic badminton events.

Three of Atlanta’s historically black colleges — Morehouse College, Clark Atlanta University and Morris Brown College — are also beneficiaries of the Olympic legacy. A new arena, which will be used for preliminary basketball rounds, was constructed at Morehouse,



Photo by Seth Hansen/DickHarris Inc.

while an existing gymnasium was upgraded into a warm-up facility. Besides the actual 6,000-seat arena seating bowl, the \$9 million, 100,000-square-foot arena includes four large locker rooms, weight-lifting and fitness rooms, coach and players’ lounges, medical facilities, ticketing, concessions and storage areas.

Both Morris Brown and Clark Atlanta received stadiums for field hockey, although after the Olympics, both schools will convert the stadiums to

football use. At Morris Brown, the existing 15,000-seat Herndon Stadium was extensively renovated, while at Clark Atlanta, a new 5,000-seat stadium was built. As an added bonus, the high-tech track from the Olympic Stadium will be relocated to Clark Atlanta and will surround the stadium field. The school also received funding to develop a softball field and eight new tennis courts — improvements that, according to Director of Athletics Dr. Richard Cosby, greatly enhanced the facilities the

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Did You Know?

Facts and figures about the XXVth Olympiad.

- The Olympic Village at Georgia Tech is the largest village ever, housing 10,500 athletes, and the first with air conditioning.
- Approximately 150,000 temporary seats have been shipped in from Australia, Ireland, Canada and Spain.
- More than 2,000 portable toilets will be located among the venues.
- Some 1.2 million square feet of operations and hospitality tent space will accommodate visitors, dignitaries and athletes.
- Games staff will include 88,171 people — 1,400 ACOG employees, 42,500 volunteers, 38,937 contractors and 5,334 hourly/temporary/loaned staff.
- A total of 181 venues will be used, including competition sites, non-competition venues, command centers, medical facilities, training and warm-up sites, warehouses and hospitality centers.
- 1.4 million visitors are expected in Atlanta during the Games.
- Atlanta temperatures for the Games: an average high of 87.3 degrees F., an average low of 68.3 degrees F.
- Funding includes \$1.7 billion raised through the sale of broadcast rights, sponsorships and licensing rights, tickets, merchandising and other programs.
- Nearly 40 percent more women will be competing than in 1992 — 3,779 women expected in 1996 vs. 2,708 in 1992.
- There will be 600 VIPs, with more than 4,500 security personnel on hand to protect them.

(The above information is courtesy of ACOG and Bovis Inc.)

school has for its athletic program.

"We were very pleased to have the opportunity to participate in the Olympics and get facilities of the magnitude we got," says Cosby. "We would have liked to have more, but there was just so much appropriated for the budget and we had to be realistic in our thinking."

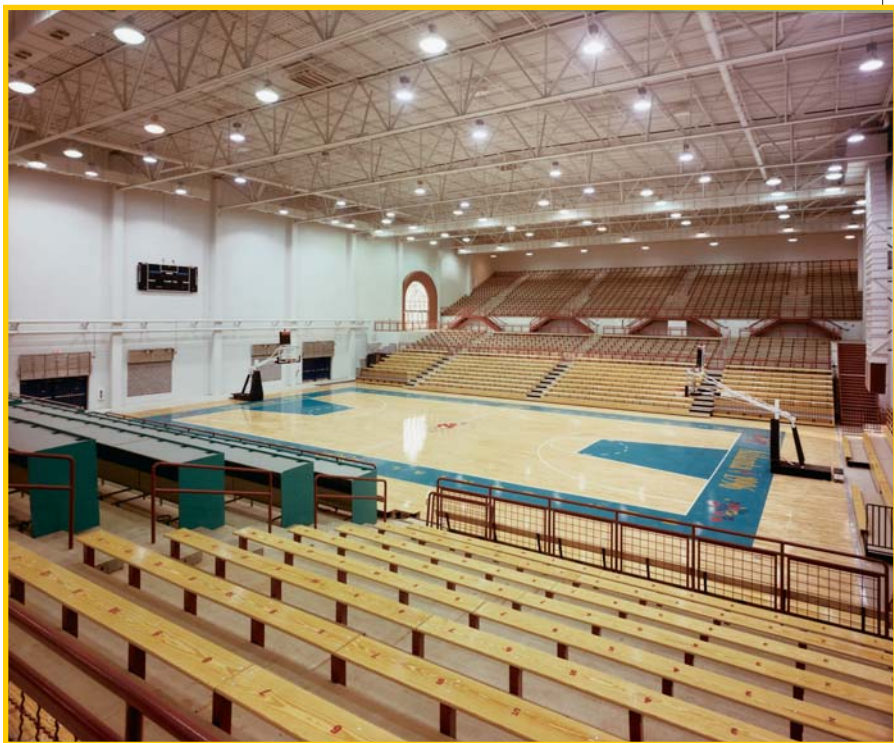
The process involved in coordinating the many different types of construction was a complex one.

"We set up an organization that basically mirrored what our main mission was and that was project management," says Johnstone. "Then to make sure those individuals had all the support they needed, we set up three departments whose only function was to support project management."

Those departments include project controls, which consists of scheduling, estimating and cost reporting; tech services, which handles program definition and control, quality control, safety and dealing with regulatory and permit



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agencies; and minority and female participation, an important criteria in every contract awarded.

"That's another legacy we're proud of," says Johnstone. "We achieved 43 percent minority participation from our designers and about 35 percent from our contractors. We set that as a high criteria in selection."

The 31 sports disciplines were then divided into five teams — "I call them combat teams," says Johnstone, "assisted by support departments." Team A handled the Olympic Stadium and baseball; Team B, the equestrian, shooting and rowing/canoeing venues; Team C, the aquatics, tennis, archery, cycling and badminton venues; and Team D, the field hockey, basketball preliminaries and yachting venues. Team E was responsible for adapting all the existing venues, as well as for the

Georgia Tech's 10,000-seat Alexander Memorial Coliseum (top), site of boxing events, was extensively remodeled for the Games. After the Games, the venue will continue to host Georgia Tech basketball games. The 6,000-seat arena at Morehouse College (bottom), site of basketball's preliminary rounds, will be given to the college after the Games.

procurement and design management of temporary and portable facilities.

Although ACOG had its share of construction-related problems — most notably last year's collapse of a light tower at Olympic Stadium that killed an ironworker, plus the collapse in mid-March of two steel beams supporting the temporary roof over the Aquatic Center — Johnstone feels ACOG is a target because of the magnitude of the Olympics.

"If we weren't the Olympics, nobody would be interested," he says. "If we stub our toe on anything, everybody jumps on it because it's news and people want to read about it — and that kind of gets you down from time to time. But there's going to be a time when everybody is all of a sudden going to want to celebrate it, so we have to look forward to that and not get burrowed under."

While Johnstone's favorite facility is the Olympic Stadium — "It's the centerpiece of our program and it's just breathtaking" — he regrets that its

The Stone Mountain tennis venue includes a Centre Court stadium with 12,000 seats, 8,000 of which will be permanent; two grandstand courts with 5,000 permanent and 3,000 temporary seats; and 13 competition courts with a total of 6,550 seats.



Photo by Seth Hanser/Digitalarts, Inc.

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legacy will not be left to the track and field community. (As soon as the Olympics and Paralympics are completed, a massive effort will be underway to convert the facility to a 49,831-seat stadium for the Atlanta Braves in time for the 1997 season.) He also cites the equestrian, shooting, rowing/canoeing and tennis venues as noteworthy legacies.

"It's the first time in 50 years that all three equestrian events are on one site, and that's another breathtaking facility," he says. "The shooting facility is of international-competition quality and it's not in military hands — Fulton County will operate it. It's a legacy that's just fantastic. Rowing and canoeing at Lake Lanier is a permanent facility with a lake configuration that narrows down to a river and a protected gorge on a north-northeast heading, which is perfect for rowers. The boathouses are another beautiful legacy. Tennis is a tremendously popular sport in the Atlanta area and the tennis venue — with 16 courts surrounding a center court that has 8,000 permanent seats — will be operated by the Stone Mountain Authority, which is a state park, so that's in very good hands."

Although ACOG tried hard to find a permanent home for a velodrome, Johnstone says nobody wanted it because the popularity of velodrome cycling is dying as mountain biking and road cycling become more popular.

"We didn't want to leave behind white elephants that nobody wanted," he says. "Unfortunately, we weren't able to make every one of them work. There was always a reality we had to apply to it."

Johnstone says the 1984 Olympics in Los Angeles were a model for ACOG to follow.

"We looked very hard at Los Angeles and we spent a lot of time observing what Barcelona did, but we kind of modeled ourselves economically after the L.A. games," he says. "We didn't want to leave behind a debt to the people. We are under budget and on schedule, and we spent a lot of time on cost control to make sure we lived up to our obligation to the people and the state." ■