



Report of the
IOC Evaluation Commission
for the
Games of the XXX Olympiad
in 2012



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I N T E R N A T I O N A L O L Y M P I C C O M M I T T E E

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INTRODUCTION

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The IOC Evaluation Commission for the Games of the XXX Olympiad in 2012 (the Commission) is pleased to present the results of its evaluation of the five Candidate Cities for these Games. Listed in the official order of drawing of lots, these cities are Paris (FRA), New York (USA), Moscow (RUS), London (GBR) and Madrid (ESP).

Nine cities initially submitted applications to host the 2012 Olympic Games: Paris (FRA), Leipzig (GER), New York (USA), Istanbul (TUR), Havana (CUB), Moscow (RUS), London (GBR), Madrid (ESP) and Rio de Janeiro (BRA). The nine cities were assessed by a group of experts who presented a report to the IOC Executive Board. On 18 May 2004, the IOC Executive Board selected the five Candidate Cities listed above.

Throughout the 2012 bid process, the IOC has continued to build on and improve the quality of the services it offers to bid cities through the Olympic Games observer programme, bid city seminars and access to the IOC's Olympic Games Knowledge Management programme. As a result, the 2012 Applicant and Candidate Cities have had more information and expertise available to them than ever before.

The Commission notes that this is reflected in the detailed planning and comprehensive strategies implemented by the Candidate Cities on such issues as sustainability, accessibility and integrated city development. In particular, it notes that the recommendations of the IOC Olympic Games Study Commission have been taken into consideration by the Candidate Cities and applied according to each city's specific plans.

Based on such in-depth reflection and analysis, the investments made throughout the bid process can be seen to generate positive legacies from the bid irrespective of whether the city is awarded the Games. Bidding for the Olympic Games is also proving to be a catalyst for the regeneration of city areas, accelerated construction of general infrastructure and sports facilities and for high-level political, financial and administrative collaboration, showing the unique nature and influence of the Olympic Games.

The high quality of the candidature files and the presentations made to the Commission during its visits has greatly assisted the Commission in its assessment of each city's proposal and in the preparation of this report. During its visits the Commission was very pleased to meet with the IOC members in the respective countries.

The 2012 Evaluation Commission is composed of representatives of all components of the Olympic Movement: the IOC, IFs, NOCs, athletes, IPC, former organisers of Olympic Games and experts (see Appendix A).

The Commission has carried out a detailed, technical analysis of the five Candidate Cities, to assist the IOC in the important decision of electing the Host City and to underline the challenges that could be faced in each of these cities during the seven years leading up to and including the 2012 Olympic and Paralympic Games.

The Commission's task is a technical and fact-finding one: to verify the information stated in the candidature file, to determine whether proposed plans are feasible and to make a qualitative assessment of risk.

INTRODUCTION

Introduction

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The Commission followed the same working procedures in each Candidate City: briefing sessions were held on all 17 themes of the IOC Candidature Procedure and Questionnaire and visits were made to each of the proposed venues in the city (see Appendix B for visit dates).

The Commission has taken into consideration all information received up until its departure from the respective cities.

The Commission's report is presented on a city-by-city basis, in the order of drawing of lots. The reports are followed by an overall summary of each city.

The Commission's report reflects the unanimous opinion of its members.

GENERAL ISSUES

To complete this introduction, the following general issues address a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

1. Travel times

All travel times mentioned in the Commission's report are average 2012 bus travel times, as provided by the Candidate Cities in their candidature files. Where the Commission feels travel times are not achievable, a comment has been made in the report.

2. Accommodation (see appendix C)

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories
- A USD room rate in 2012 dollars for IOC hotels (1,800 rooms)

- For other accredited constituent groups a formula to calculate USD 2012 room rates.

During its visit, the Commission verified the hotel rating systems used by all Candidate Cities and their equivalence to the internationally-accepted star rating system used in this report.

3. Tax

The 2012 Candidate Cities were requested to provide an analysis of all potential direct and indirect tax exposures that parties of the Olympic Movement would be faced with, if the Games were organised in their country. Cities confirmed that either tax exemptions existed, would be enacted through legislation or that the OCOG would bear the cost of non-recoverable withholding taxes.

4. Technology

The Commission has not commented on technology in the individual city reports as it considers that each of the five countries in question has a modern technology structure and service system and that technology infrastructure in the five Candidate Cities would be adequate to host Olympic and Paralympic Games in 2012.

5. Security

Terrorism has become a global concern and affects all Candidate Cities equally. The Commission has not commented on this element of security in the individual city reports as it considers that all cities and their respective countries have demonstrated a commitment to maintaining a high level of vigilance and implementing prevention methods.

6. Natural disasters

None of the five Candidate Cities is geographically situated in areas which are normally subject to natural disasters.

7. Olympic programme

All five Candidate Cities have agreed to provide the venues and facilities necessary for the hosting of any potential new sport to be included on the Olympic programme. Decisions regarding the Olympic programme will be taken by the IOC Session in July 2005 in Singapore.

8. Test events

Each of the five Candidate Cities has committed to organising a test event in every sport at Olympic venues and has made the necessary provision in the budget.

9. Public opinion

As additional background information, the IOC conducted its own opinion poll in the Candidate Cities and their respective countries in December 2004. The results of this poll can be found in Appendix D.

10. Letters of concern

As is the case with each edition of the Olympic Games, letters of concern are addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to London, New York and Paris, to which it agreed. The Commission noted that none of these groups were against the Olympic Games. Their concerns related to specific sites and were mainly of an environmental and social nature.

11. Torch relay

Whilst the Commission has acknowledged each city's plans for a torch relay in 2012, each Candidate City was informed during the Commission's visit that any proposal would require discussion with the IOC after the election of the Host City and that such proposal would need to comply with the IOC's policy for the torch relay.

12. Maps

A map of each city's project is included in Appendix E. These maps, taken from the cities' candidature files, will assist readers in understanding each city's overall concept and to situate the venues.

13. Number of venues - counting methods

For each Candidate City, venues have been counted according to the following principles:

- Road courses are not counted as venues
- In the case of venues with multiple halls, each separate hall is counted as one venue.

Appendices

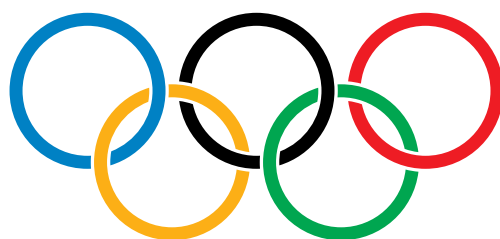
- A. Composition of the Commission
- B. List of visit dates
- C. Accommodation table
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- E. Maps
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PARIS
Paris

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PARIS2012

CANDIDATE CITY



OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

Paris proposes Friday 27 July to Sunday 12 August as the period for the Olympic Games, based on the most favourable climatic conditions for the athletes. The traditional French summer holiday period should ensure lower traffic and public transport pressures and lower accommodation demands.

■ Olympic Games concept

Paris has based its vision on the longstanding relationship between Olympism and France and has planned athlete-centred Games, with significant athlete involvement in the candidature phase. A commitment has been made to continue this athlete involvement through to Games organisation.

The Games concept consists of two major clusters close to the Olympic Village, encompassing 17 competition venues, including the Olympic stadium, as well as the planned IBC/MPC. As a consequence, approximately 77% of athletes would compete at venues within 10 minutes of the Olympic Village.

Paris has fully taken into account the Olympic Games Study Commission's recommendations in its use, in particular, of existing infrastructure and the need for sustainable development. For this reason, a high number of temporary venues (13) would be used.

Plans are backed by a strong and ongoing communications strategy starting in 2005, funds for which are included in the OCOG budget.

■ Legacy and impact

Paris has committed to providing a legacy to the city, the region, French athletes and the community generally, through the building of new sports venues including the aquatic centre, the velodrome and the canoe kayak slalom course and through programmes to increase the regular participation of young people in sport.

The Olympic Village would provide a significant new housing opportunity for inner Paris through the regeneration of a partly disused railyard and the desire to build an exemplary sustainable urban district which would set a new standard for urban development in France.

With the planned urban development and the strong support for environmental responsibility and accessibility at the highest level across all Olympic projects, the Olympic Games legacy should be significant.

The Paralympic Games are well integrated into the planning of Paris 2012.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of the Paris region is expected to grow from 11.1 to 11.5 million by 2012.

■ Political structure and responsibility

France is a constitutional republic with a president elected every five years by universal suffrage. The government is led by the Prime Minister who is appointed by the President from the majority parliamentary party.

The Mayor of Paris chairs the bid. The regional government of Ile-de-France and the various local authorities would act as head contractors on most infrastructure projects required for the Games.

■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, France had the fifth largest economy in the world and a preliminary estimate on the average annual growth rate was 0.1% with domestic price inflation at 2.1%.

■ Support

The President of France and all three levels of government (national, region – Ile-de-France – and city) are deeply involved in the bid. Political support was demonstrated through the participation of the Prime Minister and various government ministers during the Commission's visit. In addition, all the main political parties, the corporate sector and the labour unions support the bid.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 85% support in Paris and 79% support throughout France.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided all guarantees required by the IOC.

Part of the land required for the Olympic Village and the Northern competition cluster has already been purchased by the city. In response to the Commission's enquiries about the remaining land needed for the Olympic projects, the bid committee clarified the legal framework within which it is planned to negotiate land purchase or carry out land appropriation as part of the city's development plan. The Commission was satisfied that the land would be available for construction.

■ Legislation

If Paris were awarded the Games, a special "Olympic Law", a copy of which was presented to the Commission during its visit, would be passed which would facilitate the organisation of the Games. In view of the support expressed by all parties, the Commission believes the law would be passed.

■ Agreements

Between October and November 2004, three separate documents were signed detailing the different responsibilities and financial commitments of the national government, the Ile-de-France region and the city of Paris regarding venue construction. The Commission believes that having such agreements in place before the election of the Host City is a positive factor in so far as they set out the framework for the planning and organisation of the Games, thus facilitating the transition to and formation of the OCOG.

CUSTOMS AND IMMIGRATION FORMALITIES

■ OCOG structure

The future OCOG would be a not-for-profit private association under the prescriptions of civil law, the stakeholders of which would be the city of Paris, the Ile-de-France region, the national authorities, and the French Olympic Committee. A special agency established by law, the Olympic Coordination Organisation (OCOO), would be responsible for the timely delivery of all permanent construction and the coordination of public services.

Detailed explanations were provided to the Commission concerning the transition period between the awarding of the Games and the formation of the OCOG. The transition team would comprise members of the bid committee and would be funded by the Founding Members (city, region and state).

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country. As a member of the European Union (EU) however, France is subject to EU legislation. France has signed the Schengen Agreement which allows free movement of persons within the Schengen member states. Negotiations with the EU would therefore be necessary to ensure compliance with IOC requirements, although the Commission expects that the Athens and Turin precedents will apply in this regard.

■ Work permits

Work permits, in the form of an Olympic residence card, would be issued free of charge to temporary foreign workers coming to France to perform Olympic duties up to four years before the Games. French regulations stipulate that temporary foreign workers who are in possession of a temporary work permit not exceeding 90 days are not subject to French taxes. This exemption would be improved through the implementation of the "Olympic Law". In addition, "Olympic offices" would be set up in all French embassies or main consulates one year before the Games to facilitate the issue of visas and work permits. These offices would also assist the various constituents of the Olympic Movement when travelling to France for test events.

ENVIRONMENT AND METEOROLOGY

■ Importation of goods

The temporary importation of goods required for the Olympic Games into France would be authorised free of any duties.

The importation of food by delegations for their own consumption would also be authorised, provided that a certificate of origin is presented and the food is consumed or exported following the Games. The resale of such products in France would be forbidden. Some restrictions would apply.

■ Plans and actions

A major set of environmental actions is central to the Paris bid. These actions are based on an advanced Environmental Management System and a comprehensive Charter of the Environment and Sustainable Development which outlines specific requirements and detailed specifications binding authorities, the bid committee, the OCOG and other Games stakeholders.

The overall plan features a detailed environmental review (already conducted) of all Games activities and sites to determine potential impacts and identify ways to reduce adverse effects or provide sustainable legacies. There is a strong emphasis on energy conservation, with actions including major solar power projects at venues and low and clean energy public transport systems, as well as a detailed eco-design plan for the Olympic Village with which developers must comply.

The OCOG operating budget for environment amounting to USD 23 million and projected non-OCOG spending of USD 811 million are planned for Games-related environmental activities. Paris has a specific programme to raise funds for environmental initiatives, with financing coming from an allocation of 1% of all OCOG revenue, and from the public and private sectors. An eco-sponsor programme would also be implemented to raise further funds.

FINANCE

■ Air and water quality

Air quality in Paris at proposed Games-time is generally satisfactory, and adherence to lower EU limits should ensure improvements by 2012.

Measures are underway to ensure that the water quality at the proposed triathlon venue in the River Seine would be acceptable for a Paris Games. Water quality at rowing/canoe kayak flatwater and sailing venues meets requirements.

■ Meteorology

Average temperatures (according to figures provided, 26°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are wind speeds. There is an average of five precipitation days in Paris at proposed Games-time.

■ Additional comments

Paris is seeking an overall neutral greenhouse gas emission balance for the Games. As aircraft emissions are included in the equation, this would be a substantive and ambitious project, but it appears to be achievable as France's ratification of the Kyoto Protocol and the introduction of tighter controls and specific transport and energy conservation measures should facilitate lower emission levels.

Overall, the environmental actions are comprehensive, innovative and integrated throughout planning and operations, and would result in significant gains and legacies from the Games.

■ OCOG budget

Paris has proposed a budget of USD 2.65 billion with a surplus of USD 1.76 million.

Contributions from the IOC and TOP sponsors amount to 33.9% of revenue. Revenues from local sponsorship, official suppliers, ticket sales, licensing and donations amount to USD 1.33 billion or 50.2% of revenue. Lottery games dedicated to the Olympic Games and beginning in 2008 would generate USD 54 million for the OCOG.

Major expenditure items are technology amounting to USD 451.6 million (17% of expenditure), sports venue operations at USD 385.3 million (14.5%), administration at USD 254 (9.6%), Games workforce at USD 241.6 million (9.1%) and transport at USD 92.4 million (3.5%).

No capital investment is included in the OCOG budget, in accordance with IOC guidelines.

■ Non-OCOG budget

Of the USD 6.2 billion non-OCOG budget, only USD 2.2 billion would be directly related to the Olympic Games (USD 266.9 million for additional transport infrastructure, USD 299.9 million for venue construction, USD 1 billion for the Olympic Village and USD 619.8 million for overlay). USD 4 billion would form part of an accelerated planned programme of investment for general infrastructure.

MARKETING

■ Financial guarantees

The national, regional and city governments have each committed to providing a subsidy of USD 30 million for the Paralympic Games.

The national government has guaranteed to cover any shortfall. In addition, specific guarantees have been provided for the financing of infrastructure and equipment amounting to USD 1.28 billion from the city of Paris, USD 1.27 billion from the Ile-de-France region and USD 985 million from the French government. Venues owned by the city of Paris will be made available to the OCOG free of charge.

■ Additional comments

The budget has been professionally prepared with great detail. Assumptions for the budget are well supported and documented. The budget appears to be reasonable and achievable.

■ Joint Marketing Programme

The Joint Marketing Programme Agreement signed by Paris and the French Olympic Committee has been accepted by the IOC.

■ Billboards and advertising

Undertakings concerning outdoor advertising spaces and rates have been provided by all the municipalities involved in Paris' project as well as by private entities controlling advertising space, in accordance with IOC requirements.

■ Rights protection

Current legislation exists to protect Olympic marks and intellectual property rights and to prevent street vending and illegal advertising.

■ Ticketing

Paris has placed strong emphasis on a comprehensive communications strategy beginning in 2007 to promote the Games and ticket sales. Ticketing revenue estimates of USD 612.4 million for the Olympic Games and USD 17.4 million for the Paralympic Games are based on sales rates of 82% and 65% respectively. The Commission believes that these targets are achievable.

■ Local sponsorship and licensing

Revenue from local sponsors and suppliers amounts to USD 675.3 million including USD 30 million for the Paralympic Games. Licensing revenue is projected at USD 51.7 million and coin programme revenue at USD 5 million. These revenue targets are considered to be realistic.

■ Additional comment

The marketing programme proposed by Paris is reasonable and achievable.

SPORTS AND VENUES

Overall concept

Paris proposes Games with 21 competition venues within 10 minutes travel time of the Olympic Village providing minimum travel times for approximately 77% of all athletes. The concept is based on two major competition clusters (Northern and Western) supported by stand-alone venues in Paris and the Ile-de-France region as well as existing venues for sailing and football in other cities across France.

50% of competition venues needed for the Games already exist, are under construction or are planned irrespective of the Games. Paris proposes the use of 7 large temporary halls to ensure minimal travel times for athletes between competition venues and the Olympic Village.

The Northern cluster (9 competition venues and 16 sports/disciplines) includes the existing Stade de France which would be the 71,000-seat Olympic stadium, and is located adjacent to the Paris ring road less than 10 minutes from the Olympic Village using Olympic lanes.

The Western cluster (8 competition venues / 9 sports) includes three of the city's well-known sports facilities for football, hockey and tennis. It is also adjacent to the ring road, 10 minutes from the Olympic Village.

Stand-alone competition venues for a further 14 sports/disciplines (in some cases at high profile Paris landmarks) are well located, with very good road and rail access. The furthest venues from the Olympic Village are rowing and canoe kayak (47 km/43 minutes from the Olympic Village).

Sailing would be held at La Rochelle, 490 km from Paris. In addition to the Stade de France and Parc des Princes stadia in Paris, football would be played at 4 existing stadia across France with travel distances ranging from 231 km to 761 km. The sailing and football cities are well served by high-speed rail services.

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (5 – 10 minutes)	21
10 – 20 km (15 minutes)	1
20 – 30 km (26 – 28 minutes)	2
30 – 40 km (35 minutes)	1
40 – 50 km (43 minutes)	2
50 – 100 km	0
100 km and over	5 (football and sailing)

Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
32	8	4	4	3	13

All new permanent venues would be built by 2011. In addition, 3 of the 7 temporary halls would be constructed in 2011 to ensure that test events could be carried out for all sports/disciplines to be held in temporary venues.

The “Dôme”, to be constructed as a new facility by the French Tennis Federation, would supplement existing facilities at Roland-Garros tennis stadium and be used for judo and badminton during the Olympic Games.

The “Dôme” and the canoe kayak slalom venue would be constructed irrespective of the Games. During the Commission’s visit, the Minister for Youth and Sports confirmed that construction of the aquatic centre and velodrome would now proceed irrespective of the Games.

New venue construction would be coordinated by a specially created government agency (OCOO) in accordance with EU tendering policies and in close cooperation with the OCOG. The OCOG would assume management responsibilities for completed venues through to the end of the Paralympic Games.

Paris proposes a multi-sport venue at Paris Expo where athletes from 8 sports/disciplines would be able to train approximately 13 minutes from the Olympic Village, while athletes from 13 sports/disciplines would train at their respective competition venues.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues.

■ Sports experience

Paris has good sports experience having held some 24 international sports events in the past ten years in Olympic sports/disciplines, including the 1998 Football World Cup, the 2003 Athletics World Championships and the arrival of the annual Tour de France.

PARALYMPIC GAMES

■ Budget

A balanced Paralympic Games budget of USD 150.8 million is projected.

Revenues include government subsidies of USD 90 million, sponsorship of USD 30 million and ticket sales of USD 17.4 million.

Expenditures are based solely on incremental costs for the Paralympic Games. The budget includes TV signal production at USD 8.4 million. A guarantee from the French government has been received to cover any shortfall in the budget.

■ Sport

The dates proposed for the Paralympic Games are Wednesday 29 August to Sunday 9 September. The Olympic Games two-cluster concept would be reinforced during the Paralympic Games with all of the Paralympic competitions to take place in Olympic Games venues. The competitions would be concentrated in the Northern cluster (9 sports) and the Western cluster (8 sports/disciplines), with only track cycling, shooting and sailing held outside these two clusters.

■ Organising Committee

The organisation of the Paralympic Games would be integrated, with the same organisational structure responsible for both the Olympic and Paralympic Games. A representative from the French Paralympic Committee would be nominated to serve on the OCOG Board of Directors. A Paralympic Games Division would be established and placed under the immediate supervision of the Deputy Chief Executive of Operations.

■ Logistics

The Village would integrate both Olympic and Paralympic requirements with only rooms on the lower four levels to be used by Paralympic delegations. All of the residences would comply with accessibility standards and each building would have one temporary and one permanent lift. The village would house team delegations and International Paralympic Sports Federations (IPSF) technical officials.

The transport operations would be an extension of the same plan applied during the Olympic Games. Dedicated Paralympic lanes would be in effect for 28.6 km between key venues. Travel times for athletes are predicted to be less than 10 minutes to over 90% of the events.

The Ile-de-France region's infrastructure accessibility plans include a fully accessible bus network by 2012 and increased train and metro station accessibility. Public transport would be free to all accredited persons and spectators with same-day tickets.

■ Media and communications

Paris 2012's Agenda 21 outlines specific plans targeting improved living conditions for people with a disability. Domestic and international strategies are proposed to promote the Paralympic Games.

Media at the Paralympic Games would be housed in hotels used by media during the Olympic Games.

The same IBC/MPC facilities would be used for the Paralympic Games, although reduced to an appropriate scale.

OLYMPIC VILLAGE

■ Additional comments

Paris 2012 has proposed integrated Games to minimise planning and operational differences and provide a first-rate sports event, along with a community celebration. It would be a compact Paralympic Games that emphasises the ideal of sport practiced without discrimination. Several events are planned to maintain public enthusiasm during the transition between the Olympic and Paralympic Games. The French Paralympic Committee has consistently fielded strong teams and has provided leadership within the Paralympic Movement. The proposed fundamental legacy is the enhanced awareness and integration of people with a disability into French society including improved accessibility.

■ Location/concept

The Olympic Village would be situated to the north-west of the city, less than 10 km from the Olympic stadium and the two main competition clusters, 4 km from the city centre and 24 km from the main gateway airport (Charles de Gaulle). An ancillary Olympic Village would be located in La Rochelle for sailing athletes.

■ Village development

Most of the accommodation would consist of new buildings, which would be used as residential housing after the Games. Buildings would be an average of eight storeys, with the maximum height not exceeding 11-12 storeys. The bid committee proposes to construct a second temporary lift in each apartment block to address the operational issue of high-rise buildings and ensure minimal delays for residents.

The Olympic Village would cover 45 hectares. The furthest walking distance within the village would be 800 metres.

Following the Olympic Games, the Olympic Village would become a revitalised quarter of Paris providing a new residential district, office, leisure, commercial, community and educational facilities. The Polyclinic would remain as a permanent health centre specialising in promoting physical activity.

The city of Paris would be the authority responsible for the construction of the Olympic Village. One of the city's semi-public companies, which includes the most important public financial institute in France, would lead the project. La Rochelle metropolitan authorities would be responsible for constructing the ancillary village.

Construction of permanent buildings in Paris would begin in September 2008 and finish in September 2011. In La Rochelle, construction would start in June 2008 and finish in June 2011.

■ Village organisation

5,600 double and 5,900 single rooms with a total 17,100 beds are planned in the Olympic Village. La Rochelle would have a total of 661 beds (213 double and 235 single rooms). Room sizes and raw floor space would be in accordance with IOC requirements. Additional officials in Paris would be accommodated in six hotels (810 rooms) in close proximity to the Olympic Village.

Sufficient accommodation has been guaranteed in the four football cities.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget in accordance with IOC requirements. A further allowance of 15% of each delegation's travel costs would be provided for transporting team equipment to the Olympic Games. For the Paralympic Games an equipment allowance of 20% would be provided.

■ Additional comments

In response to concerns over the distance between the Olympic Village and the rowing venue, the bid committee confirmed that day accommodation would be provided for rowing and canoe kayak athletes. Accommodation could be available in 16 local hotels for athletes wishing to stay closer to their competition venue the cost of which would have to be borne by the NOC delegations.

The concept and location of the Olympic Village in relation to the two main competition clusters are good. In order to alleviate any possible concerns over noise and security due to the close proximity of the village to a railway line, the bid committee plans to build a platform to cover these railway tracks and to construct high-rise office and residential buildings, which would remain vacant during the Games, to act as a noise and security buffer. The Commission feels that these measures, necessary for the welfare of village residents, have been well thought out.

MEDICAL SERVICES

The French public health care system is very efficient and would provide good health care during the Olympic Games.

■ Olympic health care

Medical support would be available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

Three out of 35 existing hospitals in Paris have been identified as Olympic hospitals. Necessary emergency and other care would also be provided.

Paris confirmed that team doctors would need to register with the Medical Order in France to be authorised to practice and write prescriptions in France for their own NOC delegation at Games-time.

The bid committee also confirmed that special accident insurance would be taken out by OCOG to cover all ticketed spectators, including repatriation costs, if needed.

No duties would be applied to medical equipment that would be exported after the Games.

■ Doping control

The French government has signed the Copenhagen Declaration and the NOC has adopted the WADA code.

The Paris WADA-accredited laboratory would be used during the Olympic Games. Equine testing would be carried out at the FEI-accredited National Federation of Racing Associations laboratory.

SECURITY

The French government has guaranteed that it would take overall responsibility for security during the preparation and staging of the Olympic and Paralympic Games. It has established a detailed budget to support all security efforts and guarantees that it would finance all security costs with the exception of in-venue security which would be the responsibility of the OCOG with a budget of USD 89.5 million.

■ Command structure

The central authority for running Games security would be the Minister of the Interior.

An Olympic Security Organisation responsible for strategic planning and operations would be formed to represent the interests of all parties. It would be the single management structure for the Olympic Games.

The “Olympic Law” to be passed after the election of the Host City would give the Paris “Préfet de Police” special power outside his normal sphere of activity to control all Olympic Games security and transport operations.

■ Safety and security personnel

Whilst most of the personnel would be drawn from the Paris region (including civil and military police, private security services and the military), reinforcement would be provided from national reserve forces. The security forces and emergency personnel are highly equipped, technologically advanced, well trained and sufficient in number. They would be capable of ensuring safe and peaceful Games.

ACCOMMODATION

■ Experience

France formed part of the seven-nation Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the Athens 2004 Olympic Games.

The French police has a great deal of experience in providing security for sports and other international events. Many such events have been held at the existing proposed venues.

■ General

Letters of guarantee have been received for approximately 52,190 rooms.

Paris has more than sufficient hotel rooms available (over 140,000 within a 50 km radius of the Olympic Village) to accommodate the needs of the IOC and visitors during the Olympic Games. In addition, the number of visitors is traditionally lower during this period of the year.

The accommodation plan is well developed and takes into account the needs of the different client groups in all hotel categories grouped into various hotel pools around the venues in the north, west and centre of the city. At the same time, the plan addresses transport issues in these pools.

The bid committee has placed an emphasis on quality control and the future OCOG would have a department in charge of hotel reservations and price control.

■ Room rates

Sufficient hotel rooms in the centre of the city have been guaranteed for the IOC. The guaranteed 2012 prices are USD 480 for single rooms and USD 516 for double rooms, including breakfast and taxes, but not including a reservation fee.

For the other constituent groups, prices in 2012 have been estimated by the bid committee as follows:

- 5 star USD 390 – 772
- 4 star USD 184 – 272
- 3 star USD 121 – 178
- 2 star USD 79 – 85
- 1 star USD 66 – 78

These prices have been calculated as follows: group rate 15 July – 15 August 2004 + real average annual rate increase until 2008 (0% in 2005 then 3.5% per year) + inflation (2.5% from 2009 - 2012) + Olympic premium 5% applicable in 2012. In addition, a reservation fee of 7-12% would be charged.

No minimum stay requirement would be applied to constituent groups with the exception of the media. The bid committee proposes a flexible minimum stay period of six days for the media which it believes would assist Games-time operations.

■ Specifics

IFs and NOCs would have a wide choice of 3 – 5 star hotels in Paris, the majority of which are within 200 metres of the public transport system.

Technical officials would be accommodated in single rooms in 3 – 5 star hotels near venues or in the city centre, with the majority of hotels close to the public transport system.

Hotel accommodation of the required quality would be available for officials in La Rochelle (sailing) and the football cities, and sufficient rooms are guaranteed.

Guests of NOCs, broadcasters and sponsors would be accommodated in 4 and 5 star hotels across the city centre.

Accredited media would be accommodated in approximately 200 hotels grouped into 19 pools across the city. A media shuttle system would connect the hotel pools to all competition venues, the Olympic Village and the IBC/MPC. Each hotel pool would be served by up to five shuttle pick-up

and drop-off points. All hotels would be less than 30 minutes travel from the IBC and MPC, which are also well served by rail.

The OCOG would organise a home stay programme for families of athletes. Details of this programme would need to be elaborated.

■ Additional comments

Paris would be able to provide the number of rooms required by the IOC and spectators. Paris has an excellent accommodation proposal based on detailed planning which would ensure Games-time operational efficiency through its use of hotel pools. The quality of hotels in all categories is generally good.

TRANSPORT

■ Infrastructure development and public transport

Paris has extensive, well maintained and operated metropolitan road and rail transport systems, handling more than 23 million journeys every weekday.

With 12 suburban rail lines, five express regional rail lines (RER), 17 metro lines, two tramway lines and 770 rail stations, Paris has one of the most comprehensive metropolitan rail transport systems in the world.

Approximately USD 2.3 billion will be invested, mostly on rail public transport, to further enhance transport services to areas of Paris with concentrations of Olympic venues.

The Northern cluster which includes the Olympic stadium is already served by two express RER lines and three metro lines. It will also benefit from the extension of a metro line and the construction of two new tramway lines, one from the north and the other from the east.

Already served by four metro lines, two RER lines and one tramway, the Western cluster will also benefit from the extension of a new tramway line.

Paris Charles de Gaulle airport will be the main gateway airport for the Olympic Games. Its capacity will increase by 35% by 2012. This airport is already connected to the centre of Paris by rail and a new express rail link will be built to provide non-stop services to the city centre.

Orly airport, which will supplement the main gateway airport, will be renovated and expanded. The city of Paris and Charles de Gaulle airport are connected to all remote venue cities for football and sailing, as well as neighbouring countries, by high-speed rail.

■ Olympic transport concept and operations

The Paris 2012 Olympic transport concept is founded on three principles:

- a) Concentration of Olympic travel demands in two main Olympic clusters with close to 67% of all competition and non-competition venues located less than 10 minutes from the Olympic Village
- b) Constituent group transport to be facilitated by an Olympic lane network allowing fast and reliable travel
- c) Use of rail public transport and supplementary shuttle buses from rail stations serving all Olympic venues.

To offer the best possible travel conditions on the Paris ring road and radial motorways, 170 km (85 km each way) of fully dedicated Olympic lanes would be implemented between the Olympic Village and Olympic venues outside Paris. To serve the main hotel pools, inner Paris venues and Orly airport, a supplementary system of 150 km (75 km each way) of optimised traffic routes would be implemented.

MEDIA OPERATIONS

As a result of the Olympic lane network, the optimised traffic routes and lower August traffic demands, average Olympic bus travel speeds between the Olympic Village and Olympic venues would reach 60 – 65 km/h (on motorways) offering short travel times.

Since all Olympic venues would be located near metro and/or suburban rail stations, spectators, accredited workers and volunteers would use public transport to reach Olympic venues.

Free public transport would be available for ticketed spectators and all accredited persons.

An Olympic Transport Organisation would be created with sole responsibility for all Olympic transport infrastructure development. Games-time transport, traffic and security management would be under the integrated control of the Paris Police Prefecture, working in close cooperation with the OCOG.

■ Additional comments

With further planned development in the lead-up to 2012, Paris metropolitan road and rail transport systems would comfortably cope with Games-time traffic. Due to a compact Olympic venue concept, a well-planned strategic transport scheme, extensive Olympic lane and optimised traffic route networks, the Commission feels confident that Olympic and Paralympic transport requirements would be fully met.

The IBC and MPC would be located in adjacent complexes to be constructed on a vacant site, in close proximity to the Olympic stadium. A dedicated pedestrian bridge would be built to provide the media with direct access to the stadium.

The proposed one-storey IBC would be 72,000 m² and the two-storey MPC 32,000 m². With facilities sharing a common service area of 13,000 m² and extra space available for the MPC if required, there would be sufficient space for Games operations. The size of the IBC has been increased significantly since the submission of the candidature file.

Guarantees were provided covering use of the land and construction.

Accredited media would be accommodated in approximately 200 hotels grouped into 19 pools across the city.

■ Broadcasting

The Commission received assurances that suitable arrangements would be made, in line with previous events organised in France, to allow flexibility in work schedules for domestic and foreign workers engaged in broadcasting duties at the Games, including OBS.

OLYMPISM AND CULTURE

■ Cultural programme

Paris has a rich cultural heritage with regard to Olympism. For 2012, Olympism would be developed through a diverse range of cultural projects with three broad objectives:

- Cultural diversity and the involvement of all regions in France
- Excellence in the arts involving local and international artists
- Programme of events and activities in all cities and regions staging Olympic events.

■ Ceremonies

The Opening and Closing Ceremonies would take place in the existing 71,000-seat Olympic stadium. Paris intends displaying aspects of contemporary and historical France interwoven with Olympic imagery for the ceremonies.

■ Education and information programme

An educational programme carried out in conjunction with the Ministry of National Education and other institutions would be introduced between 2008 and 2012. The programme would be focused on awareness-raising campaigns, with the aim of spreading the values of humanism, universality and fraternity.

■ Torch relay

The international leg of the torch relay would be organised in conjunction with the IOC. The domestic route would also include all the cities hosting Olympic competitions in 2012.

■ Youth camp

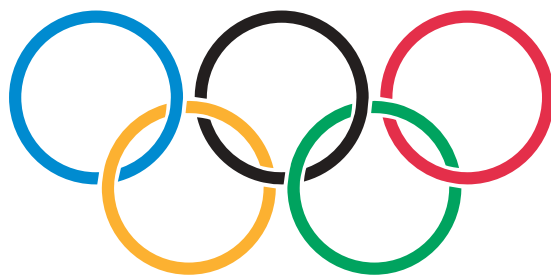
Paris would invite NOC youth representatives (two per NOC) to an Olympic youth camp, providing free travel, accommodation and meals. Working in conjunction with the French NOC, Paris intends placing the youth representatives in various homes in regions of France before assembling them in Paris during the Games.

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OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

New York proposes Friday 27 July to Sunday 12 August as the period of the Olympic Games, based on the favourable climate, lower levels of traffic, lower public transport demand and increased hotel availability at this time of year.

■ Olympic Games concept

New York proposes a predominantly inner-city Games in the interest of enhancing the athlete experience, with the core of major venues to be constructed in the city centre, including the Olympic stadium, the IBC and the MPC on the banks of the Hudson River and the Olympic Village along the East River.

Through the bid, New York intends to create a legacy for sport and for the city of New York. This is coupled with a genuine desire to host many more international sports events in New York.

58% of athletes would compete in three designated clusters – Olympic Square (9 sports), Olympic Riverfront (4 sports/disciplines) and Olympic Park (6 sports/disciplines).

The majority of venues are located on two intersecting transport routes running east-west across the city and north-south along the East River. This transport concept is referred to as the “Olympic X”.

■ Legacy and impact

The Olympic Games would act as a catalyst to accelerate the redevelopment of degenerated river front areas in close proximity to the city centre, and provide more housing, employment and sports facilities for the residents of the five boroughs of New York City.

The Olympic Games would lead to the upgrading of existing venues and the construction of new facilities which would ensure a legacy for Olympic sports.

The Paralympic Games are well integrated into the planning of New York 2012.

■ Additional comments

The bid proposes a comprehensive and ambitious three-phase promotion programme in the seven years leading up to the Olympic Games, including the establishment of an Olympic Sports Marketing Council and an Olympic Institute.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of New York City is expected to grow from 8.1 to 8.6 million by 2012.

■ Political structure and responsibility

The United States of America (USA) is a Federal Republic with an executive president at its head. The legislature (Congress) consists of two houses – the Senate and the House of Representatives. The Constitution delegates most power and decision-making responsibility over services to the state governments.

The State of New York delegates special authority to New York City, giving it unique power and the broadest authority over services and finance. New York City would be the lead government authority during the Games.

■ National economy

The economy is currently very stable. World Bank statistics indicate that, in 2003, the USA had the strongest economy in the world and a preliminary estimate on the average annual growth rate was 2.9% with domestic price inflation at 2.3%.

■ Support

The bid enjoys cross-party support at national, regional and local levels.

New York's labour unions are united behind the bid. In 2002, the city's construction and hotel unions signed no-strike pledges for all Olympic-related projects for a ten-year period covering Olympic preparation and delivery.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 59% support in New York City and 54% support in the USA.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid has provided all of the guarantees required by the IOC, the majority of which are in order.

The guarantee delivered by Madison Square Garden (basketball) is subject to future negotiations regarding the commercial conditions for the use of the venue at Games-time.

As tender and approval processes were still ongoing during the Commission's visit, New York could not provide a guarantee for the use of the Olympic Square site (Olympic stadium and IBC).

Compulsory purchase procedures may be required to obtain the proposed site for the Olympic Village. These procedures could delay land acquisition, which may impact on construction schedules.

■ Legislation

No major changes to legislation would be required to host the Olympic Games. The State of New York is committed to implementing technical changes to clarify existing state law which would facilitate the transportation of firearms and increase the protection of Olympic marks.

■ Agreements

In November 2002, an agreement was signed between the City and the State of New York to provide government funding, facilities and other resources for the Games.

In November 2004, two agreements were signed:

- The Olympic Multiparty Agreement between the City of New York, the State of New York, the State of New Jersey, Nassau County and the

CUSTOMS AND IMMIGRATION FORMALITIES

United States Olympic Committee (USOC), which sets out the major responsibilities of all parties involved. It also describes the composition of the OCOG Board of Directors.

- The Olympic City Services Agreement between the city and the bid committee sets out the provision of city services necessary for the Games.

The Commission believes that having such agreements in place before the election of the Host City is a positive factor in so far as they set out the framework for the planning and organisation of the Games, thus facilitating the transition to and formation of the OCOG.

■ OCOG structure

The OCOG would be a private, not-for-profit, tax-exempt organisation. All of the parties involved (New York City, New York State, the State of New Jersey, Nassau County and USOC) would be represented on the OCOG Board.

A detailed transition plan has been developed and agreed through the Olympic Multiparty Agreement. Discussions have taken place with New York financial institutions about providing credit facilities to cover projected cash flow in the first years of operation. Further discussion would begin immediately after the election of the Host City. The Chief Executive Officer of the bid would be the chair of the OCOG board.

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country, in accordance with IOC requirements.

■ Work permits and importation of goods

The Commission received assurances from members of the US Congress regarding their willingness to introduce legislation, as was the case for the Atlanta and Salt Lake City Olympic Games, to provide work permits free of any duties or taxes and to provide exemptions from customs duties on goods and equipment required for the Games.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

The OCOG would implement a comprehensive Environment Management System designed to meet the international management standard ISO 14001.

The OCOG would be responsible for ensuring that environmental considerations are integrated into all Olympic operations. There would be a strong emphasis on innovation and technology, urban legacy, the use of public transport systems by spectators and clean or low-emission Olympic vehicles.

A feature of the Olympic-related urban renewal plan is the creation of a 68-hectare lake and wetland water reserve at the rowing/canoe kayak flatwater venue through the linking and cleaning of two degraded artificial water bodies.

USD 51.3 million of the OCOG budget are allocated to environmental planning and remediation, of which USD 50.9 million are for remediation. USD 125 million of the non-OCOG budget are allocated to environmental remediation required at venues.

■ Air and water quality

New York's air quality levels for the proposed period of the Games are generally within World Health Organisation (WHO) guidelines but levels of the pollutant ozone, while diminishing, remain a problem, particularly in summer. However, the City and State of New York have strict regulations in place regarding air pollution and emissions from vehicles and industry and the Commission received assurances that actions already in place would ensure that air quality in all Olympic Games areas

would comply with new ozone measure limits by 2010. The USA government has not ratified the Kyoto Protocol on greenhouse gas emissions.

The quality of water at the sailing venue appears to be satisfactory. The proposed environmental restoration of the site for rowing should ensure that water quality would be satisfactory. The swim leg of the triathlon would be in the Central Park reservoir which prior, to the 2012 Games, would be drained and refilled with water from aqueducts providing drinking water.

■ Meteorology

Average temperatures (according to figures provided, 28°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are average wind speeds at most outdoor venues, although there is a lack of long-term venue-specific wind data, particularly for the new sailing venue. There is an average of five precipitation days in New York at proposed Games-time.

■ Additional comments

All Olympic venues would be subject to environmental impact studies and assessments and all construction would be certified under the Leadership in Energy and Environmental Design standard, with traditional and innovative technologies incorporated into venue designs.

New York's urban renewal programme and park development plans are significant and encompass several proposed Olympic venues. Although these are not all Games-dependent, Olympic Games in New York would accelerate many actions and leave additional positive environmental and sustainable development legacies for the city.

FINANCE

■ OCOG budget

New York has proposed a balanced OCOG budget, with revenue and expenditure at approximately USD 3 billion. This includes capital investments of USD 276.6 million for sports facilities.

Contributions from the IOC and TOP sponsors amount to 29% of total revenue. Revenue from local sponsors, official suppliers, ticket sales, and licensing totals USD 1.8 billion or 58% of revenue.

Major expenditure items are sports venue operations amounting to USD 608.5 million or 19.7% of expenditure, technology at USD 448 million (14.5%), Games workforce at USD 429 million (13.9%), administration at USD 257 million (8.3%) and transport at USD 189 million (6.1%).

■ Non-OCOG budget

The non-OCOG budget amounts to USD 7.6 billion, including USD 2.4 billion for roads and railways, USD 2.7 billion for competition venues and USD 1.6 billion for the Olympic Village. The City and State of New York confirmed that, irrespective of the Games, all capital investments would go ahead with the exception of USD 46.9 million for the bridge over the Olympic regatta course, which would be Games-dependent.

■ Financial guarantees

The OCOG budget includes a general contingency fund of USD 200 million as well as additional contingency for each construction project totalling USD 42 million. The City and State of New York have provided a USD 250 million shortfall guarantee for the Games. The state and city governments have also agreed to provide all venues owned by them free of charge for the Olympic Games.

The bid committee considers that the total contingency of USD 492 million should be sufficient to cover any shortfalls.

■ Additional comments

The budget has been prepared professionally with a great amount of detail. Assumptions are well supported and documented. The budget appears to be reasonable and achievable.

MARKETING

■ Joint Marketing Programme

New York and USOC have signed a joint marketing agreement, the content of which does not fully comply with the standard form Joint Marketing Programme Agreement provided by the IOC.

■ Billboards and advertising

Guarantees have been secured for all outdoor advertising sites with the exception of 5% in the City of New York. The formula included in the binding contracts with advertisers to calculate rates for outdoor signage sites includes a 20% premium for 2012 over and above the rate of inflation.

■ Rights protection

The Mayor of New York has signed an executive order to establish the Mayor's Enforcement Board on Olympic Brand Protection. This Board would coordinate the various government agencies empowered to prevent ambush marketing and illegal street vending during the Games.

■ Ticketing

New York's ticket pricing policy is based on attaining full stadia, with a large sports-loving population living within easy travel distance of the city. The bid has undertaken to find a mechanism to distribute up to 250,000 free tickets (2.6% of total number of tickets available) to the families of athletes and school children for a variety of Olympic events. It would also rely on established ticket resale methods at lower prices on the day of the event. Ticketing revenue estimates are based on a sales rate of 81% for the Olympic Games and 68% for the Paralympic Games, with revenues amounting to USD 852 million and USD 28.5 million respectively. Based on past

experience and in comparison with sports ticket pricing in New York, these revenue targets are considered achievable.

■ Local sponsorship and licensing

There is a very strong tradition of sponsorship and licensing in the New York and USA markets. The bid has set targets for local sponsorship at USD 822 million and for licensed merchandise at USD 103 million. A further USD 14 million is projected from coin and philately programmes.

■ Additional comments

Given the vast market and enormous corporate presence in New York, the marketing plan and revenue targets are reasonable and achievable.

SPORTS AND VENUES

Overall concept

New York proposes a predominantly inner-city Games based on three venue clusters (Olympic Square, Olympic Riverfront and Olympic Park).

The Olympic Square, including the Olympic stadium (5-6 km/13-15 minutes), the Olympic Park (13-16 km/16-20 minutes) and the Olympic Riverfront (13-14 km/17-29 minutes) clusters comprise 19 sports/disciplines, all close to the city centre and the Olympic Village.

The use of prominent sports venues, supplemented by 9 new permanent venues and 5 totally temporary venues is aimed at achieving a legacy for sport in New York. In addition to the inner-city competition venues, there are 10 stand-alone sports venues on the outskirts of New York City. Football would also be played in three cities outside New York State.

65% of competition venues already exist, are under construction or planned irrespective of the Games.

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 - 10 km (10 - 23 minutes)	10
10 - 20 km (16 - 32 minutes)	11
20 - 30 km	0
30 - 40 km (36 - 47 minutes)	5
40 - 50 km (47 - 48 minutes)	2
50 - 100 km	0
100 km and over	3 (football)

The travel times quoted to competition venues from the Olympic Village appear achievable through the use of Olympic lanes. However, a number of venues are not fully served by the core network of dedicated Olympic lanes, which may make it difficult to achieve the stated travel times.

Sailing would be based at a new facility (Gateway Park Olympic Marina) constructed for the Olympic Games, 39 km from the Olympic Village by road. Ferry transport (31 km/34 minutes) would also be available, allowing sailing competitors to live in the Olympic Village.

Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
31	12	5	3	6	5

Construction of new venues is scheduled to begin in 2005 and end in September 2011, with a detailed construction timetable already in place.

New York envisages a major construction programme for the Olympic Games. In view of the city's construction environment, and particularly the ten-year moratorium on labour strikes on all Olympic projects, this construction programme, bearing in mind its size, complexity and cost, is considered feasible.

Many of the venues (including temporary venues) exceed IOC recommended seating capacities. However, New York is very confident of filling the stadia across all sports, given the very strong demand for sports events in New York and the USA generally.

The shared use of the track cycling venue with badminton and temporary venues for modern pentathlon and aquatics warrant further review.

New York 2012 proposes establishing a New York Olympic Legacy Foundation to help maintain the facilities built by the OCOG with USD 75 million funding from the budget item “unused contingency funds”.

New York proposes two multi-sport venues at Randall’s Island and the Olympic Village Training Centre which would benefit athletes from 14 sports/disciplines who would be able to train there. In addition, athletes from 22 sports/disciplines would train at their respective competition venues.

The high number of new permanent training venues (including some competition venues) would serve as an excellent post-Games legacy for sports and community recreation.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues, with the exception of Madison Square Garden.

■ Sports experience

The city has a good record of hosting major events, having conducted 43 world-class events since 2000.

The experience gained from the 1996 and 2002 Olympic Games supplements the significant number of international events staged in the USA since 1995.

In cooperation with USOC and the National Sports Federations, New York will support a development programme for less popular Olympic sports in the New York region.

PARALYMPIC GAMES

■ Budget

The revised Paralympic Games budget contains expenditures of USD 186.4 million and revenues of USD 99.7 million. Revenues include ticket sales of USD 28.5 million and sponsorship of USD 25 million. Expenditures have been adjusted from the Candidature File to include both pro-rata and incremental costs for the Paralympic Games. New York 2012 estimates a total of USD 40 million in federal and state financial support but, at the time of the Commission's visit, no written guarantee had been provided from the government to underwrite the budget.

■ Sport

The proposed dates for the Paralympic Games are Friday 31 August to Tuesday 11 September. Continuing the Olympic Games concept, venues would be located along the "Olympic X" and all sports would be conducted in either Olympic competition or training venues. Two of the proposed clusters would include 12 of the 19 sports: 7 at Olympic Square and 5 at Paralympic Park on Randall's Island with the remaining 7 sports at other stand-alone Olympic competition venues.

■ Organising Committee

The OCOG would be responsible for the Olympic and Paralympic Games, with an overall operational structure of highly integrated programmes. There would be Paralympic representation on the OCOG Board of Directors and the managing director of the Paralympic Games division would report directly to the OCOG Chief Executive Officer. USOC is the official National Paralympic Committee in the USA with all associated rights and responsibilities.

■ Logistics

The two main apartment blocks planned for the Olympic Village would be used for the Paralympic Village and would meet accessibility requirements. Although the apartment buildings to be used are 40 storeys high, modelling has been conducted that estimates reasonable wait times for elevators. Both team delegations and International Paralympic Sports Federations (IPSF) technical officials would be housed in the village, while the media would stay in hotels in Midtown Manhattan.

Over 200 km of dedicated lanes (or 109 km each way) would be in use during the Paralympic Games. Athletes and officials would average 17 minutes travel time to the two main clusters. All public buses are currently accessible and more subway stations are being upgraded to include accessibility features.

■ Media and communications

The US Open tennis tournament would take place during the same period as the Paralympic Games. New York 2012 plans to promote the Paralympic Games through the US Open. To redress a lack of television coverage of the Paralympic Games in the USA, a broadcaster has committed to providing television coverage of the Paralympic Games, commencing in 2010.

The same IBC/MPC facilities would be used for the Paralympic Games, although reduced in scale to an appropriate size.

OLYMPIC VILLAGE

■ Additional comments

New York 2012 has proposed an integrated Games model to help ensure planning and operational efficiency. The Olympic cultural programme is planned to continue throughout transition and the Paralympic Games along with a specific Paralympic outreach programme.

The USA consistently fields strong teams at Paralympic Games. New York plans to use this resource and especially to draw on the experience gained from hosting the Paralympic Winter Games in Salt Lake City. Proposed legacies include an increased profile for the Paralympic Movement and new Paralympic sport opportunities.

■ Location/concept

The Olympic Village would be built on the banks of the East River in the borough of Queens, in the heart of New York City. The village is 6 km from the proposed Olympic stadium and 25 km from John F. Kennedy (JFK) International Airport.

There would be an ancillary village for equestrian with 268 rooms in two hotels on Staten Island.

■ Village development

The Olympic Village would be a compact waterfront settlement in the centre of the city. The surface area of the village would be 25 hectares, of which 10 hectares still need to be acquired.

The village would consist mainly of apartment buildings ranging in height from 8 – 15 storeys. These buildings would account for 65% of total village units. In addition, two 40-storey buildings are planned. The Commission felt that the use of these high-rise buildings, a consequence of inner-city Games, would require detailed planning to avoid potential operational and logistical challenges. New York 2012 assured the Commission that, based on extensive planning and technical modelling, the capacity of the elevator system in the village buildings would ensure minimal waiting times for residents.

The furthest walking distance within the Olympic Village (athlete residences to amenities) would be 440 metres.

Following the Games, the Village would become a waterfront residential community, with apartments leased or sold in the private housing market. Olympic amenities would be transformed into new community facilities.

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The Queens West Development Corporation, a state corporation, would supervise the design and construction of the Olympic Village. One or more private developers would be selected through a competitive tender process to build and finance the structures required for the village. During the Commission's visit, five developers confirmed their interest in participating in a tender for the construction of the village, and similarly, five banks confirmed their willingness to finance the project.

Construction of permanent buildings would begin in June 2008 and end in January 2012.

■ Village organisation

A total of 8,550 double rooms would be provided with 17,100 beds for athletes and officials. Room sizes and raw floor space would exceed IOC requirements due to the nature of the post-Games use of the residential buildings.

NOC extra officials would be accommodated in an apartment block adjacent to the village.

Athletes taking part in the football competitions would be accommodated in hotels. The Commission received a commitment that the level of services would be the same as in the Olympic Village.

A pier would be constructed to provide ferry transport for athletes between the Olympic Village and the sailing venue.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget, in accordance with IOC requirements.

■ Additional comment

The use of the land on the perimeter of the Olympic Village would require careful consideration in regard to access and security at Games-time.

MEDICAL SERVICES

The USA public health care system is very efficient and would provide good health care during the Olympic Games.

■ Olympic health care

Medical support would be available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

17 out of the 70-plus existing New York hospitals, including specialised services, would be available to athletes, IFs, NOCs and the IOC.

Detailed response plans are in place and would be coordinated through New York's Office of Emergency Management, using all existing emergency services.

New York confirmed that team doctors would be authorised to practice and write prescriptions in the USA for their own NOC delegation at Games-time.

No duties would be applied to medical equipment that would be exported after the Games.

■ Doping control

The USA has signed the Copenhagen Declaration and USOC has also adopted the WADA code.

A new anti-doping laboratory would be set up and accredited in New York and remain as a post-Games legacy, in addition to the WADA-accredited laboratory in Los Angeles and the laboratory being established in Salt Lake City. Equine testing would be carried out at the FEI-accredited US Equestrian Drug Testing and Research laboratory.

SECURITY

The USA government stated it would designate the Olympic Games as a National Special Security Event, and, as such, guaranteed that it would take overall responsibility for security for the Olympic Games. It has also guaranteed to cover all security costs over and above areas of OCOG responsibility. The OCOG budget contains USD 101 million for security (USD 9.4 million for security services, USD 14.5 million for security equipment and USD 77 million for city services contracts).

■ Command structure

The New York Police Department (NYPD) would be the lead agency for local security, planning and implementation of all Olympic security and, as a National Special Security Event, the US Secret Service would coordinate US government support.

The NYPD would nominate a Director of Olympic Security who would also act as OCOG Director of Security, providing a single point of contact.

The NYPD would be responsible for all security coordination, as well as strategic and operational planning.

■ Safety and security personnel

Whilst most of the personnel required for Games security would be drawn from the NYPD, the armed forces and police forces from other US regions and private security would also be called upon. Law enforcement personnel are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure safe and peaceful Games.

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ACCOMMODATION

■ Experience

The USA formed part of the seven-nation Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the Athens 2004 Olympic Games.

New York has the experience to cover potential security risks, having hosted a number of sports, international and designated National Special Security events. In addition, the USA's experience includes hosting the 1996 and 2002 Olympic Games.

Letters of guarantee have been received for approximately 45,150 rooms.

The current hotel capacity in New York of approximately 123,000 hotel rooms within a 50 km radius of the city centre, far exceeds IOC requirements. As a result, there would be more than sufficient hotel capacity for Olympic visitors, in addition to New York's normal tourist trade.

There are 57,000 hotel rooms within a 2.5 km radius of the centre of New York City (Manhattan), which incorporates Olympic Square, the proposed location for 9 sports, including the Olympic stadium.

■ Room rates

Two 5 star quality hotels have been guaranteed for the IOC in the heart of the city at USD 449 (2012 price) for a standard, deluxe or executive room, including breakfast and taxes. To guarantee this price, a provision has been made in the OCOG budget.

For the other constituent groups, the room rate would be calculated as follows: the actual average room rate during the months of July and August of 2007-2009 as certified by the hotels' auditors + inflation (2.5% from 2010-2012) + 5% Olympic premium compounded annually from 2010 - 2012. In addition, a 10% administration fee would also be added by the OCOG who would handle bookings for all guaranteed hotels.

TRANSPORT

The guaranteed hotels have agreed to a minimum stay period of 5-6 days, controlled by the OCOG, with flexibility in regard to the start and finish of the block periods.

■ Specifics

IFs and NOCs would have a wide choice of 3 – 5 star hotels in New York City. Technical officials would be accommodated in single hotel rooms in close proximity to their venues, or in the city centre. Hotel accommodation would be provided for sailing officials close to the proposed sailing centre. Sufficient hotel rooms for football officials have been guaranteed.

Guests of NOCs, broadcasters and sponsors would be accommodated in 4 or 5 star quality hotels across the city centre.

Media would be accommodated in hotels in close proximity to the IBC and MPC. Lower cost university accommodation would also be available.

The OCOG would organise a free home stay programme for athletes' families.

■ Additional comments

New York has a well-developed accommodation plan and would be able to provide the number of rooms required by the IOC and spectators. The quality of hotels of all levels is generally good.

■ Infrastructure development and public transport

The city has a comprehensive metropolitan transport network moving nearly 9 million people every weekday. Major transport development and renovation investments have been made during the last two decades to modernise and expand rail and road systems.

New transport projects planned for the Olympic Games are a 2 km subway extension from Time Square to Olympic Square, a 4 km suburban rail link to Meadowlands (football and volleyball) in New Jersey, new ferry landings and an expanded intelligent transport system centre.

New York's three major airports – JFK, Newark Liberty and La Guardia - provide some of the world's highest capacity for domestic and international flights.

■ Olympic transport concept and operations

New York's Olympic transport concept is based on three principles:

- a) Grouping of Olympic venues and Olympic travel demands on the four branches of the proposed "Olympic X" system with the Olympic Village at its centre
- b) Constituent group transport to be facilitated by an Olympic lane network allowing faster travel movements
- c) Public transport (rail and supplementary buses) serving all Olympic venues.

To overcome road congestion with regard to access to the city centre (Manhattan), a 260 km Olympic Priority Route Network (520 km if both directions are taken into consideration) on motorways and

major arterial streets would provide significantly improved travel conditions between the Olympic Village and almost all Olympic venues. Of these lanes, a core system of fully dedicated Olympic lanes of 136 km (68 km each way) would be implemented.

New York transport authorities have the power to enforce traffic management measures such as the proper use of dedicated lanes. As a result of the dedicated Olympic lanes and lower traffic demands in August, Olympic travel speeds between the Olympic Village and Olympic venues would average 30-35 km/h for Olympic bus travel on arterial streets and 50-55 km/h on expressways and motorways.

Nearly all Olympic venues would be located near a subway or suburban rail station, enabling spectators, workers and volunteers to use New York's public transport system to travel to Olympic venues.

Olympic event ticket holders would be provided with a free 24-hour Metro Card. In addition, all accredited persons would enjoy free public transport.

An Olympic Transport Service, coordinated by OCOG, would manage the Olympic bus and ferry systems and Olympic vehicle fleet. During the Games, the NYPD would supervise Games transport operations from the Command, Control and Communication Centre in conjunction with the Olympic Transport Service.

■ Additional comments

Due to considerable transport development and renovation investments made during the last two decades, limited Olympic transport investments are required. The Commission believes New York would meet Olympic and Paralympic Games transport requirements in 2012 with the implementation of the extensive system of Olympic lanes for the Games.

MEDIA OPERATIONS

The IBC and MPC would be located in facilities adjacent to the proposed Olympic stadium.

The IBC would be in a new 41-storey building (93,000 m²) to be built as part of the proposed Olympic Square development. The 41,000 m² MPC would be housed on two levels of the existing Javits Convention Centre.

The Commission noted that developers had confirmed their interest in participating in a tender for the construction of the IBC, and two banks confirmed their willingness to finance the project.

Whilst the bid committee stated that high-rise broadcasting facilities are common in New York, experience at previous Olympic Games would suggest that a high-rise IBC could pose some operational challenges.

The IBC and MPC would have separate transport pick-up and drop-off points, but a dedicated secure route would link the two buildings. Transport for media would comprise shuttles using the Olympic Priority Network and dedicated ferries to selected venues.

Accredited media would be accommodated in hotels in close proximity to the IBC and MPC. Lower cost university accommodation (with the same level of services) would also be available.

■ Broadcasting

With regard to labour laws, the Commission received assurances that there would be flexibility for the work schedules of foreign and domestic employees of broadcasters including OBS.

OLYMPISM AND CULTURE

■ Cultural programme

New York plans to organise a three-year programme of cultural activities commencing immediately after the 2010 Olympic Winter Games. There would be celebrations of the world's cultures, weekend festivals highlighting the ethnic diversity of the city and a focus on New York's roots as a "water city". The programme would continue throughout the transition period and the Paralympic Games.

■ Ceremonies

For the Opening Ceremony, New York proposes a parade of tall ships between the Olympic Village and the proposed 78,000-seat Olympic stadium, attracting spectator support along the riverbanks. Athletes would parade along Broadway prior to entering the Olympic stadium. This proposal would require discussion with the IOC.

■ Education and information programme

New York would develop, in partnership with the city's Department of Education, Olympic education initiatives encompassing 1.1 million students. The wide range of activities would include inter-school competitions on or around Olympic days and annual seminars with national and international institutions and programmes on urban revitalisation. The OCOG would seek to partner the United Nations, headquartered in New York, in linking local youth with their peers around the world through programmes celebrating the Olympic values of fair play and friendship.

NEW YORK

New York

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■ Torch relay

New York plans to partner leading environmental organisations to raise awareness about the need to protect and conserve water as a precious resource for the international leg of the torch relay.

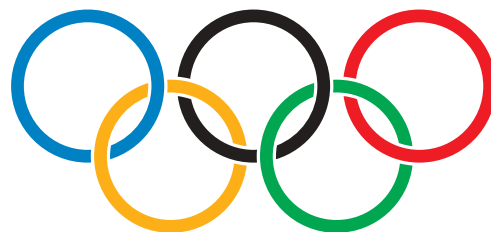
■ Youth camp

The OCOG would hold a youth camp for students from all NOCs competing in the 2012 Olympic Games. All expenses, including the travel of NOC participants (two per NOC), would be borne by the OCOG.

MOSCOW
Moscow



MOSCOW 2012
CANDIDATE CITY



OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

Moscow proposes Saturday 14 July to Sunday 29 July as the period for the Olympic Games, based on the best climatic conditions and reduced transport demands in the city due to the holiday period at this time.

■ Olympic Games concept

Moscow seeks to further build on the legacies of the 1980 Olympic Games which have served the needs of the city very well by supporting the growth of sports and the continued success of Russian athletes.

The City Development Master Plan for the period up to 2020 would be enhanced and accelerated with the staging of the 2012 Olympic Games particularly through the increased housing capacity provided by the proposed Olympic and media villages.

The “Olympic River” concept embraces the majority of the venues as well as the Olympic Village, IBC and MPC which are located on or near the Moscow River. The Olympic Games would be the catalyst to accelerate the development of large areas of currently degenerated but valuable land.

With all sports competition venues in the city of Moscow and one village amply accommodating all athletes including the football teams, Moscow proposes a memorable experience for all athletes with minimal travel times to venues. This would occur in a country which is establishing itself as the “New Russia”.

■ Legacy and impact

The Olympic Games would ensure significant upgrading of 23 existing international standard sports venues, the construction of 7 new venues, including tennis, gymnastics and canoe kayak slalom, as well as new high quality housing and hotels, improved infrastructure and major improvements to the accessibility of the city for persons with a disability.

All competition venues would be dedicated to sport in their post-Games use and would be managed long term by the city to meet venue operational costs.

■ Additional comments

Moscow 2012 aims to have a global promotional campaign over the seven years leading up to the Olympic Games, highlighting the 2012 Olympic Games and Russia as a tourist destination.

The Olympic Games Study Commission’s recommendations have encouraged Moscow to draw on the legacy of the 1980 Olympic Games in establishing its venue plan by using 23 existing and well-maintained venues and a high percentage of existing training venues.

All venues are well served by the public transport network, which is continually being expanded and upgraded.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

Moscow's population is expected to decrease from 10.4 to 9.9 million by 2012, however, at the same time, the population on the outskirts of Moscow is increasing rapidly.

■ Political structure and responsibility

Russia is a Federal Democracy with an Executive President who is elected by universal suffrage for a term of four years. The Chairman of the government (Prime Minister) is nominated by the President with the consent of the State Duma which is also elected by universal suffrage for a four-year term.

Moscow enjoys a special federal status as an autonomous entity of the Russian Federation. It has its own charter and legislature. Moscow is empowered to provide all the essential resources and obligations for staging the Games. The deputy Mayor chairs the bid.

■ National economy

The hyperinflation of the 1990s has now been stabilised and the government expects to reduce the inflation rate to 8.5% by the end of 2005. Russia has a large currency reserve. World Bank statistics indicate that, in 2003, Russia had the 16th largest economy in the world and a preliminary estimate on the average annual growth rate was 7.3% with domestic price inflation at 13.7%.

■ Support

The two levels of government (federal and city) are fully involved in the preparation of the bid. All the political parties in the State Duma fully support the staging of the Games. The Labour Unions also support the Games as was demonstrated in a guarantee received during the Commission's visit.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 77% support in Moscow and 76% support throughout Russia.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided the guarantees required by the IOC, with the exception of those concerning the protection of Olympic marks and the words “Moscow 2012”. The guarantees signed by the Federal Government state that the government would “take appropriate measures” to protect them. The registration of Olympic marks was not provided to the Commission in English.

■ Legislation

During the visit, the Commission received information concerning a proposed new law called “Olympic Games 2012”, the first draft of which has been presented to the State Duma for its consideration. This law would facilitate the organisation of the Games. A list of the main items contained in this law was given to the Commission during its visit.

■ OCOG structure

The future OCOG would be a not-for-profit institution which would enjoy the status of an autonomous legal entity. The OCOG would be tax-exempt. The different tiers of government, the Russian Olympic Committee and the Russian Paralympic Committee would be represented on the OCOG executive body. The chairman would be the Mayor of Moscow.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country in accordance with IOC requirements.

■ Work permits

The Federal government confirmed that a programme would be introduced so that persons carrying out Olympic-related work in Russia one year before the Games would not require work permits. Most workers would, however, require a Russian visa and these would be issued within three to four weeks.

During the visit, the Commission received assurances that the workers referred to above would not be subject to Russian taxes and that these exemptions would be included in the “Olympic Games 2012” law.

■ Importation of goods

The temporary importation of goods required for the Olympic Games into Russia would be authorised free of any duties.

As regards the importation of food during the Olympic Games, a customs declaration would be required and the food would have to be consumed or exported after the Games.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

The Moscow OCOG would have environmental management systems primarily based on the ISO standards. Moscow is using the bid and Games plan as a catalyst for accelerated environmental measures, higher standards and new environmental technology.

Moscow's Olympic plans also include the revitalisation of the upper Moscow River and the accelerated rehabilitation of former industrial sites into community recreation and green zones. The city government requires a "Sanitary and Ecological Passport" for all building materials in Moscow, defining specific regulations including a set of prohibited materials. These standards would apply to all Olympic sites.

Initial environmental impact assessments have been conducted, and the positioning of venues is subject to standards relating to green space, air and water quality, waste management and biodiversity levels.

In addition to on-going city environmental programmes, the Moscow city government has budgeted USD 17.5 million for supplementary Games-related environmental activities.

■ Air and water quality

Current levels of some air pollutants are a concern but are improving, and assurances have been given that by 2012 the levels of all pollutants would be constantly within European Union (EU) and World Health Organisation (WHO) guidelines and as such would be satisfactory.

Motor vehicles are a major source of air pollution in Moscow and there are specific plans to reduce vehicle emissions and their impact.

The ratification of the Kyoto Protocol by Russia will facilitate lower greenhouse gas emissions and better air quality.

The Commission received assurances that water quality at the triathlon, sailing and rowing/canoe kayak flatwater venues would be satisfactory.

■ Meteorology

Average temperatures in Moscow at proposed Games-time are mild (according to figures provided, 20.4°C at 3 p.m.). During the proposed period of the Games, Moscow has an average of 8 precipitation days, with a high average volume of rain. Contingency planning within the competition schedule would be required. Average wind speeds appear to be low at all outdoor venues.

■ Additional comments

The OCOG environmental guidelines would be integrated into contracts with sponsors and suppliers. Legacies from a Moscow Games would include improved waste disposal and recycling, creation of some new green areas and clean energy public transport. However, the amount of land to be rehabilitated as a direct result of a Moscow Olympic Games was difficult to determine, as were the specific improvements in standards and technology.

FINANCE

■ OCOG budget

Moscow 2012 has a budget of USD 1.84 billion with a surplus of USD 6 million.

Contributions from the IOC and TOP sponsors amount to 48.9% of revenue. The local marketing programme including domestic sponsorship, official suppliers and licensing amounts to USD 725 million or 39.4% of revenue. The city has planned a lottery with USD 7 million revenue for the OCOG. Subsidies from the city government were increased to USD 147 million during the Commission's visit. Together with the Federal Government contribution of USD 24 million, subsidies would total USD 171 million or 9.3% of revenue.

Major expenditure items are technology at USD 451 million (24.6% of expenditure), Games workforce at USD 98 million (5.3%) and administration at USD 129 million (7%).

The budgeted amount of USD 280 million for sports venue operations (15.2% of expenditure), including overlay, appears to be on the low side in comparison to previous Olympic Games.

No capital investment is included in the OCOG budget, in accordance with IOC guidelines.

■ Non OCOG budget

The Moscow city government guarantees the non-OCOG budget of USD 10 billion which includes construction and renovation of all venues. Of this, USD 7.78 billion is for transport infrastructure and USD 1.12 billion is for competition venues.

■ Financial guarantees

The city government guarantees to cover any budget shortfall. The Federal Government also gave an assurance that it would act as a final guarantor for Games expenditure in the event of the city being unable to fund any shortfall. The Moscow city government also guarantees an additional operating budget for transport, security, health services and environmental work amounting to USD 189 million.

■ Additional comments

The budgeting process follows IOC guidelines. Whilst low in sports venue operations, the budget appears to be reasonable and achievable.

MARKETING

■ Joint Marketing Programme

The Joint Marketing Programme Agreement signed by Moscow and the Russian Olympic Committee contains certain financial aspects which require further clarification.

■ Billboards and advertising

The city guarantees full control of any advertising or commercial activity in, above or around Olympic venues. Guarantees from outdoor advertising site owners have been received but no details have been provided regarding pricing.

■ Rights protection

Existing federal legislation prohibits unfair competition and ambush marketing and protects intellectual property rights. The city guarantees that all legal measures necessary to effectively reduce and impose sanctions on ambush marketing, eliminate street vending and control advertising space and airspace would be taken no later than 30 June 2005. The OCOG would also set up a dedicated ambush marketing response team.

■ Ticketing

Moscow has estimated ticket sales rates of 82% for the Olympic Games and 50% for the Paralympic Games, with revenues of USD 150 million and USD 3.5 million respectively. The city indicated that it has a great deal of experience in various methods of ticket sales and there is a high demand from the 10.4 million inhabitants of Moscow. The city has also introduced a new distribution system over the Internet that would provide better services and generate higher demand. It would use special promotion for less popular events to ensure full stadia.

■ Local sponsorship and licensing

Projected revenues are USD 450 million (24.4% of revenue) for local sponsorship, USD 75 million (4%) for official suppliers and USD 50 million (2.7%) for licensing, coins and philately programmes.

■ Additional comments

Given the fast developing market economy and the increasing affluence and purchasing power of Muscovites, the bid committee assured the Commission that the sponsorship target and marketing efforts would be successful. The marketing programme proposed by Moscow is achievable.

SPORTS AND VENUES

Overall concept

Building on the legacy of the 1980 Olympic Games, the Moscow River, running through the centre of the city, would be the focal point for the Olympic Village and the main competition clusters:

Cluster	Number of sports/ disciplines	Distance from Olympic Village	Travel time from Olympic Village
Luzhniki Olympic Complex	9	6 km	7 minutes
Krylatskoye Sports Complex	9	12 km	14 minutes
Tushino Sports Complex	6	14 km	17 minutes
CSKA Sports Complex	4	7 km	8 minutes
Olympiysky Sports Complex	4	10 km	12 minutes

The Luzhniki Olympic Complex was the main sports arena for the 1980 Olympic Games and includes the recently renovated Olympic stadium. The Tushino Sports Complex would be constructed on the site of a former airfield.

Moscow places particular emphasis on the development of its sports infrastructure to benefit both elite and community sport.

79% of competition venues needed for the Games already exist, are under construction or are planned irrespective of the Games.

All competitions would take place in Moscow, including football, with the furthest venue from the Olympic Village being sailing at 49 km (59 minutes).

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (7 – 12 mins)	16
10 – 20 km (14 – 22 mins)	16
20 – 30 km (30 mins)	1
30 – 40 km	0
40 – 50 km (59 mins)	1
50 – 100 km	0
100 km and over	0

The travel times quoted from the Olympic Village to competition venues, through the use of Olympic lanes, appear achievable, with the exception of sailing.

Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
34	0	23	4	4*	4

* BMX is a new permanent venue within the existing mountain bike venue and is therefore not counted in the total

The tennis, gymnastics and 2 football venues are under construction and are all due to be completed by July 2007 at the latest.

Moscow proposes major upgrading of 23 existing, well-maintained venues, including 11 built for the 1980 Olympic Games.

Four temporary venues (archery, baseball, shooting and beach volleyball) would be built by the city government.

All construction would be managed by the Moscow city government which would seek to use a mix of private investment and public funding wherever possible to meet the capital cost of each project.

Moscow has budgeted USD 280 million to cover all venue-related operational costs and overlay, which would appear low in comparison to previous Olympic Games experience.

All permanent works are scheduled to be completed by January 2012 and temporary works by May 2012.

Athletes from 26 sports/disciplines would be able to train at their respective competition venues, as well as at a number of other dedicated training venues.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues.

■ Sports experience

Moscow has good experience in organising World and European Sports events in most Olympic sports over the past 10 years.

■ Additional comments

Whilst Moscow has good sports experience and a high number of existing competition venues, the bid committee has not presented detailed design and operational plans or a detailed construction schedule.

PARALYMPIC GAMES

■ Budget

The budget for the Paralympic Games is separate from the OCOG budget and projected to be USD 119 million. The majority of the Paralympic Games financing (73%) comes from a contribution from the OCOG totalling USD 87 million, while a USD 9 million contribution is made by the city of Moscow. Revenue includes sponsorship of USD 5.5 million and ticket sales of USD 3.5 million. Expenditures are based solely on incremental costs for the Paralympic Games but the marketing rights payment to the IPC is not included in the Paralympic budget. Any shortfall in the budget would be covered by the city of Moscow.

■ Sport

The proposed dates for the Paralympic Games are Saturday 11 August to Wednesday 22 August, resulting in a short transition time between the Olympic and Paralympic Games of 12 days. Moscow 2012 stated that it would adjust the schedule and also increase the number of days the Paralympic Village is open to meet technical requirements. The Paralympic venues would be the same as those used for the Olympic Games. The highest concentration of sports would occur at Luzhniki Olympic complex where 5 Paralympic sports would be contested.

■ Organising Committee

A single OCOG would oversee both Olympic and Paralympic Games with one director on the OCOG Board of Directors responsible for the organisation of the Paralympic Games.

Operationally, it appears that the Paralympic Games would be relatively independent, with the planning and delivery handled by the Paralympic Department.

■ Logistics

The Paralympic Village would encompass part of the Olympic Village which would be designed using international accessibility standards. The 8,500-bed village would house Paralympic teams and International Paralympic Sports Federations (IPSF) technical officials.

Media at the Paralympic Games would be accommodated in the media village built for the Olympic Games.

Transport operations would remain the same as those implemented during the Olympic Games. For 17 of the 19 sports, travel times are estimated to be less than 20 minutes from the Paralympic Village with distances ranging from 6 to 17 km.

Spectators would primarily use public transport with plans to modify the fleet and metro stations to ensure access for persons with a disability.

OLYMPIC VILLAGE

■ Media and communications

The same IBC and MPC facilities would be used for the Paralympic Games.

■ Additional comments

Moscow has proposed a Paralympic Games plan based on making maximum use of Olympic infrastructure.

The Paralympic Movement in Russia is undergoing significant development with increasing success at the Paralympic Games.

It is hoped that hosting the Paralympic Games would stimulate financial and public support for the Paralympic Movement in Russia. The proposed primary legacy of a Moscow Games would be one of social change, including increased awareness, support and accessibility for people with a disability.

■ Location/concept

The Olympic Village would be built in the northwest of the city, on the banks of the Moscow River. It would be 6 km from the Olympic stadium, 7 km from the city centre and 32 km from the main gateway airport (Vnukovo).

■ Village development

The village would consist of 15 buildings, 3 to 22 storeys high (44% would be higher than 7 storeys). Moscow 2012 assured the Commission that there would be a sufficient number of elevators.

The Olympic Village would cover 80 hectares. The furthest walking distance within the Olympic Village would be 1,300 metres.

Following the Games, the village apartments would be sold for use as private residential property. The remaining facilities would be converted to provide leisure, commercial and other services for private housing.

The city government has identified private developers interested in undertaking the village project and has guaranteed construction.

All construction and preparation work would be supervised by the city government department responsible for planning policy.

Construction of permanent buildings would commence in February 2009 and end in April 2012.

MEDICAL SERVICES

■ Village organisation

There would be 7,400 single rooms and 6,300 double rooms with a total of 20,000 beds for athletes and officials. Room sizes and raw floor space would be in accordance with IOC requirements.

Extra NOC officials could be accommodated in the Olympic Village.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget in accordance with IOC requirements.

■ Additional comments

Although planning lacked detail, the Commission believes that the Moscow 2012 village concept is feasible. The use of the land on the perimeter of the Olympic Village would, however, require careful consideration in regard to access and security at Games-time.

The Russian public health care system is efficient and would provide good health care during the Olympic Games.

■ Olympic health care

Medical support would be available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

Seven of the 138 hospitals have been identified as Olympic hospitals. Some of these would require renovation. Funds amounting to USD 2.3 billion will be invested in the city's health care system over the next ten years.

Moscow confirmed that team doctors would be authorised to practice and write prescriptions in Russia for their own NOC delegation at Games-time.

No duties would be applied to medical equipment that would be exported after the Games.

■ Doping control

The Russian government has signed the Copenhagen Declaration and the NOC has adopted the WADA code.

A WADA-accredited laboratory in Moscow is operational. Moreover, the laboratory can carry out equine testing and is expected to receive FEI accreditation within the next two to three years.

SECURITY

The government of the Russian Federation guarantees that it would take overall responsibility for security during the preparation and staging of the Olympic and Paralympic Games. The security budget would come from three sources: the Federal Government covering the majority of costs, Moscow city government and USD 67 million from the OCOG.

■ Command structure

Russia has a federal police system which has responsibility over the entire Russian territory. All security would be under the unified control of the special Coordination Centre at the Russian Federation's Ministry of the Interior.

The OCOG would have a security department. No detailed information about its specific tasks has been provided.

■ Safety and security personnel

The majority of personnel would be drawn from the city of Moscow police forces, and support would be provided by police from other regions, the armed forces and private security. Security forces are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure safe and peaceful Games.

■ Experience

Although Russia was not part of the seven-nation advisory group for the Athens Olympic Games, it did provide advice to the Athens OCOG.

Moscow has significant experience in providing security at large scale sports and other international events. Many such events have been held at the existing proposed venues.

ACCOMMODATION

■ General

Approximately 17,550 rooms are currently guaranteed by the appropriate owners in 3 to 5 star hotels, nearly all within a 10 km radius of the city centre. These include nearly 7,500 rooms in hotels to be constructed. In addition, 21,000 beds would be available in the proposed media village.

The main hotel cluster is situated in close proximity to Moscow's historic city centre and includes the IOC official hotels.

Moscow's hotel industry is managed by the Committee on External Economic Activities of the City Government. However, during the Olympic Games, the OCOG would act as the body responsible for reservations and price control.

There are currently 167 hotels in the 2 to 5 star category with a total room capacity of 39,000 within a 50 km radius of the city centre.

The city government stated that 210 additional hotels would be constructed by 2012.

■ Room rates

The IOC hotels would be situated within or in close proximity to the city centre, 6 km from the Olympic stadium and an average of 15 km from the majority of competition venues. 2012 guaranteed hotel room rates for the IOC and constituent groups would be as follows:

	IOC hotels		Constituent groups*	
	Single	Double	Single	Double
5 star	390	450	390	450
4 star	260	320	260	320
3 star	-	-	90	120

* prices taken from hotel guarantees provided during the visit

MOSCOW

Moscow

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The formula by which the above-mentioned constituent rates have been estimated is: 2004 room rate + inflation (3% from 2005-2012).

The Commission notes, however, that inflation in Russia is currently estimated at over 10%. In addition, a USD 7–10 management fee would be added to the room rate.

For the media staying in the media village, the prices would be USD 260 for a single room and USD 320 for a double room.

There would be no minimum stay period required during the 2012 Olympic Games.

■ Specifics

The media village would be constructed on the banks of the Moscow River to house 21,000 accredited media in 3 to 4 star quality single or double rooms, in buildings 3 to 22 storeys high. The village would have 24-hour catering services, and other services and amenities equivalent to a similar standard hotel. It would be linked to the Olympic Village by a footbridge.

IF and NOC hotels are located across the city and in close proximity to the venues.

Technical officials would be housed in single rooms in 3 to 5 star hotels.

As all football venues are located in Moscow, all officials would be accommodated in hotels in the city.

Hotel accommodation for sailing officials close to the venue has not been identified.

Guests of NOCs, broadcasters and sponsors would be accommodated in 3 to 5 star hotels close to or in the city centre.

The quality of hotels within each rating category varies considerably.

Various programmes for athletes' families are being considered by the bid committee.

■ Additional comments

The candidature file and associated guarantees provided little detail concerning Moscow's accommodation plan. Concerns in this regard were partly addressed during the Commission's visit through the delivery of a number of additional guarantees.

TRANSPORT

■ Infrastructure development and public transport

Moscow's road system is based on a radial ring network of motorways and major urban arterial roads.

Moscow's metro network of 11 lines and 165 stations forms the core of its very strong public transport system handling more than 80% of the 20 million daily travel journeys.

To cope with increasing car ownership and to alleviate severe road congestion problems, USD 7.8 billion are to be invested between 2003 and 2011 in a transport infrastructure development programme, 75% for roads and 25% for rail public transport. Of that amount, approximately USD 1.5 billion are allocated to transport projects directly related to the Olympic Games.

A 63 km ring road will be completed. The western part of this fourth ring road would provide access to the proposed IBC/MPC and the media village. Among the numerous metro projects, the new Moscow city line will be extended along the Moscow River to serve the Olympic Village.

The three Moscow airports, Sheremetievo (north), Domodedovo (south) and Vnukovo (south west) will be expanded to double their capacity by 2012. The largest development will concern the smallest airport, Vnukovo, which is proposed as the Olympic gateway airport. This airport will be connected to the centre of Moscow by a new express rail link.

■ Olympic transport concept and operations

The Moscow 2012 Olympic transport concept is founded on three principles:

- a) Grouping of Olympic venues and Olympic travel demands in five main Olympic clusters, with 85% of all venues located less than 20 minutes from the Olympic Village
- b) Constituent group transport to be facilitated by an Olympic lane network
- c) Metro and bus public transport serving all inner city Olympic venues.

To overcome road congestion, an Olympic priority network of approximately 220 km (440 km if both directions are taken into consideration) would be implemented between the Olympic Village, the five Olympic venue clusters and other stand-alone competition venues.

Out of this total, 87 km (43.5 km each way) would be fully dedicated Olympic lanes. The police would be responsible for converting the remaining 353 km into dedicated Olympic lanes, as required, according to the Olympic competition schedule.

Due to the Olympic lane network and lower summer traffic demands, average Olympic bus travel speeds between the Olympic Village and competition venues would reach 45-50 km/h offering reasonable travel times to most inner-city venues.

Most competition venues would be located near metro stations, enabling spectators, accredited workforce and volunteers to use the Moscow public transport system to reach Olympic venues. Ticketed spectators and all accredited persons would enjoy free public transport.

MEDIA OPERATIONS

Key responsibility for planning and implementing the Olympic Transport Plan would rest with the city of Moscow. The city Transport and Telecommunications Department would manage Games-time transport operations in conjunction with the OCOG.

■ Additional comments

Moscow road and rail transport systems would cope with the considerable Games-time traffic pressures if the ambitious road and rail transport infrastructure developments are carried out as planned and if appropriate management techniques are enforced. Due to a compact urban Olympic venue concept and an Olympic lane network, the Commission feels that Olympic and Paralympic transport requirements would be met.

The IBC/MPC would be in new, single-storey adjacent buildings to be constructed next to a dedicated media village, 7 minutes from the Olympic stadium.

The IBC would be 70,000 m² and the MPC 40,000 m², with another 10,000 m² of storage, dining and other facilities. Detailed plans for the IBC and MPC had, however, not been formulated at the time of the Commission's visit.

Potential private developers have been identified by the Moscow city government for the construction of the IBC, MPC and media village.

A dedicated 24-hour transport shuttle service between all venues and the IBC and MPC would serve accredited media. The location of the 21,000-bed media village within walking distance of the IBC/MPC would reduce media transport logistic demands.

■ Broadcasting

Assurances were received that foreign and domestic workers performing Games broadcasting duties would be able to work according to personal contractual arrangements.

OLYMPISM AND CULTURE

■ Cultural programme

Moscow plans to initiate an “Olympic River” programme based on the unity of all continents and nations through sports and rivers. The programme would commence in 2008 with activities beginning in one continent and culminating in Moscow in 2012. The “Olympic River” concept would continue along the Moscow River during the Games, with various cultural activities integrating sport and the arts.

■ Ceremonies

The Opening and Closing Ceremonies would be held in the existing 80,000-seat Olympic stadium.

■ Education and information programme

Olympic education is already part of the mandatory education system in Russia. A website would be created on Olympism and culture so that Russian school children and young people could exchange ideas and views with their peers from the rest of the world.

■ Torch relay

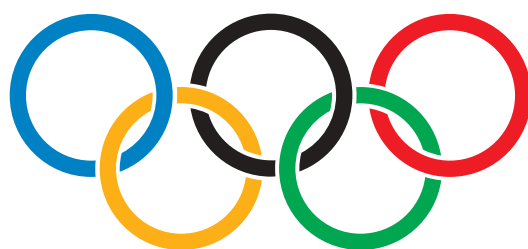
Moscow envisages a torch relay which would incorporate the “Olympic River” concept, with the Russian leg beginning in Vladivostock and culminating in Moscow.

■ Youth camp

During the Commission’s visit, the bid committee stated its intention to invite between 3 and 5 young people from each NOC to a youth camp in Moscow. All expenses would be covered by the Moscow city government.

LONDON
London

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LONDON
2012

CANDIDATE CITY

OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

London proposes Friday 27 July to Sunday 12 August as the period of the Olympic Games, based on school and university annual summer holidays and lower demands on public transport, roads, hotels and student accommodation. The temperate climate during this period would be satisfactory for athletes and spectators.

■ Olympic Games concept

The Olympic Games would be a catalyst for the re-development of the Lower Lea Valley, a 200-hectare rehabilitation and regeneration project in East London. Along with major new public infrastructure, this re-development would provide long-term benefits for the residents of London, including employment, housing, educational and recreational opportunities and the development of sport.

London has proposed Games based on providing world-class facilities and services for the athletes, and a legacy for sport and the community through new and enhanced facilities and a greater emphasis on sport and physical activity.

There has been significant involvement from the British Olympic Association (BOA) and athletes during the candidature phase. Commitments have been made that such involvement would continue throughout the organisation of the Games.

■ Legacy and impact

The bid process is providing the basis for London and the United Kingdom (UK) government to significantly improve the availability of sports facilities of an international standard in London, with construction already approved on the aquatic

centre, Velopark (track and BMX), Regents Park softball centre and Broxbourne canoe kayak slalom course.

Three sports halls, the water polo pool, and a number of training venues would be re-located to other cities in the UK after the Games.

Post-Games plans for Olympic Park include the creation of a significant legacy project - the London Olympic Institute, which would encompass elite and community sport, culture, the environment, sports science and research.

The Paralympic Games are well integrated into the planning of London 2012.

■ Additional comments

Whilst the development of the Olympic Park as part of the Lower Lea Valley regeneration is to take place irrespective of the outcome of the bid, the Olympic Games would accelerate the process and ensure that sport would be the major focus of the project.

The location of the Olympic Village within the Olympic Park (which includes the proposed Olympic stadium) would be very convenient, as 49% of athletes would be competing in close proximity to the village.

Whilst the Olympic Park would undoubtedly leave a strong sporting and environmental legacy for London, the magnitude of the project, including the planned upgrade and expansion of transport infrastructure, would require careful planning to ensure all facilities and rehabilitation projects were completed on time.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The population of the London Metropolitan area is expected to increase moderately from 7.3 to 7.5 million by 2012.

■ Political structure and responsibility

The UK is a parliamentary democracy with a constitutional monarch as Head of State. The Prime Minister, as leader of the majority party in parliament, is the head of government.

Greater London is made up of 33 boroughs and is administered by the Greater London Authority (GLA) with the Mayor having executive powers.

■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, the UK had the fourth largest economy in the world and a preliminary estimate on average annual growth rate was 2.2% with domestic price inflation at 2.9%.

■ Support

The bid enjoys strong support and commitment from the Queen, the national government and the GLA. This was demonstrated through the participation of various ministers throughout the Commission's visit. The bid is also supported by all major political parties. This was underlined to the Commission during a meeting with the Prime Minister and the leaders of the two main opposition parties.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 68% support in London and 70% support throughout the country.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided all of the guarantees required by the IOC, the majority of which are in order.

The guarantees delivered by the Manchester United and Aston Villa football clubs are subject to future negotiations regarding the commercial conditions for the use of these venues for the Games.

The completion of a "compulsory purchase order" procedure (land appropriation) may be necessary to acquire the remaining land needed for the Olympic Park from various businesses. Whilst there could be dispute resolution processes to determine financial aspects of the acquisition, the Commission believes that the land required would be obtained without any undue delay to construction schedules.

■ Legislation

During its visit, the Commission received documentation outlining the provisions that would be included in UK legislation to facilitate the organisation of the Games and passed by Parliament after 6 July 2005, if London were awarded the Games. In view of the support expressed by all political parties, the Commission believes this legislation would be passed.

The Act establishing a new lottery to be used for the funding of Olympic Games infrastructure has already been passed by UK Parliament.

■ Agreements

In 2003, a Memorandum of Understanding was signed by the UK government and the GLA to provide a USD 3.8 billion funding package,

USD 2.4 billion of which would come from two lotteries, to ensure the financing of major infrastructure projects and government services related to the Olympic Games.

A Joint Venture Agreement relating to the establishment and operation of the OCOG has been signed by the Secretary of State for Culture, Media and Sport, the Mayor of London and the BOA. This agreement sets out the roles and responsibilities of all parties, including financial contributions and formation of the OCOG.

The Commission believes that, having such an agreement in place before the election of the Host City is a positive factor, in so far as it sets out the framework for the planning and organisation of the Games, thus facilitating the transition to and formation of the OCOG.

■ OCOG structure

During its visit, the Commission received clarification concerning the structure of the OCOG and its relation to other bodies involved in the preparation and delivery of the Games. The OCOG would be a private limited company, the stakeholders of which would be the UK government, the GLA, the BOA and the British Paralympic Association. The OCOG would be at the heart of the structure and would prepare and drive the organisation of the Games.

An Olympic Board would act as the primary link between the OCOG, the governmental bodies (UK government and GLA) and the BOA. The Olympic Delivery Authority (ODA), a service provider to OCOG, would be established by law to oversee the

construction and delivery of the infrastructure required for the Games within the agreed timelines and budget.

The London bid has proposed a transition team to lead operations between the awarding of the Games and the formation of the OCOG. This team would comprise members of the bid committee and would be funded by the government.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country in accordance with IOC requirements. The UK is a member of the European Union (EU). The guarantees signed by the government are not subject to further negotiations with EU authorities as the UK is not a signatory to the Schengen agreement.

■ Work permits

The UK government guaranteed that work permits for temporary foreign workers coming to the UK to perform Olympic duties would be issued free of any duties or taxes.

■ Importation of goods

The temporary importation into the UK of goods required for the Olympic Games is authorised free of any duties. Food brought by delegations for their own consumption would be subject to existing restrictions.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

The London 2012 environmental plan is based on a “Towards a One Planet Olympics” concept, which aims to create a major and enduring legacy for sport, the community and the environment.

The environmental centrepiece of the bid and Games plans is the development of Olympic Park which would create a large new urban parkland, featuring wetland and waterways restoration, natural corridors, environmental solutions to resources, water, waste and energy management, and sustainable building development. New green areas would be created in Olympic Park after the Games as part of its integration into a greatly expanded Lower Lea Valley Park.

A comprehensive OCOG management scheme fully integrated into a wider city regeneration plan features a major set of priority actions and results, such as energy, waste, green areas, and environmental education.

The OCOG budget for environmental actions is integrated, as is the environment programme, across various operational and functional areas.

In the non-OCOG budget, approximately USD 700 million of the total estimated infrastructure investment in the Olympic project are allocated for environmental actions.

■ Air and water quality

Air quality in London at proposed Games-time is generally satisfactory. Increasing levels of ozone pollution are however a concern, but legislation and actions now in place, such as the “low-

emission zone” and the “congestion charge”, are aimed at correcting that trend and ensuring all air pollutants are within World Health Organisation (WHO) and EU target levels by 2010.

The ratification of the Kyoto Protocol by the UK will facilitate lower greenhouse gas emissions and better air quality.

Water quality at the triathlon, rowing/canoe kayak flatwater and sailing venues is satisfactory.

■ Meteorology

Average temperatures (according to figures provided, 23°C at 3 p.m.) and humidity levels at proposed Games-time are satisfactory, as are wind speeds. There is an average of five precipitation days in London at proposed Games-time.

■ Additional comments

The OCOG Sustainability Management System should ensure strong coordination and cooperation with public authorities on environmental issues and the delivery of related programmes by all government and city agencies and the OCOG.

Environmental sustainability assessments have been carried out at all venues and environmental impact would be minimised by using and adapting existing venues, constructing temporary facilities, and concentrating new buildings within the Olympic Park.

There is a strong emphasis on the integration of environmental considerations across all aspects of planning and operations, ensuring minimum impact and maximum sustainability and the integration of those plans and actions into

wider regeneration and environmental strategies for London. Comprehensive and positive environmental legacies for the community and the Olympic Movement would be achieved from a London 2012 Olympic Games.

FINANCE

■ OCOG budget

London has proposed a balanced revenue and expenditure budget of USD 2.46 billion.

Contributions from the IOC and TOP sponsors amount to 36% of total revenue. Revenues from local sponsors, official suppliers, ticket sales, and licensing total USD 1.3 billion or 54% of revenue. A subsidy of USD 72 million for the Paralympic Games would be provided by the UK government.

Major expenditure items include sports venue operations at USD 417 million or 17% of expenditure, technology at USD 448 million (18%), administration at USD 255 million (10%), transport at USD 198 million (8.5%) and Games workforce at USD 187 million (8%).

No capital investment is included in the OCOG budget, in accordance with IOC guidelines.

■ Non-OCOG budget

Of the USD 15.8 billion non-OCOG budget presented in the candidature file, only USD 2.1 billion are directly related to the Olympic Games.

The UK government and the Mayor of London have agreed to a total funding package of USD 3.8 billion to finance Olympic infrastructure including USD 600 million for roads and railways, USD 700 million for sports venues and USD 800 million for Olympic Park infrastructure.

USD 1 billion would come from the London Council Tax and USD 400 million from the London Development Agency. USD 2.4 billion would come from lotteries – USD 1.2 billion from an existing lottery and USD 1.2 billion from a new lottery to support the Olympic Games.

■ Financial guarantees

The UK government has guaranteed it would act as the ultimate financial guarantor to cover any shortfall from the Games.

■ Additional comments

The budgeting process is very detailed and meticulous, and assumptions are well supported and documented. The budget appears to be reasonable and achievable.

MARKETING

■ Joint Marketing Programme

The Joint Marketing Programme Agreement (JMPA) signed by London and the BOA has been accepted by the IOC.

A separate JMPA has also been signed between London 2012 and the British Paralympic Association.

■ Billboards and advertising

Guarantees have been secured for all outdoor advertising sites in London with the exception of approximately 1% of the 2,700 sites controlled by the British Airports Authority (BAA) which is covered by long-term contracts. London 2012 has a binding agreement with the BAA to take control of these sites in the event that these contracts are not renewed. The guarantees signed by advertising site owners include a price formula based on an annual increase of 6% until 2012.

■ Rights protection

Current legislation exists to protect Olympic marks and intellectual property rights and to control street vending and illegal advertising, and also to provide a system of planning permission for billboards. The UK government has guaranteed to introduce new legislation to enhance protection of Olympic and Paralympic emblems, marks, logos and mascots. London 2012 has proposed to set up a Brand Protection Task Force to control outdoor advertising and eliminate ambush marketing.

■ Ticketing

The bid committee has stated that expected strong spectator demand, proactive ticket marketing and reasonable prices would ensure full stadia. It also indicated that facilities for ticket exchanges and the reselling of tickets would be introduced to help ensure full stadia using the experience of Wimbledon. Ticketing revenue estimates are based on sales rates of 82% for the Olympic Games and 63% for the Paralympic Games and amount to USD 473 million and USD 23 million respectively. It is believed that these targets are achievable.

■ Local sponsorship and licensing

The target for domestic sponsorship is USD 725 million. Revenue of USD 92 million from licensing, coins and stamps is projected. Given the UK's strong market for both sponsorship and licensing, these revenue targets are considered to be realistic.

■ Additional comment

The marketing programme proposed by London is reasonable and achievable.

SPORTS AND VENUES

Overall concept

The centrepiece of London's proposal is the Olympic Park, to be constructed in east London. London proposes two additional clusters (River and Central).

The Olympic Park would include the Olympic Village, the Olympic stadium and venues for 12 other sports/disciplines (1-6 km/2-11 minutes from the Olympic Village). It would provide a much-needed legacy for sport to an area of London in need of regeneration.

The River cluster (14 sports/disciplines, 10-15 km/11-17 minutes from the Olympic Village) and the Central cluster (6 sports/disciplines, 13-16 km/22-28 minutes) would use a mix of existing venues and iconic landmark sites.

64% of competition venues needed for the Games already exist, are under construction or are planned irrespective of the Games.

Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (3 – 12 minutes)	13
10 – 20 km (11 – 28 minutes)	9
20 – 30 km (22 – 42 minutes)	4
30 – 40 km	0
40 – 50 km	0
50 – 100 km (60 minutes)	1
100 km and over	6 (football and sailing)

Sailing would be held at the Weymouth / Portland venue (238 km), the site of the UK National Sailing Academy. In addition to Wembley Stadium, football

would be played at five existing stadia outside London with travel distances ranging from 203 to 667 km.

London proposes to use five well-known public sites with temporary construction as competition venues for the Games. The bid committee selected two of these temporary sites in preference to existing but more distant international facilities (shooting and equestrian) to benefit athletes through reduced travel times.

The use of Wimbledon for tennis (24 km/42 minutes from the Olympic Village) and Eton Dorney for rowing/canoe kayak flatwater (56 km/61 minutes), whilst requiring additional travel times for athletes, makes very good use of existing world-class venues.

Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
33	13	2	6	3	9

Construction of the aquatic centre, the Velopark (track and BMX), Regents Park softball centre and the Broxbourne canoe kayak slalom course would take place irrespective of the Games. In addition, the 90,000-seat Wembley football stadium will be completed in early 2006.

The Olympic Delivery Authority (ODA) would be responsible for managing the construction programme, with all permanent construction to be completed by July 2011. A detailed construction timetable was supplied.

PARALYMPIC GAMES

The design of the planned Olympic stadium (80,000 seats) would enable seating capacity to be reduced to 25,000 in post-Games mode, for it to become the National Athletics Centre.

Athletes from 18 sports/disciplines would be able to train in and around Olympic Park, including at three competition venues. Athletes from a further 12 sports/disciplines would train at their respective competition venues.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent/temporary venues as well as for the respect of IOC commercial requirements within these venues. Two of these guarantees were, however, still subject to negotiation (Manchester United and Aston Villa football clubs).

■ Sports experience

London regularly stages many large-scale public events. The city has staged World Championships/European Championships in only 8 Olympic sports over the past 10 years, but the UK has successfully hosted international events in most Olympic sports as well as the 2002 Commonwealth Games.

The BOA and London 2012 have introduced a support and development programme in sports where results are currently below international standards.

■ Budget

A balanced Paralympic Games budget of USD 144 million is projected and integrated within the overall OCOG budget. Revenue includes 50% in government subsidies (USD 72 million), with sponsorship at USD 35 million and ticket sales at USD 23 million. Expenditures include both pro-rata and incremental costs for the Paralympic Games. The budget includes a broadcast contingency of USD 8 million. Guarantees for the financing for the Paralympic Games have been received from the UK government, the GLA and LDA as part of the overall funding package.

■ Sport

The proposed dates for the Paralympic Games are Wednesday 29 August to Sunday 9 September. London's Olympic Park would be the centrepiece of a compact venue plan, with 11 sports/disciplines taking place in the park, and another 7 sports in the River cluster. Only road cycling and sailing would be held at other stand-alone venues. All sports would be held in Olympic competition venues except for wheelchair tennis which would be located at another site in Olympic Park.

■ Organising Committee

There would be one integrated organising committee with legal and operational responsibility for both Games. The British Paralympic Association would nominate a representative to the OCOG Board of Directors. A Paralympic Games division, headed by a member of the senior management team, would be responsible for coordination and planning. Any area with significant Paralympic activity would have staff with shared responsibilities.

■ Logistics

The Paralympic Village would comprise ten of the 17 blocks planned for the Olympic Village. The village would be based on a 100% inclusive design resulting in a barrier free environment. The village would accommodate team delegations as well as International Paralympic Sports Federations (IPSF) technical officials. Media would be accommodated in hotels used by media during the Olympic Games.

The transport Olympic Route Network would remain in use, although on a reduced scale as fewer venues would be required for the Paralympic Games. It is estimated that 95% of competitors would have a journey of 15 minutes or less from the village to their venues. All public transport would be fully accessible, including 21,000 London taxis, which are all currently wheelchair accessible. Public transport would be free to all accredited persons and spectators with same-day tickets.

■ Media and communications

In the UK, Paralympic sport has received significant television coverage resulting in strong public support and a high national profile. London 2012 plans to build on this through communication initiatives and education programmes.

The same IBC/MPC facilities would be used for the Paralympic Games, although adjusted to an appropriate scale.

■ Additional comments

London 2012 has proposed integrated Olympic and Paralympic Games that would minimise the planning and operational differences between them, while using innovative marketing strategies to promote their distinctiveness. It would be a compact Paralympic Games with a vision of setting new standards for services and facilities. Concepts have been developed and planned to maintain public interest and a sports festival atmosphere, including a carnival linking the two Games.

With its rich history, the capacities of UK Paralympic Sport are among the best in the world. The bid committee has proposed a "Paralympic legacy for all" including social, educational and sport legacies with a focus on improving society.

OLYMPIC VILLAGE

■ Location/concept

The Olympic Village would be situated in Olympic Park, adjacent to the Olympic stadium. The village would be 39 km (47 minutes) from the main gateway airport (Heathrow) and 14 km (24 minutes) from the centre of London.

Additional accommodation would also be provided for sailing and rowing/canoe kayak flatwater athletes.

■ Village development

The surface area of the Olympic Village would be 30 hectares.

Apartment buildings would be clustered around landscaped squares and range from 4 to 13 storeys. Although athletes would not be accommodated higher than the eighth floor, careful consideration would have to be given to the location and frequency of the elevators in the village buildings. NOC extra officials could be accommodated in village buildings above the eighth floor.

Post-Games, the Olympic Village would be converted into a sustainable community of apartments and town houses. The polyclinic and Olympic Village administration offices would be converted into nursery, primary and secondary schools as well as a lifelong learning centre, providing an educational legacy for the community.

The Mayor of London and the London Development Agency (LDA), working with a public/private consortium, would ensure the construction and delivery of the Olympic Village.

Construction of permanent buildings would begin in June 2007 and end in December 2011.

■ Village organisation

A total of 9,460 rooms (7,860 double and 1,600 single rooms) would be provided with a total of 17,320 beds for athletes and officials. Room sizes and raw floor space would be in accordance with IOC requirements.

At remote venues, athletes would stay in student accommodation at Royal Holloway College (rowing and canoe kayak flatwater), on a cruise ship (sailing) and in hotels (football). The Commission received a commitment that accommodation at these remote venues would have the same level of services as the Olympic Village.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget, in accordance with IOC requirements.

■ Additional comments

Athletes have been closely involved in the planning of the Olympic Village. The east side of the village would appear to be somewhat crowded, with the main dining hall, polyclinic and disco in close proximity to the international zone. However, this is to provide the athletes with privacy in the residential areas. The location of a retail outlet in the residential as well as the international zone is, again, aimed at giving athletes private retail facilities. The bid committee stated its commitment to incorporate noise reduction measures in construction specifications.

MEDICAL SERVICES

The UK public health care system is very efficient and would provide good health care during the Olympic Games.

■ Olympic health care

Medical support would be available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

Forty-one hospitals, including specialised services, would be available to athletes, IFs, NOCs and the IOC. A selection of these hospitals would have dedicated Olympic wards. Emergency services, which would be run through a centralised coordination service, would be reinforced during the Games.

NOC team doctors would need to apply for registration to ensure that they would be authorised to practice and write prescriptions in the UK for their own NOC delegation at Games-time.

No duties would be applied to medical equipment that would be exported after the Games.

■ Doping control

The UK has signed the Copenhagen Declaration and the NOC has also adopted the WADA code.

There are two WADA-accredited laboratories in the UK, one in London and one in Newmarket. The London laboratory would be the main laboratory for the Games. The Newmarket laboratory is also accredited to carry out equine testing.

SECURITY

The UK government guarantees that it would take the overall responsibility for security during the preparation and staging of the Olympic and Paralympic Games. It has also guaranteed to cover all security costs (for which a provision has been made as part of the USD 3.8 billion funding package), with the exception of in-venue security costs which would be borne by the OCOG for a sum of USD 36.8 million.

■ Command structure

A government-level Olympic Security Committee incorporating all of the key security agencies would be formed, chaired by the Home Secretary. This Committee would be responsible for security coordination and policy with the London Metropolitan Police Service playing a key role.

An OCOG Security Directorate would act as the single point for planning and command. The head of this directorate would be appointed by the Home Secretary and would be a member of the Olympic Security Committee.

■ Safety and security personnel

Whilst the majority of personnel would be drawn from the three London police forces, the armed forces and other security personnel including private and police forces from other parts of the UK would also be used. Security forces are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure safe and peaceful Games.

ACCOMMODATION

■ Experience

The UK played a key role in the seven-nation Athens Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the 2004 Olympic Games.

The UK has hosted a large number of sports and other international events, demonstrating it has the experience to cover potential security risks.

■ General

Letters of guarantee have been received for approximately 40,330 rooms.

The current hotel room capacity of approximately 103,000 within a 50 km radius of the city centre far exceeds IOC needs. There would be sufficient hotel capacity for spectators and visitors during the Games period, especially taking into account additional rooms available in the affordable bed and breakfast system in and around the city.

■ Room rates

The bid committee has guaranteed 1,800 rooms for the IOC at USD 290 (2012 price), including breakfast(s) and taxes in six 5 star hotels in the centre of London. To guarantee this price, a provision has been made in the OCOG budget.

For other constituent groups, the room rate would be calculated as follows: the average actual and audited, pre-tax room rate during the period of the Games in 2007-2010, adjusted for inflation (2% from 2010-2012) + a 2% premium 2010-2012 + taxes + breakfast. In addition, a USD 12 booking fee per night would be added.

■ Specifics

IFs and NOCs would have a wide choice of 3-5 star hotels in West London. Technical officials would be accommodated in single rooms with en-suite bathrooms in 3 – 5 star hotels close to their venues. 200 rooms would also be available in university accommodation (equivalent to a 2 or 3 star hotel) with sports facilities, including a swimming pool.

Sufficient rooms of appropriate quality have been guaranteed in the five football cities as well as in Weymouth (sailing) for the respective officials.

TRANSPORT

Guests of NOCs, broadcasters and sponsors would be accommodated in 4 or 5 star hotels across the city centre.

No minimum stay period is required in any of the guaranteed hotels.

Media would be accommodated in hotels and university rooms (with the same level of facilities and services), at reasonable rates, within a centrally located accommodation cluster. All accommodation would be connected by shuttle transport services to and from the IBC and MPC.

The OCOG would organise a free of charge home-stay programme for athletes' families.

■ Additional comments

London has a well-developed accommodation plan and would be able to provide the number of rooms required by the IOC as well as spectators. The quality of hotels at all levels is generally good.

■ Infrastructure development and public transport

London has comprehensive metropolitan road and rail systems. Capital investment of more than USD 30 billion is planned prior to 2012 for transport renovation and development. Approximately USD 11.6 billion of this transport budget has been allocated to accelerate rail urban transport development, particularly in the east London Olympic area, and USD 600 million is directly related to the Olympic project.

London has one of the world's strongest systems of airports with Heathrow, Gatwick, Stansted and London City airports among others. Heathrow and Gatwick are connected to the centre of London by express rail services. A new rail connection will also link Stansted and London City airports to Olympic Park by 2012. The capacity of Heathrow, the main Olympic gateway airport, will be substantially increased by the completion of a new terminal (Terminal 5) by 2008.

Phase two of the Channel Tunnel Rail Link (CTRL) is underway and will provide regional and international access to central and east London. A new station, Stratford International, would provide direct access to Olympic Park and dedicated shuttle trains would operate at Games-time resulting in a travel time of seven minutes to the centre of London.

London's underground, light rail and regional rail networks will be substantially upgraded and extended, particularly in east London, with Olympic Park to be served by a total of ten rail lines.

■ Olympic transport concept and operations

The London 2012 Olympic transport concept is founded on three principles:

- a) Concentration of Olympic travel demands in Olympic Park and the nearby River cluster with approximately 69% of competition venues less than 15 minutes from the Olympic Village
- b) Constituent group transport to be facilitated by an extensive Olympic Route Network, allowing fast and reliable travel
- c) Comprehensive public transport, with at least one rail station serving all Olympic venues.

For the Games, a 235 km Olympic Route Network (470 km if both directions are taken into consideration) would allow efficient travel between Olympic Park and Olympic competition and non-competition venues. Within this network, a core system of 82 km of fully dedicated Olympic lanes (41 km each way) would be provided across London.

As a result of the Olympic Route Network and the consistently lower traffic levels in August, the Commission believes that Olympic bus travel speeds of 45–50 km/h between the Olympic Village and all Olympic venues would be achievable.

London proposes that accredited workforce would access Olympic venues by public transport, principally rail, free of charge. All accredited persons would have free access to public transport.

Each spectator ticket would include free travel on all public transport within London (except the Heathrow Express) on the day of the event through to 4 a.m. the following day.

An Olympic Transport Authority (OTA) would be

created to oversee the management of all Olympic transport infrastructure projects, to plan Olympic transport systems and to deliver transport at Games-time. The existing London Traffic Control Centre would be expanded to become the primary traffic control centre for the Olympic Games.

■ Additional comments

During the bid process, substantial London rail transport infrastructure investments have been clearly confirmed, guaranteed and accelerated. Provided that this proposed programme of public transport improvements is fully delivered on schedule before 2012 and the extensive Olympic Route Network is implemented, the Commission believes that London would be capable of coping with Games-time traffic and that Olympic and Paralympic transport requirements would be met.

MEDIA OPERATIONS

The IBC and MPC would be co-located on the edge of the Olympic Park, in close proximity to the Olympic stadium.

Construction funding is guaranteed under the government financial package but private sector investment would be sought, as the infrastructure would remain after the Games as television studios and production facilities.

The proposed designated space for the single storey IBC (65,000m²) is smaller than IOC recommendations, but shared resources, new technology and the availability of extra space, if required, should ensure the necessary space for all operations. The two-storey MPC would be 45,000m². A dedicated transport shuttle service would connect the IBC, MPC, media accommodation and competition venues.

Accredited media would be accommodated in hotels and university rooms with the same level of facilities and services in a centrally located accommodation cluster.

A city centre facility for non-accredited media is planned and the desirability of the centre being under the control of the OCOG was acknowledged by London 2012.

■ Broadcasting

The Commission received commitments that UK labour laws would not affect broadcasters or OBS in their employment and operation schedules for UK and foreign staff.

OLYMPISM AND CULTURE

■ Cultural programme

London has proposed an extensive and varied programme of activities, including theatre, music, carnival performances and exhibitions in museums during the Games. This programme would begin immediately after the Beijing Olympic Games with the launch of the “Olympic Friend-ship” (an ocean-going clipper) which would tour the world conducting an Olympic educational programme.

■ Ceremonies

The Opening and Closing Ceremonies would be held in the proposed 80,000-seat Olympic stadium. The stadium would be within walking distance of the Olympic Village which would facilitate pedestrian access to the village for team delegations after the Opening and Closing Ceremonies.

■ Education and information programme

A new Olympic dimension would be introduced into existing educational programmes for 400,000 school children. A special education pack for schools would be developed by OCOG in association with the British Olympic Foundation.

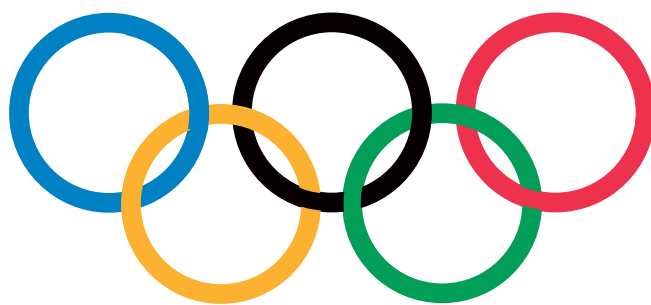
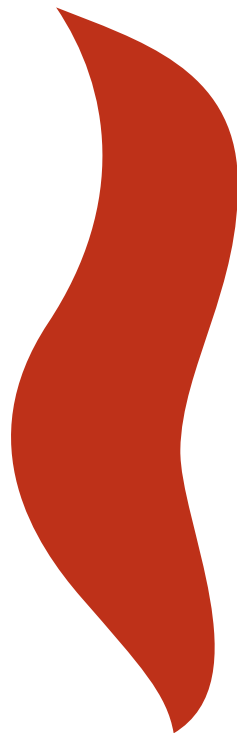
■ Torch relay

Plans for the torch relay propose to highlight the Olympic Truce through a programme called the “Heralds of Peace”, crossing through the countries of Nobel Peace Prize winners and then through the UK.

■ Youth camp

The youth camp would be housed in the “Olympic Friend-ship”, to be docked in the Port of London during the Games. The OCOG would pay for participants’ airfares, accommodation and meals (two participants per NOC).

MADRID
Madrid



M A D R I D
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CIUDAD CANDIDATA



OLYMPIC GAMES CONCEPT AND LEGACY

■ Dates of the Olympic Games

Madrid proposes Friday 10 August to Sunday 26 August as the period of the Olympic Games, based on the weather conditions, the school and university holiday period and lower hotel occupancy.

■ Olympic Games concept

Madrid has proposed humanist, sustainable and environmentally friendly Games. A rich cultural programme is planned, aimed at bringing together the people of Madrid and Spain in a celebration of the Olympic ideals.

The Games concept is based on using venues predominantly located in three main clusters, one of which is in close proximity to the Olympic Village, and venues on the outskirts of Madrid within reasonable travel times of the village. Madrid's concept ensures that 58% of athletes would compete within 10 minutes of the Olympic Village.

Madrid gives priority to sustainable development, using the Olympic Games to take a significant step forward in improving environmental conditions in the city.

■ Legacy and impact

Madrid is a modern city intent on using the Olympic project to further develop high-quality sports facilities and world-class infrastructure, thus consolidating the city as a permanent venue for the staging of important events.

Taking into account existing venues, venues under construction and those planned irrespective of the Games, Madrid would have 83% of the venues required to host the Olympic Games.

The legacy plan is well documented and an organisation comprising representatives from the national and city governments as well as the Spanish Olympic Committee would be established to manage the sports venues legacy. After the Games, sports equipment would be transferred to Spanish sport.

The Paralympic Games are well integrated into the planning of Madrid 2012, thereby safeguarding the interests of the Spanish Paralympic Movement.

■ Additional comments

Madrid's plan is based on the rapid development of the city's infrastructure and sports facilities. The aspirations of the city's leaders and the Spanish Olympic and Paralympic Committees on behalf of the athletes of Spain are well formulated.

Strengths of the bid include the close proximity of venues in the East cluster to the Olympic Village and the very good location of the Olympic Village, IBC and MPC in relation to the newly-expanded airport, public transport and major road networks. The legacy plans are positive and the environmental benefits are significant, with the overall concept and plans well integrated into the long-term development of the city.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

Madrid has a stable population of 3.2 million whilst the Madrid region is experiencing moderate growth from 5.5 to 5.8 million by 2012.

■ Political structure and responsibility

Spain is a parliamentary monarchy, with the monarch as Head of State. The Prime Minister, as leader of the majority party in parliament, is the head of government.

The Mayor of Madrid heads the bid. All sectors of the city's administration are deeply involved in the bid process. The city has control of most Olympic facilities within its administrative jurisdiction. There is a clear demarcation of duties and responsibilities among the three tiers of government (national, regional - Autonomous Community of Madrid - and local - Madrid City Council) with regard to their Olympic involvement.

■ National economy

The economy is currently very stable and the currency is strong. World Bank statistics indicate that, in 2003, Spain had the 8th largest economy in the world and a preliminary estimate on the annual growth rate was 2.4% with domestic price inflation at 3%.

■ Support

The bid enjoys support and commitment from the King and all tiers of government. Political support was demonstrated through the participation of the Prime Minister and various government ministers during the Commission's visit. All major political parties have also pledged support for the bid.

A public opinion poll commissioned by the IOC shows the following levels of support to host the 2012 Olympic Games: 91% support in the city of Madrid and 85% throughout Spain.

LEGAL ASPECTS AND GUARANTEES

■ Guarantees

The bid committee has provided the guarantees required by the IOC with the exception of a certain number of accommodation guarantees, for example in Palma de Mallorca (sailing).

■ Legislation

The Spanish legislative body is prepared to approve specific legislation facilitating the organisation of the Olympic Games, should Madrid be awarded the Games. This legislation would cover finance, tax and ambush marketing amongst other areas.

■ Agreements

Three separate documents were signed detailing the different responsibilities and financial commitments of the national government, the Madrid Autonomous Community and Madrid City Council. These agreements contain provisions regarding infrastructure and venue construction, the provision of public services and facilities and covering any financial shortfall.

The Commission believes that having such agreements in place before the election of the Host City is a positive factor, in so far as it sets out the framework for the planning and organisation of the Games.

■ OCOG structure

The future OCOG would take the legal form of a consortium which would be considered a not-for-profit public administration association.

The stakeholders would be the three tiers of government involved in the bid (national, regional and local) and the Spanish Olympic Committee.

CUSTOMS AND IMMIGRATION FORMALITIES

■ Entry to the country

The Olympic identity and accreditation card would serve as official access to the country. As a member of the European Union (EU), however, Spain is subject to EU legislation. Spain has signed the Schengen Agreement which allows free movement of persons within the Schengen member states. Negotiations with the EU would therefore be necessary to ensure compliance with IOC requirements, although the Commission expects that the Athens and Turin precedents will apply in this regard.

■ Work permits

The Commission was informed that there are currently no quotas for foreign workers in Spain. The government has provided a guarantee that work permits would be delivered as required and that prompt processing would be facilitated for those workers coming to Madrid to perform Olympic duties.

■ Importation of goods

The temporary importation of goods required for the Olympic Games into Spain would be authorised free of duties.

ENVIRONMENT AND METEOROLOGY

■ Plans and actions

Madrid has placed much emphasis on integrating environmental considerations and actions into all aspects of Games planning and operations through the development of a comprehensive OCOG environmental plan. A series of major non-OCOG strategies and actions is planned, including the creation of approximately 5,000 hectares of new green zones.

Under a Strategic Sustainability Plan, a detailed assessment has been completed of 12 priority areas including air quality and noise, mobility and transport (a green fleet and public transport for spectators), energy, urban development, infrastructure and facilities, consumption habits, water, and waste.

An Olympic Fund for Biodiversity, is planned and would be funded from a 1% allocation of all Olympic infrastructure development costs (USD 16 million minimum). The fund would be used to purchase areas of ecological significance and to finance non-governmental organisation (NGO) projects to restore degraded areas.

The OCOG's environmental programme has a USD 50.8 million budget allocation, and the overall cost of OCOG and non-OCOG environmental measures and actions (including infrastructure and green areas) is estimated at over USD 250 million.

■ Air and water quality

Air quality in Madrid at proposed Games-time is generally satisfactory, and adherence to lower EU limits should ensure improvements by 2012.

FINANCE

The ratification of the Kyoto Protocol by Spain will facilitate lower greenhouse gas emissions and better air quality.

Water quality at the triathlon, rowing/canoe kayak flatwater and sailing venues appears to be satisfactory.

■ Meteorology

Average temperatures in Madrid at proposed Games-time are relatively high (according to figures provided, more than 30°C at 3 p.m.) but humidity is low. Commitments were given that temperatures would be fully taken into account when the sports competition schedule is finalised to ensure that priority is given to athlete welfare.

There is an average of less than two precipitation days during the proposed Games-time. Average wind conditions appear to be satisfactory at all outdoor venues.

■ Additional comments

Venues have strong environmental features. Four competition venues - including the innovative canoe kayak slalom venue which uses treated recycled water - have been changed during the bid process, following consultation with NGOs, for environmental reasons and to reduce impact or increase benefits. There would be a multi-faceted legacy from a Madrid Games including new green zones, sustainable building systems, a new set of environmental indicators, rehabilitation of former industrial sites (including the Olympic Village), increased emphasis on public transport and improved standards and practices.

■ OCOG budget

Madrid has proposed a balanced revenue and expenditure budget of USD 2 billion.

Contributions from the IOC and TOP sponsors amount to 45% of revenue. Revenues from local sponsors, official suppliers, ticket sales, licensing, lotteries and donations total USD 778.6 million (39% of revenue). The national, regional and city governments have each committed to providing a subsidy of USD 43.5 million, or a total of USD 130.5 million (6.5%) for the Paralympic Games.

Major expenditure items are Games workforce amounting to USD 412 million (20.6% of expenditure), administration at USD 203.7 million (10.2%), sports venue operations at USD 137.7 million (6.9%) and security at USD 95 million (4.7%). While only USD 339 million (16.9%) is budgeted for technology (compared with the IOC guideline of USD 450 million), Madrid has advised that the budget allocation was based on advice from major technology companies, and is realistic. Madrid also advised that the city regularly updates its technology infrastructure and this would result in lower costs for the Games. Technology workforce is also not included in the technology budget. The transport budget of USD 55 million (2.7%) appears to be low in comparison with previous Olympic Games.

No capital investment is included in the OCOG budget, in accordance with IOC guidelines.

■ Non -OCOG budget

The non-OCOG budget of USD 1.64 billion (sports venues USD 970.9 million, Olympic Village USD 641.7 million and roads and railways USD 27 million) only includes costs directly related to the Olympic Games. The different government

MARKETING

authorities have committed approximately USD 10 billion to upgrade transport infrastructure irrespective of the Olympic Games.

■ Financial guarantees

The government of Spain, the region and the city of Madrid, have each guaranteed to cover one third of any financial shortfall. The three levels of government have also agreed to provide all venues owned by them free of charge to the OCOG for the period of the Olympic Games.

■ Additional comments

The OCOG budgeting process is very detailed and rigorous and assumptions are well supported and documented. Whilst low in technology and transport, the budget appears to be reasonable and achievable.

■ Joint Marketing Programme

The Joint Marketing Programme Agreement signed by Madrid and the Spanish Olympic Committee has been accepted by the IOC.

A separate Paralympic joint marketing agreement has been signed.

■ Billboards and advertising

Undertakings concerning advertising space and rates have been provided by all the municipalities involved in Madrid's project, as well as by private entities controlling advertising space, in accordance with IOC requirements.

■ Rights protection

The combination of national, regional and municipal legislation and guarantees are considered to be sufficient to protect the IOC and OCOG sponsors against ambush marketing. Madrid has also proposed to set up a single department under the OCOG, in collaboration with the public authorities, to deal swiftly with any cases of ambush marketing.

■ Ticketing

Madrid's ticket-pricing strategy is based on ensuring full stadia. The ticket sales rate, revised during the Commission's visit, is estimated at 77.5% for the Olympic Games and 70% for the Paralympic Games, with revenues of USD 363.4 million and USD 13.5 million respectively. The Commission considers this plan to be achievable based on Madrid's experience of organising other major international events.

SPORTS AND VENUES

■ Local sponsorship and licensing

Projected revenue from local sponsorship and suppliers amounts to USD 290.2 million and USD 100 million for licensed merchandise, coins and stamps.

■ Additional comments

Two lotteries are planned with a projected revenue of USD 18 million. The Finance Ministry has guaranteed that these lotteries will be held. While the bid committee expressed confidence that the revenue target would be met, it confirmed that any overall budget deficit resulting from particular shortfalls would be met by the national, regional and city governments.

The marketing programme proposed by Madrid is reasonable and achievable.

■ Overall concept

Madrid's sports plan is based on three main clusters (East, Central and West) located in the city of Madrid.

The East cluster includes the Olympic Ring (11 sports/disciplines, 1 – 3 km from the Olympic Village), the IFEMA trade fair site (8 sports/disciplines, 5 km) and the beach volleyball venue (5 km). These 20 sports/disciplines would be within 10 minutes of the Olympic Village providing minimum travel times for 58% of athletes.

The Central cluster, essentially covering the city centre, would host 5 sports/disciplines, with the average distance from the Olympic Village being 12.8 km, the furthest being the Calderon (football) stadium (18 km/15 minutes from the Olympic Village).

The West cluster (Casa de Campo, Hippodrome and Club de Campo) includes 7 sports/disciplines, with distances from the Olympic Village ranging from 20-30 km and travel times ranging from 16-20 minutes.

Five stand-alone venues, yet to be constructed on the outskirts of the city (baseball, softball, shooting, rowing/canoe kayak flatwater and canoe kayak slalom), would provide a very good legacy based on agreements already in place with municipal authorities and the relevant national federations.

83% of competition venues already exist, are under construction or are planned irrespective of the Games.

■ Travel distances/times summary

Distances/times from Olympic Village	Number of competition venues
0 – 10 km (2 – 11 minutes)	17
10 – 20 km (9 – 18 minutes)	7
20 – 30 km (16 – 20 minutes)	5
30 – 40 km	0
40 – 50 km	0
50 – 100 km (34 minutes)	1
100 km and over	5 (football and sailing)

Venues on the outskirts of the city of Madrid - softball and baseball (10 km/11 minutes from the Olympic Village), shooting (14 km/16 minutes), rowing/canoe kayak flatwater (55km/34 minutes) and canoe kayak slalom (11 km/9 minutes) - are well served by a high quality road network and an advanced public transport system, based primarily on rail.

Football would use six existing stadia, including four outside Madrid, with distances ranging from 400 to 621 km, served by high-speed rail and air travel.

The sailing venue at Palma de Mallorca would be a 90-minute direct flight from Madrid.

■ Venue construction status

Total number of sports venues to be used	Existing		Under construction or planned, irrespective of the Games	Games dependent	
	No work required	Work required		Permanent	Temporary
35	22	2	5	6	0

Three venues are currently under construction (aquatics, tennis and the IFEMA trade fair expansion). Eight new venues would need to be

constructed over the period 2005 to 2011 with all permanent venue construction being managed by the Madrid City Council utilising a public consortium where appropriate.

Madrid is experiencing a significant construction period involving many major public infrastructure projects. The Commission is confident that the planned construction programme can be achieved within the timeframe.

Madrid proposes a multi-sport venue at IFEMA where athletes from 8 sports would be able to train approximately 5 minutes from the Olympic Village, while athletes from 11 sports/disciplines would train at their respective competition venues.

■ Guarantees

The Commission noted that written guarantees were received for the use of all existing venues and proposed sites for new permanent venues as well as for the respect of IOC commercial requirements within these venues.

■ Sports experience

Madrid has good experience in hosting major international sports events including recent World Championships in three Olympic sports, World Cups in five Olympic sports and pre-Athens Olympic Games Qualifying Tournaments in hockey and wrestling.

Spain has hosted 25 World Championships and 25 European Championships in Olympic sports over the past ten years. The experience from the 1992 Barcelona Olympic Games continues to be applied in Spanish sport.

PARALYMPIC GAMES

■ Budget

A balanced Paralympic Games budget of USD 145 million is projected and is integrated within the overall OCOG budget. Revenue includes 90% in government subsidies (USD 130.5 million) plus USD 13.5 million from ticket sales. Expenditures include both pro-rata and incremental costs for the Paralympic Games. Guarantees have been received from the national, regional and local governments to cover any shortfall in the budget.

■ Sport

The proposed dates for the Paralympic Games are Friday 14 September to Tuesday 25 September. Madrid's Paralympic sports plan would see a concentration of venues in the East cluster and all of the sports, except road cycling, would be held in Olympic venues. Twelve sports/disciplines would take place in the East cluster and four in the West cluster.

■ Organising Committee

The Olympic and Paralympic Games would have a single, integrated organising structure with the chief executive of the Paralympic department serving on the OCOG Board of Directors. A Paralympic department would manage the Paralympic Games with projects integrated at three levels – specialised Paralympic personnel, joint departments and Olympic administration.

■ Logistics

The Paralympic Village would maximise use of the Olympic Village and feature universal accessibility. The plan includes independent sections for the three main constituent groups – team delegations, International Paralympic Sports Federations (IPSF) technical officials and media.

Over 200 km of dedicated Paralympic lanes would expedite movement of the Paralympic family. Twelve sports/disciplines would be within 5 km of the Paralympic Village, with travel times estimated at less than 5 minutes. By 2012, all public bus transport will be accessible with a stated goal of universal accessibility on public transport networks. Free access to public transport would be offered to all accredited persons as well as to ticketed spectators.

■ Media and communications

An educational programme prepared for the Paralympic Games details an overall communication strategy including media initiatives and a public awareness campaign. The strategy involves promoting Paralympic sport as an expression of athletic ability.

The same IBC/MPC facilities would be used for the Paralympic Games, although adjusted to an appropriate scale.

■ Additional comments

Madrid 2012 has proposed integrated Games that look to minimise planning and operational differences between the Olympic and Paralympic Games. It would be a compact Paralympic Games with a priority on accessibility for athletes and the general public. Spain has significant experience in organising events for athletes with a disability, including the 1992 Paralympic Games, and has a strong history of international leadership in sport for the disabled. Among others, the proposed fundamental legacies include increased social awareness of people with a disability and eliminating architectural barriers in Madrid.

OLYMPIC VILLAGE

■ Location/concept

The Olympic Village would be adjacent to the Olympic stadium, 8 km from the airport and 9 km from the city centre. Additional accommodation would also be provided in Palma de Mallorca for sailing athletes.

■ Village development

The Olympic Village accommodation and facilities would form part of a new residential neighbourhood after the Olympic Games, which the city has planned in order to face growing needs. It would provide a combination of social housing and private residences as well as a health centre, an infant school, a civic centre and a shopping and leisure centre. Buildings would be 4 to 6 storeys high.

The Olympic Village would cover 85 hectares. The furthest walking distance within the village would be 650 metres.

Madrid City Council (through public bodies and corporations) would be responsible for the planning and construction of the Olympic Village and the necessary guarantees have been provided, including financing of the project.

Construction of permanent buildings would begin in January 2008 and finish in December 2011.

■ Village organisation

A total of 2,346 apartments would be provided with 16,800 beds in 8,400 double rooms for athletes and officials. Room sizes and raw floor space would be in accordance with IOC requirements.

The bid committee confirmed that all rooms would be air conditioned, including the basements to be used as NOC offices.

Additional officials would be accommodated in hotels in close proximity to the village.

Sufficient hotel rooms have been guaranteed by the bid committee in the four football cities.

No village has been planned for sailing competitors and team officials and guarantees have only been received from two hotels in Palma de Mallorca providing 120 rooms, which would not be sufficient.

■ NOC travel costs

NOC and NPC delegation travel costs are included in the OCOG budget in accordance with IOC requirements. In addition, it was confirmed that OCOG would cover transport costs of horses, as well as rowing, canoe kayak and sailing equipment.

■ Additional comments

The concept and location of the Olympic Village within the East cluster are good. Some revision to the design and layout of the village would be required to ensure conformity with IOC requirements. In order to alleviate any possible concerns over noise due to the proximity of a motorway, Madrid committed to adhering to stringent noise reduction construction measures.

MEDICAL SERVICES

The Spanish public health care system is very efficient and would provide good health care during the Olympic Games.

■ Olympic health care

Medical support would be made available at all competition and training venues. 24-hour medical care would also be provided free of charge at the Olympic Village and in IOC hotels.

Madrid confirmed that team doctors would be authorised to practice and write prescriptions in Spain for their own NOC delegation at Games-time.

The existing hospital infrastructure (37 hospitals) would be able to meet Games-time needs. Six hospitals have been designated as Olympic hospitals.

An emergency service and a civil protection plan for natural disasters are currently in place and would be operational during the Olympic Games. A central unit within the OCOG would be created to manage the coordination of all health care services.

No duties would be applied to medical equipment that would be exported after the Games.

■ Doping Control

The Spanish government has signed the Copenhagen Declaration. The Spanish Olympic Committee has also adopted the WADA code.

Spain has two WADA-accredited laboratories in Madrid and Barcelona. The Madrid laboratory would be operational for the Olympic Games. In addition, the FEI-accredited Barcelona laboratory would be used for equine testing.

SECURITY

The Spanish government has guaranteed it would take overall responsibility for security during the preparation and staging of the Olympic Games. It has also guaranteed to cover all security costs (for which an estimation has been made) with the exception of those for ensuring Olympic venue safety, which would be under the responsibility of an OCOG security department. These costs would be borne by the OCOG for a sum of USD 95 million.

■ Command structure

Overall command would be vested in a High Commission for Olympic Security under the leadership of the Secretary of State for Security. This High Commission would be composed of representatives from all state agencies involved in the provision of security, as well as representatives from the OCOG, Madrid City Council, local authorities and government delegations in the Autonomous Communities. It would direct and coordinate the activities and actions of the security organisations and forces involved in providing security and public safety for the Games, and would be responsible for drawing up and coordinating the security strategic plan and master plan.

■ Safety and security personnel

Whilst most of the personnel would be drawn from the city and region of Madrid, reinforcement would be provided by personnel from other areas of Spain and armed and private security forces.

Security forces are well trained, equipped and technologically advanced and would be capable of providing the necessary response to ensure a safe and peaceful Olympic Games.

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ACCOMMODATION

■ Experience

Spain formed part of the seven-nation Olympic Security Advisory Group which provided support and training to the Greek authorities in the lead-up to the Athens 2004 Olympic Games.

Spain has hosted a number of sport and other international events including the 1992 Olympic Games in Barcelona which demonstrates that it has the experience to cover security risks.

■ General

Approximately 33,000 1-5 star hotel rooms are guaranteed by the bid committee and an additional 9,450 beds are guaranteed for the OCOG in university and military accommodation equivalent to 1-2 stars.

Madrid welcomes over 6 million visitors every year, of which 65% are business tourists requiring high quality accommodation. During the period of the Olympic Games, the number of visitors is traditionally lower than the rest of the year.

The city of Madrid has approximately 43,400 hotel rooms within a 50 km radius of the city centre (including 33,524 rooms within a 10 km radius). 33,810 of the total number of rooms are in 3, 4 and 5 star hotels.

Signed guarantees to construct new hotels in Madrid over the next seven years have been provided (6,282 new rooms) and other hotels in proximity to Madrid will offer more accommodation options.

■ Room rates

The hotels guaranteed for the IOC and other constituent groups would be very reasonably priced. The guaranteed prices in 2012 US dollars for a double room, including breakfast and VAT, for the IOC and constituent groups are as follows:

	IOC hotels	Constituent groups including media
2 star	-	120
3 star	125	141
4 star	166	186
5 star	258	290
Luxury	418	469

There is no minimum stay requirement for constituent groups including the IOC hotels.

■ Specifics

Technical officials would be accommodated in single rooms. Half of them would stay in university accommodation (equivalent to 2 star hotel quality) with excellent sports facilities and a swimming pool available and the other half would be accommodated in 3 to 5 star hotels close to their respective venues.

Guests of NOCs, broadcasters and sponsors would be accommodated in quality 3, 4 and 5 star hotels spread throughout the city centre and near the Olympic Ring.

Football officials would be accommodated in quality hotels in the different cities. 120 rooms have been guaranteed in Palma de Mallorca (sailing).

The media would be accommodated in 2-5 star hotels as well as university accommodation (equivalent to a 2 star hotel). Careful consideration would need to be given to the location of this accommodation in relation to the IBC/MPC and venues, as widely spread accommodation would increase the transport logistics challenge for the Games period. A commitment has been given that most media hotels would be within 5 km of the IBC/MPC complex, and there would be a 24-hour transport service between the IBC/MPC and media hotels.

Reservation centres, managed by professionals from the hotel and tourist sector, would offer a free of charge hotel booking service for both accredited and non-accredited persons.

The bid committee proposes to organise an accommodation programme for athletes' families. Details of this programme would need to be elaborated.

■ Additional comments

The Commission is confident that, with the rooms guaranteed in Madrid and additional rooms within an hour's journey time of the city, sufficient rooms should be available to meet Olympic requirements, including visitors.

TRANSPORT

■ Infrastructure development and public transport

Since the mid 1980s, Madrid has undertaken an outstanding metropolitan transport system development involving all types of transport (airport, roads, motorways, high speed rail, suburban rail, subway, bus express lanes, etc). Approximately USD 10 billion will be invested to expand ground and air transport systems in the Madrid region by 2012. This development would take place irrespective of whether Madrid is awarded the 2012 Olympic Games.

The international gateway airport (Madrid-Barajas) is currently doubling its capacity from 34 to 70 million passengers per year, making it one of the major European international hub airports. New runways and terminal buildings will open between 2006 and 2012. The expanded airport, 9 km from the Olympic stadium, 8 km from the Olympic Village and 18 km from the city centre, will be accessed by a new urban motorway and an express subway line.

Spain's national railway company is adding four lines to its first high-speed rail line (Madrid – Cordoba – Seville), and all remote 2012 football cities will be connected by high-speed rail.

Madrid's subway network, which has undergone tremendous growth during the last decade, will be extended by a further 90 km to approximately 320 km and 330 stations by 2008. Metro line extensions will serve, amongst other sites, the Madrid-Barajas airport extension, the Olympic stadium and the Olympic Village.

■ Olympic transport concept and operations

The Madrid 2012 Olympic transport concept is based on three principles:

- Concentration of Olympic travel demands in two Olympic venue clusters with 48% of Olympic venues less than 10 minutes from the Olympic Village
- Constituent group transport to be facilitated by a large network of dedicated Olympic lanes allowing fast and reliable travel
- A high capacity public rail network serving more than 90% of Olympic venues, with dedicated Olympic shuttle bus services for other venues.

For the Olympic Games, 98 km of existing reserved bus lanes and an additional 320 km of Olympic lanes (160 km each way) would facilitate Olympic transport between the majority of competition and non-competition venues.

Due to the extensive Olympic lane system and lower traffic during the month of August, Olympic bus travel speed estimates would average approximately 60 km/h between the Olympic Village and all competition venues offering short travel times.

Taking advantage of its comprehensive and efficient public transport system, Madrid plans to provide 100% spectator, workforce and volunteer Olympic venue access by public transport. No public car parking would be provided at Olympic venues, lowering the risk of traffic congestion and improving general environmental conditions.

MEDIA OPERATIONS

Ticketed spectators and all accredited persons would have 24-hour free public transport access within the Madrid metropolitan area.

An integrated regional transport and traffic command and control organisation – the Madrid Regional Transport Consortium - has been in operation since the mid 1980's. A Transport Operations Centre would be set up to coordinate and manage all transport operations during the Olympic and Paralympic Games. This centre would be managed by OCOG in close collaboration with all Madrid transport authorities.

■ Additional comments

Madrid's high capacity and quality metropolitan road and rail transport systems and its continuing development would comfortably cope with considerable Games-time traffic.

Based on a compact Games concept and a very extensive Olympic lane system, the Commission feels confident that Olympic and Paralympic transport requirements would be fully met.

The IBC and MPC would be located in single storey purpose-built adjoining buildings in part of the IFEMA trade fair complex (venues for 8 sports/disciplines) in close proximity to the Olympic Ring which includes the Olympic stadium.

Madrid plans buildings of 65,000 m² and 35,000 m² for the IBC and MPC respectively. These spaces are below IOC recommendations but the Commission believes that with purpose-designed facilities, shared resources and modern technology, the space available would be sufficient.

IFEMA guarantees the financing for the construction of the IBC/MPC and the temporary use of the site for the IBC/MPC. Madrid City Council is a major stakeholder in the IFEMA trade fair site.

The media would be accommodated in hotels as well as university accommodation.

■ Broadcasting

Work permits for foreign workers performing Games duties would be provided as required and there would be flexibility for work schedules of foreign and domestic broadcasting employees, including OBS.

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OLYMPISM AND CULTURE

■ Cultural programme

Madrid has proposed an extensive programme of activities over several years, covering contemporary art, photography, literature, and gastronomy. A major Olympic Festival in 2012 would include theatre, music, dance and street performances.

■ Ceremonies

The Opening and Closing Ceremonies would be held in the Olympic stadium with a seating capacity of 70,850. The Olympic stadium would be within walking distance of the Olympic Village facilitating pedestrian access for team delegations to the village after the Opening and Closing Ceremonies.

■ Education and information programme

Madrid City Council would use 700 schools for the promotion of Olympism, through grass roots sports programmes. Madrid intends to produce a range of educational materials to be launched in 2008 in cooperation with the National Institute of Physical Education.

■ Torch relay

Madrid plans to run the torch relay through the Mediterranean countries to celebrate humanism in Europe.

■ Youth camp

Madrid would invite two young persons from each NOC and two from each Autonomous Community in Spain to a youth camp to be held in Aranjuez, 55 km from Madrid, during the Olympic Games. The bid committee confirmed that 50% of travel costs and all accommodation costs would be covered by the OCOG.

PARIS

The candidature file and the information provided to the Commission during its visit were of a very high quality and showed thorough integration of all Games planning components by the key organisations involved in the preparation of the bid. The Paris bid also shows careful consideration of Games Study recommendations.

The city of Paris, the Ile-de-France region and the French Government are the three major parties involved in the bid. The respective roles and responsibilities of each of the above authorities, including service delivery, finance and construction, have been detailed through the signing of formal agreements. The French Olympic Committee is an active participant in the bid process.

Paris proposes a compact “one village, two cluster” concept. The Northern cluster contains venues for 16 sports/disciplines, including the existing Olympic stadium and the Western cluster, venues for 9 sports. The Olympic Village is located on the ring road between and within 10 km of each cluster. Athletes have played an important role in the planning process.

Paris proposes a total of 32 competition venues, 12 of which exist. The 7 venues to be constructed include the aquatics centre, the velodrome and the gymnastics arena. Thirteen temporary venues are planned.

A government agency – the Olympic Coordination Organisation – would be the body responsible for delivering construction projects.

Paris has proposed integrated Games that would facilitate a first-rate sports event and general public enthusiasm by positioning the Paralympic Games as a community celebration. The proposed legacy is enhanced awareness and integration of people with a disability into French society, including improved accessibility.

Sport would benefit from the construction of several new venues. Comprehensive environmental and accessibility actions central to the bid and integrated into Games planning, construction and operations would provide significant ecological and social legacies in Paris and across France.

With an excellent accommodation proposal Paris guarantees sufficient hotel rooms to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 480 for single rooms and USD 516 for double rooms. For other constituent groups, a formula has been agreed to set prices in 2012.

Paris has high capacity and quality metropolitan road and rail transport systems. With a compact Olympic venue concept, extensive Olympic lane and optimised traffic route networks, the Commission feels confident that transport demands would be fully met.

The Paris OCOG budget of USD 2.65 billion is detailed, well documented and achievable.

The non-OCOG budget related to the Olympic Games is fully guaranteed by the three levels of government. In addition, the French Government guarantees to cover any shortfall in the OCOG budget.

NEW YORK

Detailed plans presented in the candidature file were supplemented by high quality presentations given during the Commission's visit by key organisations involved in the preparation of the bid.

The New York bid is city driven with the strong involvement of the State of New York and the support of the Federal Government. The respective roles and responsibilities of all major parties involved, including the United States Olympic Committee, have been formalised through the signing of the "Olympic Multiparty Agreement". These include service delivery, finance and construction.

As is customary in the USA, many projects will depend on investment by the private sector. However, the OCOG would be responsible for ensuring delivery of the venues.

New York proposes an inner-city concept of three main competition clusters with most venues situated on two intersecting transport routes forming the "Olympic-X" (a north-south route along the East River and an east-west route running across New York) with the Olympic Village at its centre.

New York proposes a total of 31 competition venues, 17 of which already exist. The 9 venues to be constructed include the Olympic stadium, the aquatics centre, the velodrome, the rowing/canoe kayak course, the sailing marina and the gymnastics arena. In addition, there would be 5 temporary venues.

As a result of the inner-city concept, high-rise buildings are proposed for the Olympic Village, a waterfront development on the East River, and the IBC.

Tendering and approval processes for the Olympic stadium and IBC, sites essential to the hosting of the Games, were still in progress at the time of the Commission's visit and no guarantees were provided that these sites would be available for the construction of Olympic infrastructure.

The OCOG would also be responsible for the Paralympic Games, with an overall planning and operational structure of integrated programmes. A key objective for New York 2012 is the enhanced profile of the Paralympic Games.

The Olympic Games would accelerate the redevelopment and environmental rehabilitation of derelict river front areas and other sites for Olympic venues. The Olympic Games would create a legacy for sport and the city through the building of several new sports facilities which would be maintained through the establishment of an Olympic legacy foundation.

Sufficient hotel rooms have been guaranteed to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 449. For other constituent groups, a formula has been agreed to set prices in 2012.

New York has a comprehensive metropolitan road and rail transport system. The Commission believes that with the extensive system of Olympic lanes proposed to overcome congestion with regard to access to and within the city centre, transport demands would be met.

New York's OCOG budget of approximately USD 3 billion is well supported and documented. It contains USD 276.6 million of capital investments for the construction of competition venues, items

which are usually included in the non-OCOG budget. However, with New York's strong revenue generating potential, the OCOG budget is considered to be achievable.

The non-OCOG budget would be largely covered by the private sector.

To cover any shortfall the City and State of New York have guaranteed funds of up to USD 250 million.

MOSCOW

The Commission received presentations on all themes with the participation of all parties involved in the preparation of the bid. These provided the Commission with a fuller understanding of Moscow's plans. However, a lack of detailed planning in the candidature file and background information made it difficult for the Commission to evaluate the project.

The Moscow bid is driven by the city, which takes responsibility for Games planning and operations, and is supported by the Federal Government, the Russian Olympic Committee and the many Olympic champions who live in Moscow.

Moscow proposes a "one-city" concept with all competition venues, including football and sailing, within the city. The concept is based on the legacy of the 1980 Olympic Games, using existing well-maintained venues in four of the five main competition clusters (32 sports/disciplines) situated alongside or near the Moscow river. The centrally-located Olympic and media villages would also be constructed on the banks of the Moscow river.

Moscow proposes a total of 34 competition venues, 23 of which exist. The 7 venues to be constructed include the canoe kayak slalom, tennis and gymnastics venues. Four temporary venues are planned.

The city of Moscow would be the body responsible for delivering general infrastructure and competition venues.

The high number of existing competition venues and those under construction mitigate financial and construction schedule risks for competition venues.

If the substantial road and rail transport infrastructure developments are carried out as planned and appropriate traffic management techniques are enforced, the Commission feels that transport demands would be met.

The Paralympic movement in Russia is still developing and is looking to a Moscow Paralympic Games to stimulate financial and public support.

The regeneration and environmental rehabilitation of riverfront areas, sites for the Olympic Village and media village, the IBC and the MPC would be accelerated through the Olympic Games. Construction of these facilities and new sports venues would provide a good legacy to the city.

To meet accommodation requirements, Moscow would need to build a media village and new hotels. The combination of guaranteed rooms, new hotel construction in Moscow and the construction of a media village should ensure sufficient accommodation to meet Olympic requirements. The 2012 IOC hotel room rates are guaranteed at USD 390-450 (5 star) and USD 260-320 (4 star).

SUMMARIES

Summaries

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For other constituent groups, a formula has been agreed to set prices in 2012.

Moscow proposes an OCOG budget of USD 1.84 billion which, whilst low in sports venue operations, is achievable.

The city of Moscow guarantees to fully cover the non-OCOG budget and any shortfall in the OCOG budget.

LONDON

The candidature file and the information provided to the Commission during its visit were of a very high quality and indicated a high level of planning by the key organisations involved in the preparation of the bid.

The British Olympic Association (BOA), the UK government and the Greater London Authority (GLA) are the three major parties involved in the bid. A memorandum of understanding between the UK Government and the GLA provides for a funding package largely reliant on lottery funds to ensure the financing of major infrastructure projects and government services related to the Olympic Games. The respective roles and responsibilities of all parties involved are outlined in the Joint Venture Agreement signed by the UK Government, the city and the BOA.

London's concept is based on three main competition clusters – Olympic Park, Central cluster and River cluster – with the well-located Olympic Village in the Olympic Park (13

sports/disciplines including the proposed Olympic stadium). Athletes have had a direct input into village, venue and operational planning.

London proposes a total of 33 competition venues, 15 of which exist. The 9 venues to be constructed include the Olympic stadium as well as the aquatics centre and velodrome which are both already under construction. Nine temporary venues are planned.

A government agency, the Olympic Delivery Authority, would be set up to manage Olympic-related construction programmes.

With the OCOG having legal and operational responsibility for both Games, a London Paralympic Games would be fully integrated, while a marketing strategy would promote their distinctiveness. Paralympic sport in the UK has a rich history, strong media coverage and public support and its capacities are among the best in the world.

The Olympic Games would be the catalyst for the regeneration and development of the Lower Lea Valley, site for the Olympic Park. This park would provide significant sports and environmental legacies. Given the magnitude of the project, careful planning would be required to ensure that all facilities are completed on time.

Sufficient hotel rooms have been guaranteed to cover Olympic requirements. The 2012 IOC hotel room rate is guaranteed at USD 290. To guarantee this price, a provision has been made in the OCOG budget. For other constituent groups, a formula has been agreed to set prices in 2012.

Provided that the substantial programme of public transport improvements is fully delivered before 2012 and based on a Games concept concentrated in the East of London and an extensive Olympic Route Network, the Commission believes that transport demands would be met.

London's OCOG budget of USD 2.46 billion is detailed, well supported and is achievable.

The non-OCOG budget related to the Olympic Games is fully guaranteed through the funding package. The UK Government has guaranteed to cover any shortfall in the OCOG budget.

MADRID

Detailed plans were presented in the candidature file and high quality presentations were given during the Commission's visit by the key organisations involved in the preparation of the bid.

Responsibility for Games planning and operations is shared by the three levels of government (national, regional and local). The respective roles and responsibilities of each of the above authorities, including service delivery, finance and construction, have been detailed through the signing of formal agreements. The Spanish Olympic Committee is an active participant in the bid process.

Madrid's concept is based on three main competition clusters – East, Central and West – with the well-located Olympic Village in the East cluster (20 sports/disciplines including the Olympic stadium).

Madrid proposes a total of 35 competition venues, 24 of which already exist. The 11 venues to be constructed include the velodrome, the rowing/canoeing course and the gymnastics arena. Others, such as the tennis and aquatics centres, are already under construction. No temporary venues are planned. The high number of existing venues and those under construction reduce financial and construction schedule risks.

Madrid City Council would be the body responsible for delivering construction projects.

The Olympic and Paralympic Games would have a single, integrated organising structure. Spain has a history of international leadership in sport for the disabled, and a Madrid Paralympic Games would give high priority to accessibility for athletes and the general public.

There would be significant environmental legacies with the rehabilitation of large areas into new parks and green zones. In addition, the construction of several new facilities would provide a positive sports legacy for the city.

Overall, Olympic plans are well integrated into the long-term development of the city.

The guaranteed 2012 IOC hotel room rates are USD 125 (3 star), USD 166 (4 star), USD 258 (5 star) and USD 418 (luxury). For other constituent groups, fixed 2012 prices have also been guaranteed. Madrid may need to use hotels in cities approximately one hour away by high-speed rail in order to meet Olympic requirements and spectator needs.

SUMMARIES

Summaries

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Madrid has a high capacity and quality metropolitan road and rail transport system. Based on a compact Games concept and a very extensive Olympic lane system, the Commission feels confident that transport demands would be fully met.

Madrid's OCOG budget of USD 2 billion is well supported and documented. Whilst low in technology and transport, the budget appears to be achievable.

The non-OCOG budget for Games infrastructure is fully guaranteed by the different authorities involved. The national, regional and local authorities have each guaranteed to cover one third of any shortfall in the OCOG budget.

APPENDICES

Appendices

- A. Composition of the Commission
- B. List of visit dates
- C. Accommodation table
- D. Summary of IOC opinion poll results
- E. Maps
- F. Abbreviations
- G. Signatures

APPENDIX A

Appendix A

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COMPOSITION OF THE COMMISSION

Chairperson

Mrs Nawal EL MOUTAWAKEL

Executive Director

Mr Gilbert FELLI

Members

Mr Simon BALDERSTONE
Mr Philippe BOVY
Mrs Els van BREDA VRIESMAN
Mr Bob ELPHINSTON
Mr Frank FREDERICKS
Mr Paul HENDERSON
Mr Patrick JARVIS
Mr Mustapha LARFAOUI
Mr José Luis MARCO
Mr Ser Miang NG
Mr Sam RAMSAMY

IOC Administration

Ms Jacqueline BARRETT
Miss Sophie WILLATTS
Miss Helen STEWART

LIST OF VISIT DATES

Madrid	3 – 6 February 2005
London	16 – 19 February 2005
New York	21 – 24 February 2005
Paris	9 – 12 March 2005
Moscow	14 –17 March 2005

The order of visits was determined by logistic considerations.

The above dates represent official working days with each Bid Committee. In each city, the Commission held an initial private meeting before the visit and a private debriefing at the end of the visit.

The Commission held a final meeting in Lausanne from 19 to 22 March 2005.

APPENDIX C

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ACCOMMODATION TABLE (Extract from the IOC Technical Manual on Accommodation)

Constituent Group	Subgroup	Category	Summer Rooms	Quality (stars)	Accommodation Facility
IOC	IOC Members	Members	1,800	4 to 5	IOC Hotel(s)
		Honorary and Honour Members			
	IOC Management	President			
		Director General			
		Directors			
	Other IOC	IOC Group Administration			
		IOC Interpreters			
		IOC Commissions (Medical, Ethics, Athletes)			
		IOC Advisors, Experts, Consultants, Agents			
		IOC Partners and Suppliers			
		IOC Guests, including IOC Members' guests			
		ANOC, ASOIF, AIOWF, GAISF			
		Previous OCOGs (President, Director General)			
		Bid Cities (Executives)			
		Future Sessions			
	Summer IFs	Presidents / Secretaries General			
	Winter IFs	Presidents / Secretaries General			
Future OCOGs	President, Director General, Mayor, Executives				
Agencies	Court of Arbitration for Sport				
	World Anti Doping Agency				
NOCs	Presidents/Secretaries General				
IF	Technical Officials	International Technical Officials	1,600	2 to 4	Constituent Group Hotels
		National Technical Officials	700		
	Other IF	Technical Delegates	800	3 to 5	
		Boards			
		Staff			
		Guests			
		Host Country NGBs			

Constituent Group	Subgroup	Category	Summer Rooms	Quality (stars)	Accommodation Facility
NOC		Additional Officials (Ao)	800	2 to 3	Constituent Group Hotels
		NOC Sponsors	2,500	3 to 5	
		Host Country NOC	120	4	
Host OCOG		President / CEO	5	4 to 5	Constituent Group Hotels
		Ceremony Stars	100	4 to 5	
		Ceremony Production	425	2 to 3	
		Cultural Olympiad	60	4 to 5	
		Workforce	3,775	2 to 3	
		Ticket Agents	1,300		
	Dignitaries	International Dignitaires	240	4 to 5	
		Domestic Dignitaries	300	3 to 5	
Future OCOG	Observers	Staff	500	3 to 4	Constituent Group Hotels
Marketing Partners	Top Sponsors	Hospitality Guests and Management	2,290	4 to 5	Constituent Group Hotels
		Support and Technical Staff	475	3	
	OCOG Sponsors	Hospitality Guests and Management	3,060	4 to 5	
		Support and Technical Staff	400	3	
Media	Broadcasters Hospitality	Rights Holders Hospitality – NBC	400	5	Constituent Group Hotels
		Rights Holders Hospitality – EBU	750	4 to 5	
		Rights Holders Hospitality – Others			
		Host Broadcaster/OBS Hospitality			
	Broadcasters Production	Host Broadcaster/OBS Production	17,500	3 to 4, some 5	
		Rights Holders Production – NBC			
		Rights Holders Production – EBU			
	Rights Holders Production – Others				
Written & Photographic Press	World News Agencies		3 to 4, some 2 and 5		
	Individual written & photographic press				
Total			40,000		

APPENDIX D

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SUMMARY OF IOC OPINION POLL RESULTS

The IOC commissioned MORI to conduct public opinion polling in the five Candidate Cities and their respective countries regarding support for hosting the Games of the XXX Olympiad in 2012. All five polls were carried out in December 2004.

In answer to the specific question:

“To what extent would you support or oppose [City] hosting the Olympic Summer Games?”

the results were as follows:

	Strongly oppose	Tend to oppose	Neutral/ Don't know	Tend to support	Strongly support
Paris*	3%	4%	8%	39%	46%
France	2%	3%	16%	35%	44%
New York*	15%	9%	17%	20%	39%
USA	8%	5%	32%	22%	32%
Moscow*	5%	3%	15%	24%	53%
Russia	4%	6%	14%	23%	53%
London*	11%	7%	15%	21%	47%
United Kingdom	8%	4%	19%	22%	48%
Madrid*	2%	1%	6%	11%	80%
Spain	2%	1%	12%	11%	74%

All figures are expressed in percentage terms. Where they do not add up to 100%, this is due to computer rounding.

* For the purpose of this research, the area in and around the Candidate Cities were defined as follows:

Paris : UDA (Union des Annonceurs)

New York : Brooklyn, Queens and Manhattan Counties, the Bronx and Staten Island

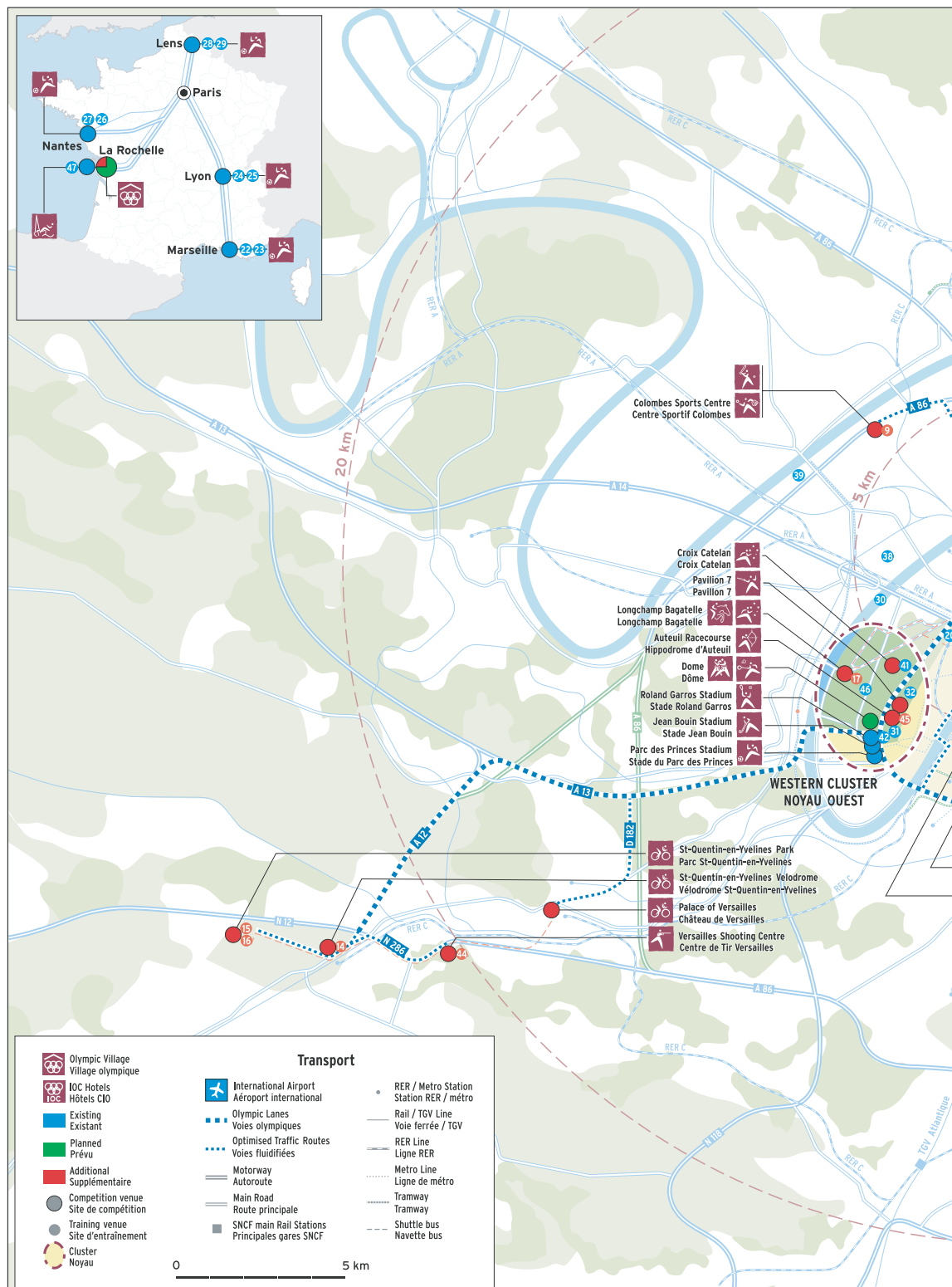
Moscow : The City of Moscow

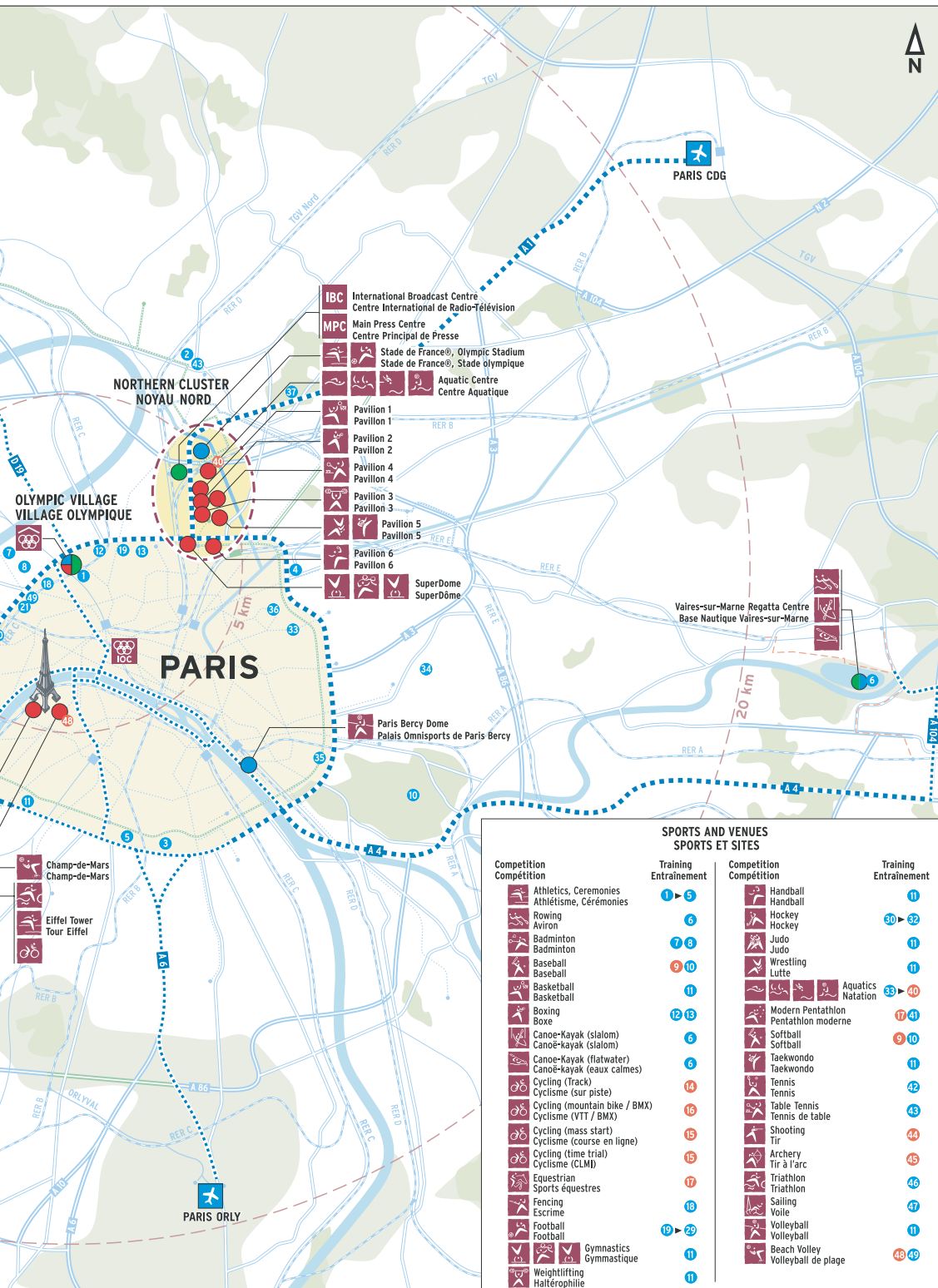
London : UK Government Office Region for London

Madrid : Madrid Metropolitan Area

APPENDIX E

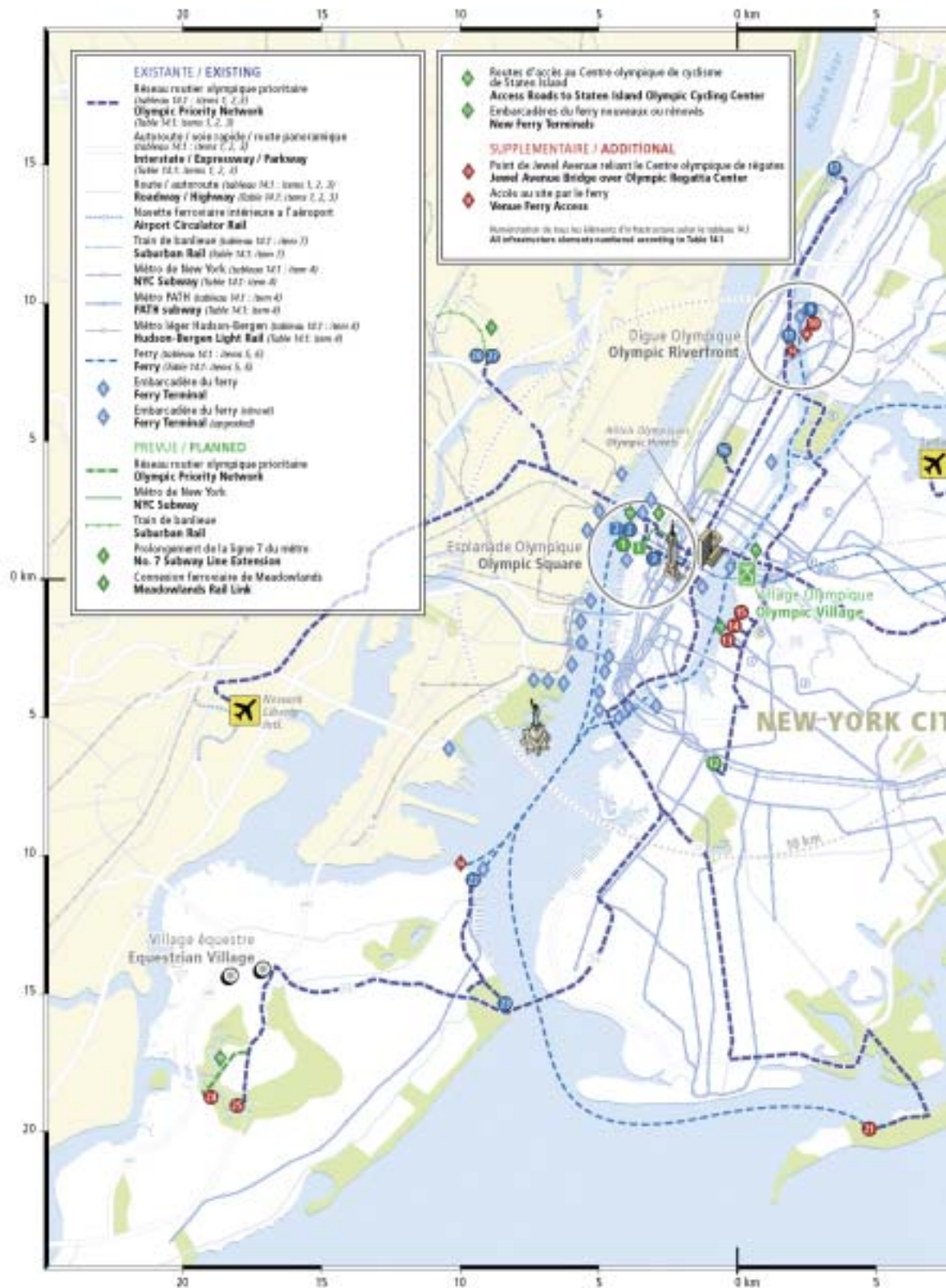
Appendix E





APPENDIX E

Appendix E



NEW YORK New York



APPENDIX E

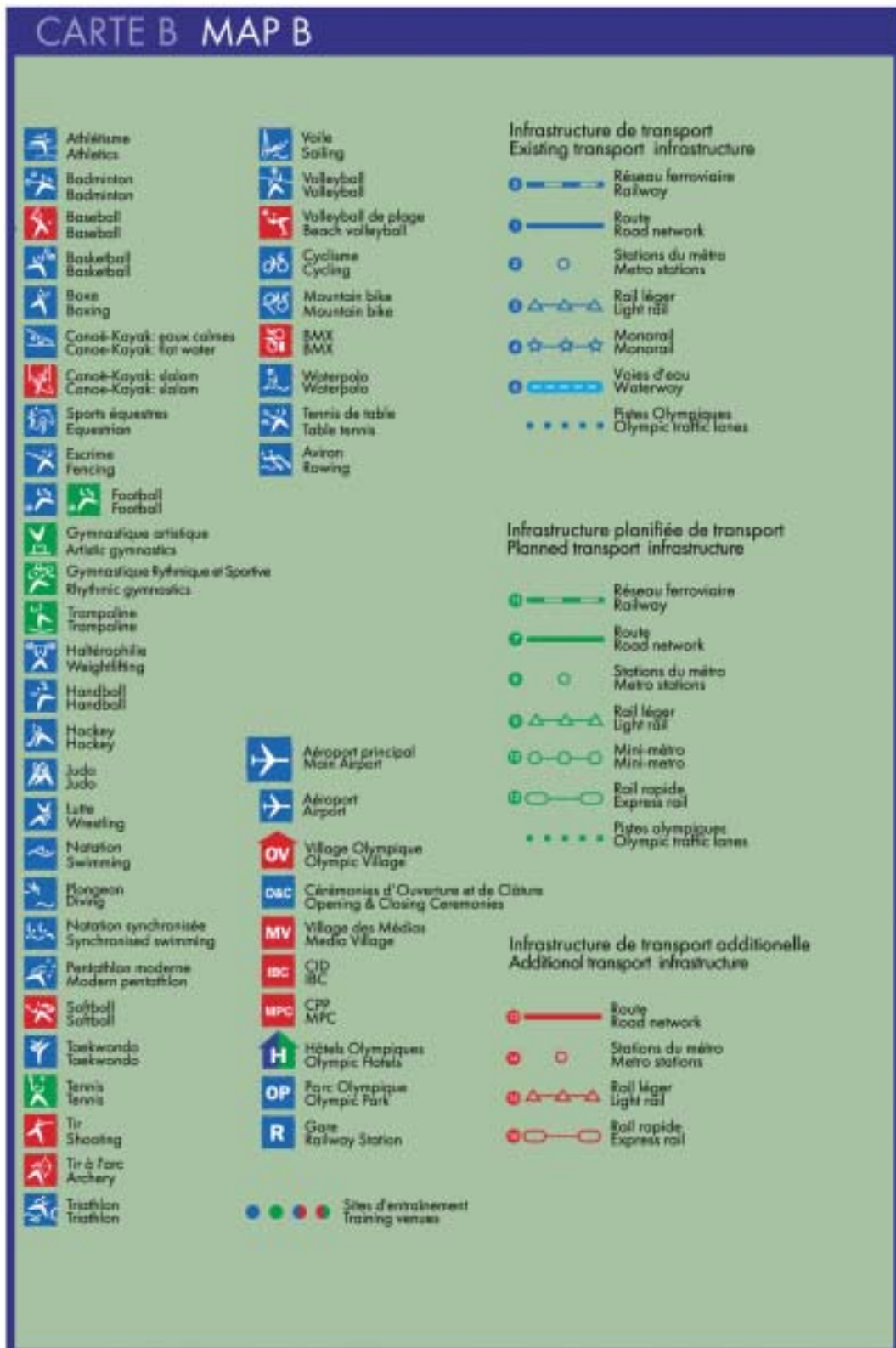
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MOSCOW

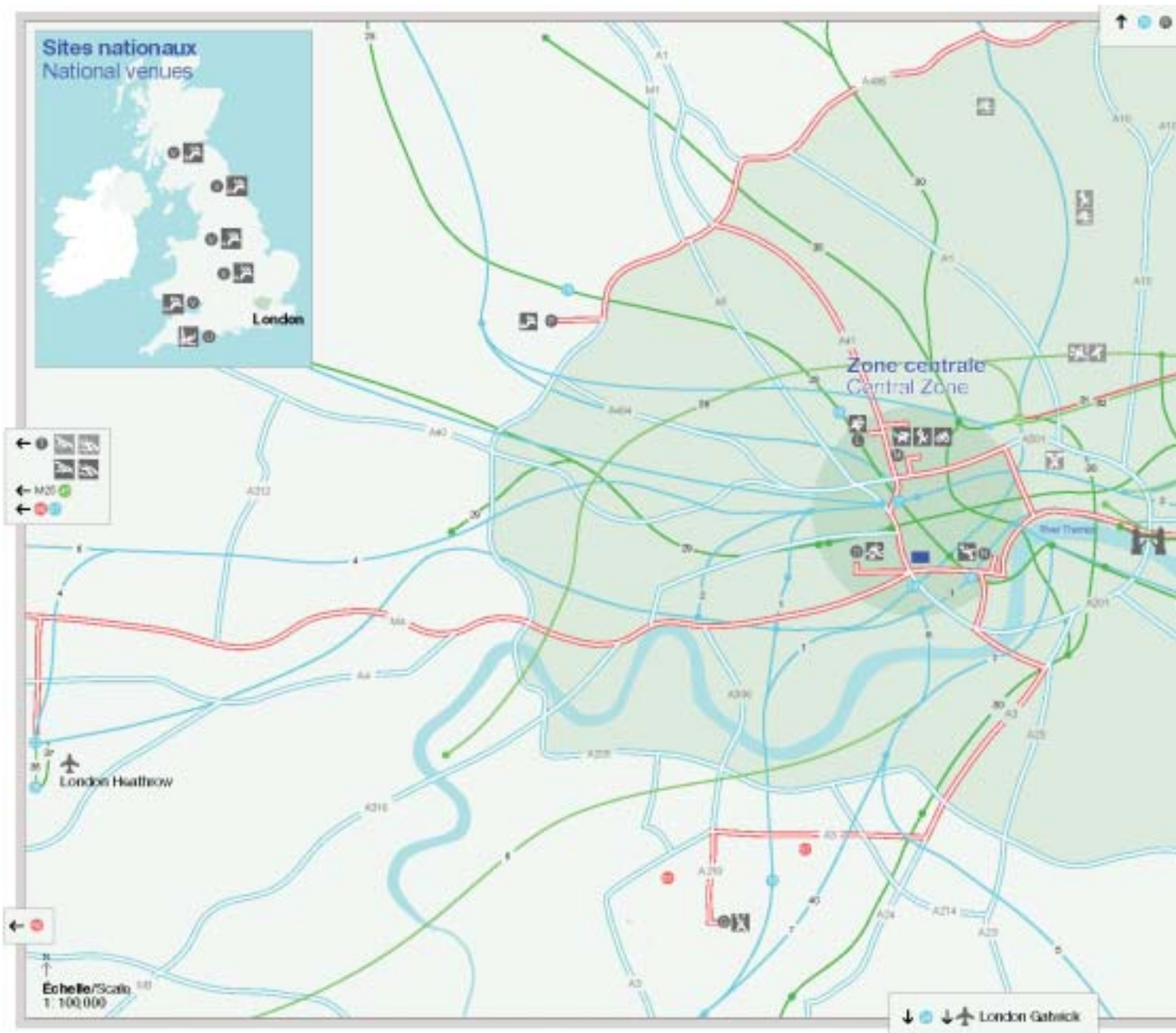
Moscow



APPENDIX E

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LONDON London



< Ouvrir le rabat pour lire le plan/Open fold to see map

Parc olympique Olympic Park

- 1 **Stade olympique**
Olympic Stadium
Athlétisme/Athletics
- 2 **Ariènes sportives**
Sports Arena
Basketball (Basketball)
Escrime/Fencing
Hockey/Hockey
Pentathlon moderne
(Modern Pentathlon)
Boxing/Boxing
Volleyball/Volleyball
- 3 **Vélodrome/Vélodrome**
Cyclisme (BMX)/Cycling (BMX)
Cyclisme (Piste)/Cycling (Track)
- 4 **Centre de hockey**
Hockey Centre
Hockey/Hockey
- 5 **Centre aquatique**
Aquatics Centre
Natation/Swimming
Natation synchronisée
(Synchronized Swimming)
Pentathlon moderne (Natation)
Modern Pentathlon (Swimming)
Rugby/Rugby
Water-polo/Water Polo

Zone de la Tamise River Zone

- 6 **Le Dôme/The Dome**
Basketball (Basketball)
Gymnastique (Artistique)
Gymnastique (Trampoline)
Gymnastique (Trampoline)
- 7 **ExCeL**
Base/Gym
Haltérophilie/Weightlifting
Judo/Judo
Lutte/Wrestling
Taekwondo/Taekwondo
Tennis de table/Table Tennis
- 8 **UEL Docklands**
Water-polo/Water Polo
- 9 **The Royal Artillery Barracks**
Tir/Targeting
- 10 **Ariène de Greenwich**
Greenwich Arena
Badminton/Badminton
Gymnastique (Rythmique)
Gymnastique (Rythmique)
- 11 **Greenwich Park**
Pentathlon moderne
(Equitation/Course à pied)
Modern Pentathlon
(Horse Riding/Fencing)
Sports équestres/Equestrian

Zone centrale Central Zone

- 12 **Lord's Cricket Ground**
Cricket/Cricket
 - 13 **Regent's Park**
Baseball/Baseball
Cyclisme (Route)/Cycling (Road)
Softball/Softball
 - 14 **Horse Guards Parade**
Volleyball de plage/Beach Volleyball
 - 15 **Hyde Park**
Tirathlon/Triathlon
 - 16 **Wembley**
Football/Football
 - 17 **Wimbledon**
Tennis/Tennis
- Autres sites**
Other venues
- 18 **Bromborough Canoe Slalom Course**
Canoa-kayak (Slalom)
Canoe/Kayak (Slalom)
 - 19 **Woad Country Park**
Cyclisme (VTT)/Cycling (Mountain Bike)
 - 20 **Eton Dorney**
Aviron/Rowing
Canoa-kayak (Eau calme)
Canoe/Kayak (Flatwater)
 - 21 **Weymouth and Portland**
Voile/Sailing
 - 22 **Hampden Park/St James' Park/
Villa Park/Old Trafford/
Millennium Stadium**
Football/Football

Légende/Key

Métro et trains/Tube and Train

- Lignes existantes et de trains existantes/Existing tube and train lines
- Améliorations prévues sur les lignes de métro et de train/Planned improvements to tube and train lines
- Service de navette supplémentaire Olympic/Jewellery Line and Olympic Javelin Service
- Principaux échangeurs ferroviaires et de métro existants/Existing tube and train major interchanges
- Améliorations prévues sur les principaux échangeurs ferroviaires et de métro/Planned improvements to tube and train major interchanges

- Stations de métro et gares de trains existantes/Existing tube and train stations
- Améliorations prévues sur les stations de métro et les gares de trains/Planned improvements to tube and train stations
- N° de lignes de métro et de train. Voir table N&S/Tube and train line numbers refer to table N&S

Roads/Roads

- Routes principales/Main roads
- Itinéraire olympique principal/Olympic main route
- Voie principale du parc olympique/Olympic Park main road

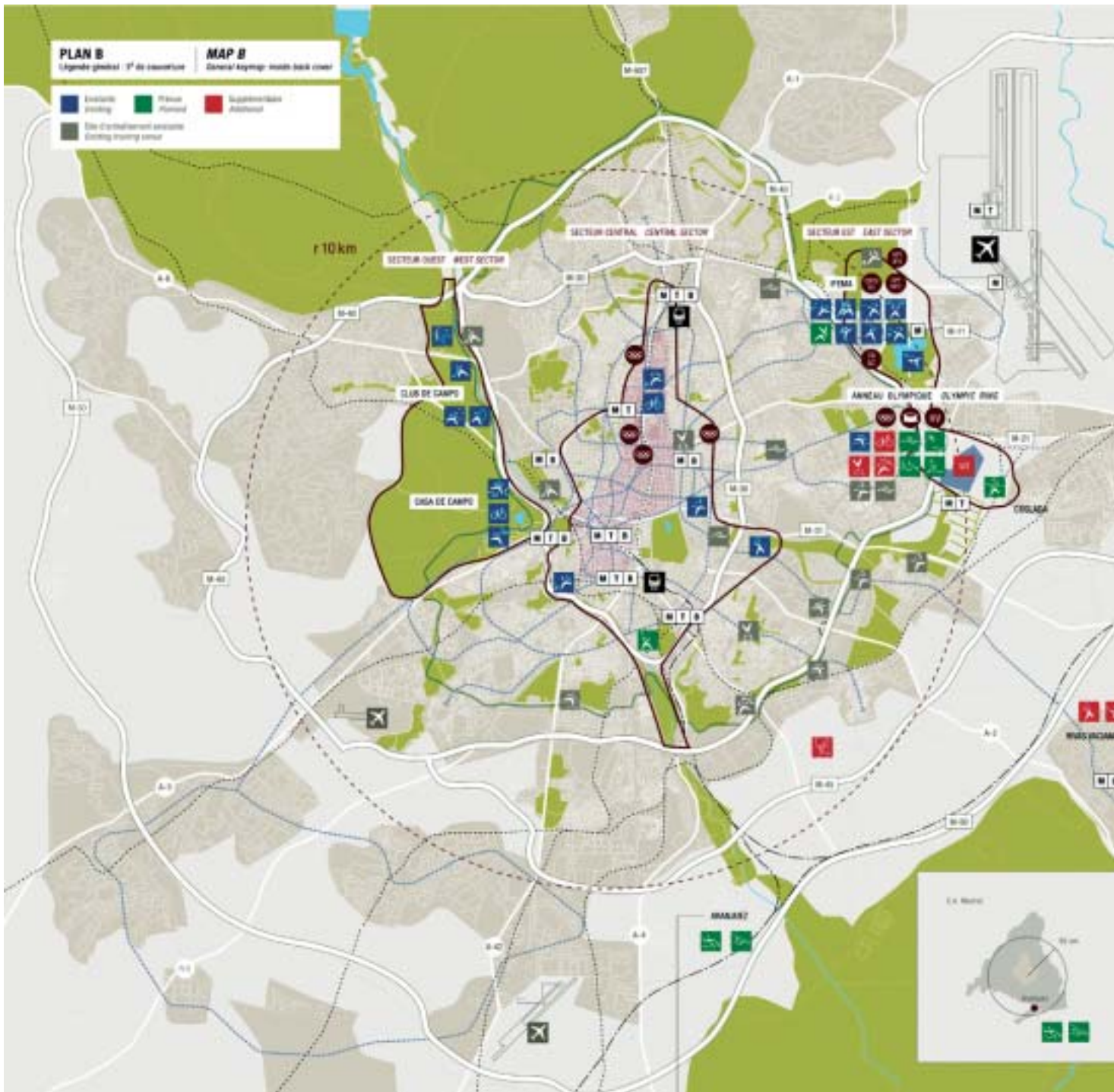
Sites de compétition et d'entraînement/Competition venues and training venues

- Sites de compétition/Competition venues
- Hébergement d'Olympic accommodation
- Sites de compétition et d'entraînement par disciplines/Competition venues and training venues by sport
- Sites de compétition par disciplines/Competition venues by sport
- Sites d'entraînement par disciplines/Training venues by sport

APPENDIX E

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ABBREVIATIONS

The following abbreviations have been used in the report:

EU – European Union

FEI – International Equestrian Federation

GLA – Greater London Authority

IBC – International Broadcast Centre

IF – International Federation

IOC – International Olympic Committee

IPC – International Paralympic Committee

IPSF - International Paralympic Sports Federations

JMPA - Joint Marketing Programme Agreement

LDA – London Development Agency

MPC – Main Press Centre

NGOs – Non-Governmental Organisations

NOC – National Olympic Committee

OBS – Olympic Broadcasting Services

OCOG – Organising Committee for the Olympic Games

OCOO – Olympic Coordination Organisation

ODA – Olympic Delivery Authority

OTA – Olympic Transport Authority

RER – Regional Rail Lines

WADA – World Anti Doping Agency

WHO – World Health Organization

APPENDIX G

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SIGNATURES

Mrs Nawal EL MOUTAWAKEL



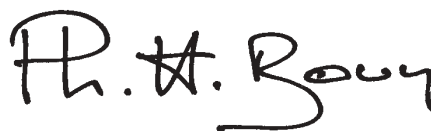
Mr Gilbert FELLI



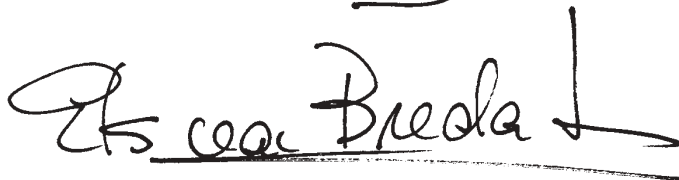
Mr Simon BALDERSTONE



Mr Philippe BOVY



Mrs Els van BREDA VRIESMAN



Mr Bob ELPHINSTON



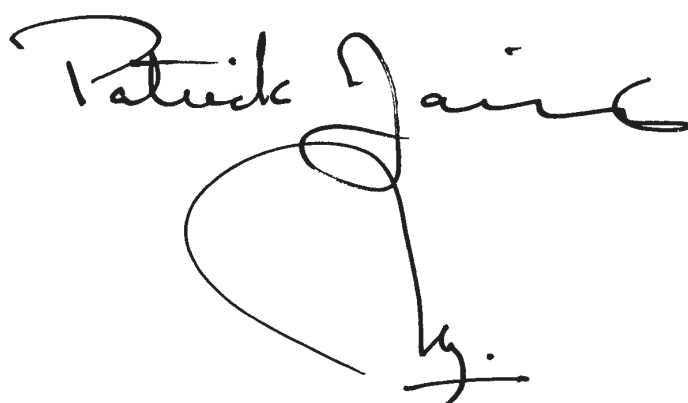
Mr Frank FREDERICKS

Handwritten signature of Frank Fredericks in black ink, featuring a large, stylized 'F' and 'R'.

Mr Paul HENDERSON

Handwritten signature of Paul Henderson in black ink, written in a cursive style.

Mr Patrick JARVIS

Handwritten signature of Patrick Jarvis in black ink, with a large, looped 'J' and 'V'.

Mr Mustapha LARFAOUI

Handwritten signature of Mustapha Larfaoui in black ink, consisting of a large, horizontal oval shape.

Mr José Luis MARCÓ

Mr Ser Miang NG

Handwritten signature of Ser Miang Ng in black ink, written in a cursive style.

Mr Sam RAMSAMY

Handwritten signature of Sam Ramsamy in black ink, written in a cursive style.



INTERNATIONAL OLYMPIC COMMITTEE
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