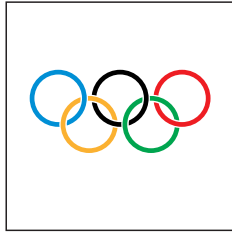


Report of the IOC  
Evaluation Commission  
for the Games of the  
XXIX Olympiad  
in 2008

Original version: English



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INTERNATIONAL OLYMPIC COMMITTEE

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Lausanne, Switzerland  
3 April 2001

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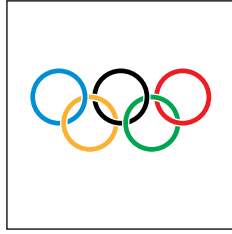
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INTERNATIONAL OLYMPIC COMMITTEE

The members of the IOC Evaluation Commission (the Commission) for the Games of the XXIX Olympiad in 2008 are pleased to have been part of a new, two-phase candidature procedure adopted by the IOC following the recommendations made by the IOC 2000 Commission and subsequent decisions of the 110<sup>th</sup> IOC Session in December 1999.

In this new procedure the Commission visited only those cities which had passed the initial selection phase during which basic technical requirements were examined by a team of experts.

On 28<sup>th</sup> August 2000, five cities were accepted as Candidate Cities for 2008 by the IOC Executive Board.

It is the opinion of the Commission that this new procedure is an excellent one – as has already been stated widely in the many positive reactions received.

The 2008 Evaluation Commission is composed of representatives of all components of the Olympic Movement: the IOC, IFs, NOCs, athletes, IPC (International Paralympic Committee), former organisers of Olympic Games and experts.

The Commission has been required to go into much greater detail than before in carrying out an analysis of all bids to inform the IOC of the challenges or difficulties which could be faced in each of these cities in the seven years up to and including a 2008 Olympic Games.\*

The Commission's task is a technical one. It has to verify the information in a City's Candidature File, determine whether the plans are feasible and make an overall **risk assessment**.

As stated, the Commission has a defined technical evaluation role but it is impossible to ignore the public debate on political issues such as human rights which, in the present context, is imposed on sport. The Commission will not deal with this issue other than to acknowledge the existence of the debate and its continuation. Members of the IOC will have to reach their own conclusions.

The Commission is grateful for the high quality of the Candidature Files and the presentations made during the visits. This has greatly assisted in the preparation of this report.

As additional background information, the Commission has been able to call upon independent research on the five Candidate Cities commissioned by the IOC from:

MORI (Market & Opinion Research International)

Opinion polls were carried out in each of the Candidate Cities and countries in November-December 2000

THE PRS GROUP (Political Risk Services)  
Country reports on current political, monetary and economic risks

IDATE (European Audio-visual and Telecommunications Institute)

The Commission's report is presented on a city by city basis. The order of cities follows the official order of drawing of lots as carried out by the IOC Session on 13<sup>th</sup> September 2000 in the presence of the Candidate Cities. The order is: Osaka, Paris, Toronto, Beijing, Istanbul. This order has been used throughout the candidature procedure in all presentations, press conferences, etc.

The report represents the unanimous opinion of all Commission members and contains

# General Introduction

information received up until the Commission's departure from each city (see visit dates in the appendices).

- \* Olympic Games:  
Throughout the report Olympic Games refers also to Paralympic Games.



## Candidate Cities







## THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

### ■ Political Structure

The Japanese Constitution allows local Governments to hold executive power and to have financial responsibility for most functions in their own areas.

National elections will take place in 2004 and 2008 and regional and local elections in 2003 and 2007.

### ■ City

The Osaka Prefecture covers 44 municipalities with a population of 8.8 million people. The population of the city is 2.6 million, rising to 3.8 million during daytime.

### ■ National Economy

The Japanese economy is going through an unsettled period with a high savings ratio which is reducing consumer spending and investment. Inflation is low and the Bid Committee expects a stable exchange rate over the coming years.

### ■ Support

The Osaka bid is a City-driven bid and has received Japanese Government approval and statements of support. Both Osaka Prefecture and Osaka City will provide sports facilities and the City will construct many additional facilities.

The Commission requested clarification of the apparent differences between the statements made in the Candidature File and the actual written guarantees from the Government, Prefecture and City particularly in respect of the stated financial commitments in the Candidature File. The existence of satisfactory guarantees was confirmed.

The Bid Committee claimed 76% public support in Osaka. The IOC poll showed 52% support in Osaka and 51% in Japan.

## THEME 2: LEGAL ASPECTS

The Commission received a presentation on legal matters with specific information as follows:

- confirmation was given that those individuals who signed formal guarantees had the power to do so
- confirmation was provided that there was no legislation in Japan which would conflict with the Olympic Movement Anti-Doping Code
- there are no laws within Japan which control price increases
- the Bid Committee was reluctant to accept the possible change to the Host City Contract regarding provision of the Olympic Broadcast Organisation (OBO), and subsequently stated that it would accept the Host City Contract in effect at the time of signing
- there was also doubt as to the position vis-à-vis an authority above an Organising Committee. It was stated that the Committee would not report to a higher authority and that the appointment of the President of the Committee is the responsibility of the Organising Committee Board, which would comprise representatives of several levels of government, as well as sports and economic organisations.

## THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation & Visas

Access to Japan for the 2008 Olympic Games will be based on the combined entry card system (Olympic identity and accreditation card) which was introduced at the Nagano Games.

Explanations were given on countries (62) which enjoyed visa requirement exemptions and the list of 27 categories of residence in Japan of foreigners who do not receive any visa exemption.

### ■ Work Permits

Foreigners needing to work in Japan before the Games would require visas which would be for periods of up to 3 years. Under the Alien Registration Law, any foreigner wishing to stay in Japan for more than 90 days would require separate registration, although the holders of combined cards would be allowed multiple entries.

### ■ Importation of Goods

Exemptions are in place to avoid customs duties for most normal items necessary for the Games as long as they are taken out of Japan after the Games.

Special regulations apply to importation of firearms and medicines, but firearm procedures would be simplified and the normal medical supplies for team doctors would be permitted. Any large supplies of medicines would require special certification of the Ministry of Health and Welfare.

## THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY

### ■ Plans and Actions

In 1999, the Osaka Bid Committee established a set of Environmental Guidelines as a framework for its comprehensive policies and plans.

It has placed strong emphasis on the use of state-of-the-art green technology. This applies particularly to the Olympic Stadium and the Olympic Village which will feature energy and emission saving materials and practices, new energies and modern waste management methods. These, and other plans, are designed to be a showcasing and educational tool and a model for the future, providing a legacy from the Games.

Osaka aims include a “zero waste” result from Games preparation.

However, the proposed OCOG budget contains no explicit expenditure for environmental actions. The Bid Committee stated the spending was contained in various other budgets (such as construction) but no estimated environmental expenditure total could be provided.

A special cool pavement surface, causing evaporation, will be used on the marathon course, possibly over its entire distance.

The 3 artificial islands to be used have been built to withstand stress of any unusual conditions (high tides, earthquakes) and there is no problem of subsidence.

### ■ Air Quality

Osaka has significant levels of photochemical pollution. The Evaluation Commission was told that, through improved practices, this is being reduced and would be within WHO standards by 2008.

## ■ Water

The water quality of the triathlon swim leg would be acceptable.

## ■ Meteorology

High average temperatures (e.g. average 32°C at 15h00) and mid-range humidity levels (e.g. average 55% at 15h00) prevail at Games time. Satisfactory measures, similar to Atlanta, would be taken to address the potential problem of high air temperature levels for horses in equestrian competition.

Wind conditions at all venues would be satisfactory for competitions.

## ■ Specific Comments

Osaka has developed an innovative advanced environmental programme, placing much emphasis on state-of-the-art green technology and design and an advanced environmental audit system.

There is a photochemical pollution problem at present, but actions are planned to correct this. The strong commitment to environmental practice and protection is not reflected in present specific budgetary allocations.

However, there are sound policies in regard to energy and emission saving materials and practices and modern waste management technology. The programme's aims include a "zero waste" result from the Games and many models and legacies for the future.

## THEME 5: FINANCE

### ■ Budget Income and Expenditure

In general terms the revenue budget at US\$ 1.994 billion is marginally understated as the income shown from local sponsorship, licensing and official suppliers is shown net of commission to the IOC and the Japanese Olympic Committee. The full revenue budget is, therefore, in excess of US\$ 2 billion. It was also noted that there is no proposed surplus, and the contingency fund is only US\$ 10 million.

Some of the expenditure predictions seem high – in particular in areas such as MPC/IBC, the Olympic Village and transport.

The Bid Committee does not expect major price increases and its assumed exchange rate is US\$ 1 = 100 Yen.

### ■ Non-OCOG Budget

The non-OCOG capital budget is over US\$ 28 billion which includes roads, railways, the main competition venues, the Olympic Village and the second stage of the Kansai International Airport, to which over 50% of this is allocated. This is a very high level of financial commitment although the reclamation of land for the islands appears to be well-established. Much of this budget is not Olympic Games specific. However, the Bid Committee stated: "Our interpretation of 'required to host' was 'will be used for the Games in the manner we have outlined in our bid file'. Although Osaka would be capable of hosting the Olympic Games, it would not be possible to stage them on the same exceptional scale that we have outlined in our Candidature File. In the interest of disclosure, we viewed it as best to include in our budget all infrastructure that we planned to use for the Olympic Games, even though these investments have already been integrated into a long-term urban development plan."

### ■ Specific Comments

The Mayor of Osaka signed the letter of guarantee for a contribution to the OCOG of US\$ 60 million. He also gave a specific guarantee that the City of Osaka would guarantee any OCOG deficit. A special fund exists for urban development purposes (US\$ 273 million at 31<sup>st</sup> December 1999) and any deficit on the running costs of the Games would qualify for support from this fund.

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It was noted that the Bid Committee viewed the budget as cautious. The Commission feels that the OCOG budget is feasible, but that non-OCOG expenditure requirements, reliant on city underwriting and investments, could place considerable increased financial pressure on the city and its existing level of debt.

## THEME 6: MARKETING

### ■ Joint Marketing Programme

An explanation was provided on the previous Japan Olympic Marketing (JOM) arrangements which had been disbanded. The joint marketing programme with the NOC has been agreed and a detailed contract is awaited. National Federations would stop their marketing activities. This will be subject to further agreement with the IOC.

### ■ Billboards and Outdoor Advertising

The OCOG will be able to control outdoor advertising but further information is required on the prices and timeframes involved.

### ■ Rights Protection

The marketing programme will depend on the ability to protect rights and to enforce these rights rapidly. There is legislation under trademark law but enforcement is normally dealt with by negotiation rather than by legal injunctions.

### ■ Ticketing

The ticketing predictions assume 90% of all tickets sold which is a very high percentage. However, the point was made that Osaka, Kobe and Kyoto Cities are all within one hour of one another and these cities are three of the five largest in Japan.

### ■ Specific Comments

The Bid Committee was informed that the results and timing category would not be available and that the category of convenience stores was unlikely to be agreed.

The Bid Committee explained the agreements reached as far as the Public Lottery and the Sport Promotion Lottery are concerned. There are no guarantees but the Public Lottery produced US\$ 100 million for the Nagano Games and the Sports Promotion Lottery is likely to produce US\$ 300 million for the World Cup. The budgeted estimate of US\$ 150 million is regarded as a solid estimate.

In financial terms, the revenue targets are attainable although the higher gross amount (taking into account IOC and NOC payments) is aggressive. The Japanese market is sophisticated and the joint marketing programme will require good management.

Negotiations with the Government will be required to achieve any revenue from the coin programme but the Bid Committee did not appear confident on this issue.

There was a clear statement that the size of the Japanese market could support the large revenue projections.

## **THEMES 7 & 8: SPORTS & CONCEPT**

### **■ Overall Concept**

The Osaka sports concept offers a spread of venues around the city and surrounding area with major development of three man-made islands in Osaka Bay – Maishima, Yumeshima and Sakishima – which will contain venues for 13 sports, including the Olympic Stadium and the Olympic Village.

### **■ Distances**

Sports involving almost 50% of athletes will be staged within 6.4 km of the Olympic Village. Travel distances from the Village vary from 2.2 km to 78 km with venues in excess of 20 km from the Village – hockey (23 km), weightlifting (23 km), modern pentathlon (27 km), basketball preliminaries (27 km), road/track cycling (28 km), triathlon (43 km), shooting (47 km), equestrian (27 km and 36 km), boxing (30 km), baseball – Kobe (41 km), mountain bike cycling (76 km), canoe-kayak sprint (77 km) and canoe-kayak slalom (78 km). Football preliminaries will be held at 2 stadia in Osaka and 6 sites outside Osaka (33–446 km), with hotel accommodation provided for football and canoe-kayak.

The venue visits revealed that the present road structure and traffic conditions made stated travel times difficult to achieve.

### **■ Venues / Construction**

All existing competition venues are of excellent standard. A new venue for rowing, close to Osaka, has been proposed and approved by FISA although the original site for canoe-kayak will be retained. Both canoe/kayak venues are a long distance from the Village and involve a number of site access difficulties. Options closer to the Village should be considered if the bid was successful.

The City will be responsible for the construction of all permanent venues.

### ■ Sport Experience

Japan has considerable experience in hosting major international sporting events involving almost all Olympic sports. Japan has further experience in hosting multi-sport events (including the 2001 East Asian Games and 2001 World Games) and will be the hosts of the 2002 World Football Cup.

### ■ Sport Issues

The shooting venue – a totally temporary venue – is a long distance from the Village and presents difficult access problems, although it is an excellent environmental initiative.

The budget provision for training sites appears to be very low, given, for instance, that the surfaces at training sites should be the same as for competition venues.

Only one bridge is available to move athletes and media from the Villages to the main stadium and other sites on Maishima Island and the additional option of a water ferry is to be considered.

### ■ Legacy

The venue strategy supports high level sport but does little to ensure that the remaining Games venues will support the development of sports at all levels.

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Whilst existing venues are of a very high standard, many venues remain to be constructed (permanent and temporary) at a considerable cost to both the City and OCOG. Despite the excellent three “Olympic Islands” proposal, the spread of other venues and high traffic levels will require significant daily travel demands for many athletes.

## THEME 9: PARALYMPIC GAMES

### ■ Budget

The budget is guaranteed by the City of Osaka. Confirmation was given that in addition to meeting the athletes’ travel costs, registration fees and the costs of transportation of equipment and horses would be met by the Organising Committee.

A budget was presented which projects the cost of the Paralympic Games at US\$ 150 million. The estimated revenue of US\$ 44 million from the sale of tickets seems to be very high.

### ■ Sport

The sport concept is satisfactory. With the exception of the non-Olympic sports of boccia, goalball and wheelchair rugby, all other Paralympic sports would be at Olympic venues. Travel distances from the Village to all venues (except for shooting – 48 km) is approximately within 30 minutes.

Test events would be incorporated with Olympic test events but separate events would be held for boccia, powerlifting, goalball and wheelchair rugby.

The need for training of officials was acknowledged and while Japan practises all Paralympic sports, it was stated that the training of officials would take place through participation at international events.

### ■ Marketing

There would be a joint marketing programme.

### ■ Organising Committee

There would be one Organising Committee for the Olympic and Paralympic Games.

### ■ Logistics

Transportation from the Village to sports venues was acknowledged as pivotal in ensuring a successful Paralympic Games. The Committee



stated that the provision of the required number of accessible buses would be taken into account in the transport procurement programme.

Japan is a leading nation in promoting and developing sport for people with a disability and plays a strong role in the organisation of international competition. While the sports concept is satisfactory, questions were raised on a number of support areas including travel times for athletes in heavy traffic conditions.

## THEME 10: OLYMPIC VILLAGE

### ■ Location

The site proposed is a 100-hectare site on Yumeshima Island, the middle of the 3 “reclaimed” Olympic Islands. The Village will be close to the Olympic Stadium on Maishima Island and close to 12 sports. A new road and railway tunnel is being built to provide ease of transport. A bridge connecting Yumeshima Island with Maishima is already complete. A subway and underwater tunnel will be constructed.

### ■ Village Development

The land for the Village is owned by the City of Osaka. Construction costs will be met by the City and private developers.

In the Olympic Village, there will be 30 blocks, with enough space for all NOC units. There will be 12,100 single bedrooms and 2,600 double bedrooms (totalling 17,300 beds – including a contingency) provided in 6–9 storey apartments, all with elevators (90% will be 6 storey). Floors 1–3 will be accessed by stairs, floors 4–9 by elevators.

After the Games the Village will be refurbished and the units sold.

### ■ Village Organisation

The International Zone appeared to be small but was based on the Sydney Village. Further work would be done on this aspect.

Twenty-four hour security will be in operation at Games time. The Bid Committee considered that the island layout helped the security situation with surveillance by patrol boats.

### ■ Specific Comments

The proposed Media Village is close to the Residential Zone of the Village. The Bid Committee confirmed that a security zone 300 m wide would

be arranged between the two villages. The swimming pool in the Olympic Village would be screened.

Accommodation for canoeing would be a hotel but canoe athletes could also use the main Village. Hotel accommodation will be provided at football venues outside Osaka.

The OCOG will cover all NOC travel costs including equipment and horses.

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The Village concept on one island is attractive but as a consequence there are some long distances and travel times to a number of the mainland venues.

## THEME 11: MEDICAL / HEALTH SERVICES

There are excellent medical services in Japan. In Osaka Prefecture there are 52 large-scale hospitals each with 500 beds or more.

A no-smoking policy will apply to competition sites but there may be specially dedicated smoking areas.

### ■ Olympic Family Health Care

For the Games two large General Hospitals have been designated as Olympic Hospitals with a total of 2,072 beds and both are within 18.5 km of the Olympic Village. Medical and First Aid services will be established in all venues, the MPC / IBC and some training sites.

During the Games there will be free treatment for the Olympic Family with the polyclinic in the Village providing all required services.

Team doctors would be able to practise in Japan to take care of their teams.

OCOG financial support for an IOC Sports Science Congress in 2007 was not confirmed.

### ■ Doping Control

A drug-testing laboratory will be set up in Osaka. The intention is to fully staff the laboratory to ensure that it can handle the increased number of samples.

The World Anti-Doping Agency (WADA) Independent Observers Programme would be accepted and facilitated.

### ■ Equine Health

A procedure for the import and export of horses would need to be negotiated. However, agreement



from relevant health authorities is expected to be forthcoming.

A high level of medical services for the public and the Olympic Family will be available for a 2008 Games.

## THEME 12: SECURITY

### ■ Command / Composition of OCOG Security Department

Security will be managed by the National Police Agency. This will provide a single command and single structure, within the OCOG. Additional services will be made available from the Coast Guard and Municipal Fire Services. There will be a security base at each venue and there will be security around the islands 24 hours per day.

The head of the Osaka Prefectural Police will have command of day-to-day security in close co-operation with the Organising Committee. Higher governmental authorities would become involved in the event of a natural disaster or international security matter.

### ■ Operations System / Personnel

The Osaka Prefectural Police – under the National Police Agency – will deploy 21,000 officers with additional numbers on high profile occasions. An additional 3,000 professionals will be available from private security companies.

The OCOG has set out its organisational plans to set up a Security Commission during the Games.

The Island concept for the Village and Main Stadium will help the security operation. There will be co-ordination with the Coastguard Services, who will also supervise security for the port, container terminal and recycling plant.

Up to 10,000 police will be available from other parts of Japan and will operate under the control structure based on the head of Osaka Prefectural Police.

### ■ Terrorism

Anti-terrorist measures will be established with security supervision at airports and in coastal areas.

## THEME 13: ACCOMMODATION

### ■ Capacity

Hotel accommodation in Osaka is extensive with 120,000 rooms in 143 hotels. 25,000 rooms are within 10 km of the Main Stadium with 95,000 between 10 km and 50 km. The Port of Osaka can accommodate cruise liners providing 5,000 additional rooms.

### ■ Guarantees

The Bid Committee has provided guarantees for 24,770 rooms in 4 to 5 star hotels, all of western style. A guarantee has been provided for 100% of the hotel capacity. The Commission advised the Bid Committee to reserve a 10% contingency in additional hotels as 100% will never be met. This was confirmed by the Bid Committee in writing.

### ■ Price

A special room rate of US\$ 350 in 2008 has been proposed for Olympic Family hotels (1,970 rooms), IF officials (600 rooms), IF and NOC guests (2,200 rooms). The price includes all taxes and breakfast.

The Bid Committee has provided a full list of year 2000 hotel prices for other categories, ranging from US\$ 50 to US\$ 360, not including breakfast. No price control exists in Japan and the estimated price increase is 3% per annum.

The minimum stay in hotels for different categories will be between 1 day and 1 week.

### ■ Media

The media will have access to 2 Media Villages of 3,000 rooms each, planned for Yumeshima Island and the City Centre, at a proposed cost of US\$ 50 not including breakfast. Media representatives can also stay in downtown hotel rooms.

### ■ Specific Comments

“As” officials’ accommodation is planned to be near the Village. The price has not yet been decided.

IF officials and judges and referees will be accommodated close to venues in appropriate hotels and an allocation has been provided for IF and NOC guests.

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Generally, the arrangements are satisfactory and cover all Olympic Family needs.

## THEME 14: TRANSPORT

### ■ Infrastructure / Public Transport

Osaka is the third largest city in Japan. The greater metropolitan area has 11 million inhabitants. Community travel is dominated by rail (83%) with much smaller car usage.

The Kansai International Airport has sufficient capacity at present for a Games, but a second runway will be completed by 2007, providing increased capacity.

Spectators will travel by a railway subway to stations in the city with further shuttle buses to outlying venues from the nearest railway station to the venue. The total estimated number of spectators in any one day is 600,000. An Olympic ticket will guarantee free travel.

The Commission noted the commitments made on the funding and completion date for the new Hokko Technoport Rail line and the Yumeshima Tunnel, both crucial to the transport needs of the Olympic Village and major venues.

Five new railway lines will be constructed.

### ■ Olympic Family

Motorways will be used for car and bus transport for the Olympic Family. Major developments (new motorways) are under way which will help transport to venues.

Athletes will be transported by shuttle buses / buses from the Village through the new tunnel from Yumeshima Island to venues and training sites. Olympic “reserved lanes” will be implemented where necessary.

The media will also use buses to the MPC / IBC and a circular route round the city centre.

It was noted that marine transportation for athletes / media between the Villages Island and the other two Islands will be studied. The Port would not be closed down during the Games but there would be less container traffic involving Yumeshima Island. The sailing events would not be affected.

### ■ Management

A Transport Commission will be created within OCOG with all key authorities including the police and transport.

An Intelligent Transport System (ITS) is being developed e.g. an automatic toll system and an electronic positioning navigation system installed in cars. It was claimed that the transport management system would be sufficient for the Games.

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Given the complexity of Games transportation operations, the Commission remains concerned about general traffic congestion, the possibility of delays being experienced by athletes and officials, and the efficiency and flexibility of the system of Games-specific traffic operations and decision-making. The completion of the Yumeshima tunnel by the stated date (March 2008) is critical to the Games.

**THEME 15: TECHNOLOGY**

Osaka and Japan have a modern technology structure and service system.

Technology systems will be adequate in 2008.

**THEME 16: COMMUNICATIONS AND MEDIA SERVICES****■ Concept & Communication**

The Osaka “Sports Paradise” concept is aimed at creating a community to promote international exchange through sports competitions.

**■ IBC / MPC**

The IBC and MPC on Sakishima Island offer easy access with short journeys to the main Island venues.

The IBC will be built to a high standard with good security. The after-use is yet to be determined. One set of services is likely to be provided to both establishments but financial plans are yet to be developed.

The MPC will be in an existing trade fair venue (40,000 m<sup>2</sup>) and the IBC (70,000 m<sup>2</sup>) in a temporary, 3-storey construction 5 minutes from the MPC.

**■ Experience**

There is much broadcasting experience (at a high technical level) of large sports events in Japan.

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The Commission believes that Osaka will deliver good media services and facilities in 2008.

## THEME 17: OLYMPISM AND CULTURE

### ■ Cultural Programme

A cultural programme will be developed over the 4 years before the Games. The Opening Ceremony may highlight the concept of “The Olympic Games on the Sea” based on the new “Olympic Islands”. The City of Osaka and the Bid Committee have been conducting a number of educational programmes targeting students and the general public e.g. the “Young Goodwill Ambassadors”.

### ■ Youth Camp

The Youth Camp is planned for the Osaka Prefectural Youth Retreat – 40 km from the Olympic Stadium. Two persons per NOC will have travel and expenses covered and will be joined by 100 persons from Japan.

## THEME 18: GUARANTEES

The required guarantees have been submitted and accepted.

## SUMMARY

The Commission received presentations made to it in the formal sessions and at the competition venues which allowed it to appreciate all aspects of the Osaka bid.

The bid is driven by the City of Osaka with support from the surrounding Prefecture and from the Government of Japan.

Osaka – indeed all of Japan – has some of the best sporting facilities in the world. The existing competition venues are of outstanding quality and would provide an excellent resource for an Olympic Games. The quality of design, construction and maintenance are all very impressive. Japan and Osaka have considerable experience in hosting multi-sport events.

The Olympic Village will be built to a high specification with some attractive technological features.

Given the shortage of land in Japan, the sports concept – described as the “Sports Paradise” concept – is based on the construction of several venues including the Olympic Stadium, Olympic Village and Media Village plus the MPC / IBC on reclaimed islands in Osaka Bay. Other venues are distributed around the City and its surrounding areas, some involving considerable distances. Adequate access to these islands and the whole transport infrastructure will be crucial to Games organisation. Some of the stated travel times to venues would be difficult to achieve.

The OCOG budget is balanced but the Commission noted a substantial requirement from the local marketing programme, donations and lotteries. The City is committed to underwriting any potential shortfall. The financial aspects of the bid have benefited from the experience

of the Nagano Winter Games and its successful marketing programme.

The Commission was concerned about the large non-OCOG budget, much of which is designed to improve the transport infrastructure of the city irrespective of the Games. The Bid Committee makes the point that all of this investment (US\$ 28 billion) will enhance the staging of the Games. The amount of the non-OCOG budget will add very considerably to the existing level of city debt.

There will be one OCOG for the Olympic and Paralympic Games.

The technology infrastructure in Japan is very advanced and would be a major asset in the conduct of an Olympic Games.

Sufficient accommodation exists or will be built (e.g. the Media Village).

There are no significant security risks expected.

The legacy to Osaka of hosting the Games appears to be a driving force behind the very large planned infrastructure developments.



## **THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS**

### **■ Political Structure**

France has a Parliamentary democracy, with an elected President. The Prime Minister is the head of the administration. Regional and Municipal councils would be the two levels of territorial government primarily involved in the organisation of a Games.

National and local elections will be held in 2002 and 2007 and regional elections in 2004.

### **■ City**

The population of the Paris region is approximately 11 million, with 2 million in the City.

Reference was made to French Olympic history and the attractions of Paris for staging the Games were stressed.

### **■ National Economy**

The French economy is stable and the fastest growing in Europe. Unemployment is at a record low.

The risks posed by strikes called by Trade Unions was recognised. However, it was stated that the popularity of sports in France meant Trade Unions were wary of disrupting major events by industrial action. A good experience was recalled regarding the construction of the “Stade de France” and the 1998 World Cup Event.

### **■ Support**

The very strong guarantees on the financing of the full project and any shortfall provided by the Government are constitutionally binding on all Ministries. No further legislation was thought to be necessary but the Government's guarantees confirm that legislation will be presented to Parliament if the need arises.

The Commission also received strong personal assurances of support from the President of France, the Prime Minister and the Mayor of Paris.

The Bid Committee claimed 79% support in Paris. IOC polling showed 66% support in Paris and 65% in France.



## THEME 2: LEGAL ASPECTS

The Commission received a presentation on legal matters with specific information as follows:

- all signatories were entitled to sign the relevant guarantees
- an apparent conflict between French legislation and the Olympic Movement Anti-Doping Code was resolved after correspondence with the Government, with the agreement that in the event of harmonisation of doping regulations under the World Anti-Doping Agency not being completed, the Olympic Movement Anti-Doping Code would be the regulations which would apply to a 2008 Olympic Games in Paris
- the future OCOG would be a “GIP” (Groupement d’Intérêt Public) – a public entity under the same system as the Bid Committee
- the President of a future OCOG would be appointed by the four constituent parts – the State, the City, the Region and the NOC
- an explanation was given on the easier system of land expropriation available to a GIP particularly as far as the construction of the Olympic Village is concerned
- the possible change to the Host City Contract regarding new arrangements for Olympic broadcasting was noted.

## THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation & Visas

France has 60 million visitors per year and has well-established customs and immigration procedures. Under European Law, there is completely free movement into and out of France for the ten member countries in the European Union of the Schengen Zone. All holders of an Olympic identity and accreditation card who require a visa for France will receive their visas automatically. This card will allow access to France for up to 3 months.

Multiple entries will be allowed.

### ■ Work Permits

Work permits will be available. They will be required and are normally granted for one year to persons in one of the categories specified by the IOC who may be required to work in France before the Games. These permits can be renewed. Taxation under French Law will be subject to any bilateral tax treaties.

### ■ Importation of Goods

Goods imported for the Games and then re-exported will not bear any duties. Special and simplified arrangements will be in place for firearms and team doctors will have a simplified system to import the necessary medicines. This procedure will involve the doctor producing a list of the medicines concerned 24 hours in advance so that the customs authorities can prepare the necessary permissions.

All necessary media equipment can be imported into France with a simplified procedure for temporary entry.

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The Commission is of the view that simplified procedures should be introduced for all Olympic identity and accreditation card holders.

## THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY

### ■ Plans and Actions

A comprehensive set of principles and policies on environment protection has five objectives:

- control over direct and indirect environmental effects, including redevelopment of areas and protection of natural landscapes
- control over impact of transport, with high priority on non-polluting vehicles and public transport
- economic use of natural resources, including “high environmental quality” standards for constructions
- protection, management and restoration of bio-diversity, including the rehabilitation of degraded sites such as the 50 hectares area of the Olympic Village and nearby sites; cultural heritage will also be protected
- participation of the public, with maximum involvement of environmental associations and, importantly, establishment of an Independent Environment Authority with two main objectives: to check on progress and action, and to help communicate widely the achievements and environmental legacies of the Games.

A community-based “Solidarity” programme, involving a Social Economy and Environmental Network, will include employment and other opportunities for underprivileged areas and an ethical charter for suppliers of sports equipment.

An estimated US\$ 16 million will be spent on environmental matters, including US\$ 9 million budgeted for waste management, US\$ 2 million for the Independent Authority, and US\$ 2.4 million for environmental administration.

### ■ Air Quality

Paris experiences brief periods of excessive air pollution, primarily due to certain combinations of transport emission levels and weather conditions, but vehicle numbers and emissions should drop in the coming years through new standards and increased use of public transport.

### ■ Water

“Lac Inférieur“, being used for the triathlon swim leg, will be cleaned and monitored to ensure water quality.

### ■ Meteorology

Paris has acceptable average temperatures (24.8° C at 15h00) and humidity levels (52% at 15h00) at Games time, and about one day in three, on average, is a precipitation day.

Wind conditions should be acceptable.

### ■ Specific Comments

OCOG communication activities will be structured to take into account the need to illustrate environmental achievements and messages, and show what an Olympic Games can achieve for environmental protection and improved practices.

An interim figure of US\$ 20 million (depending on the technology to be used) has been set aside for decontamination and cleaning up of the Olympic Village site, containing some pollutants (primarily hydrocarbons and solvents). This figure will be reviewed following a necessary study of the soil and water on and around the site. The Commission noted the considerable size and complexity of this project.

## THEME 5: FINANCE

### ■ Budget Income and Expenditure

The Bid Committee presented a detailed budget analysis which provided the Commission with a great deal of specific information on both revenues and expenditure. The expenses in the budget were stated to be 20% higher than Sydney 2000 and 10% higher than Athens 2004.

The budget figure for ceremonies, including the Torch Relay, was explained, although the Commission believed this budget was quite low.

The contingency figure of US\$ 57.6 million contained a whole range of contingency assumptions over the budget but does not include the 10% contingency on construction expenditure.

### ■ Non-OCOG Budget

The non-OCOG infrastructure construction budget of US\$ 1.05 billion for the City and Region was stated to be reasonable in comparison with normal annual expenditure levels.

### ■ Specific Comments

Most of the revenues would be exempt from VAT but there would be a withholding tax of 5% on royalties due to the IOC as proposed by the French Authorities under the French/Swiss bilateral tax treaty. However, the high provision for VAT was a correct budget cost under current taxation law although the opportunity might exist in the future to change the VAT status of the OCOG which could have a substantial VAT advantage. These aspects appear to contradict each other. Total provision for taxes is US\$ 152 million of which VAT is US\$ 132 million.

An explanation was given on the business plan for the International Media Centre involving guarantees of availability by the owners and the conversion of the building from its present use as

a warehouse into much higher value use as offices after the Games.

The cash flow predictions would be achieved with bank borrowings until the substantial revenues were received in 2007 and 2008.

The Olympic Village construction project would be based on a private/public partnership with a controlling interest held by the State and the Region. Building would commence after private companies had tendered for different parts of the project. These private companies would then sell the buildings into the market after the Games. The OCOG will supervise the whole project.

While new taxes were a possibility before 2008, it was stressed by the Bid Committee that the Government commitment to ensure the proper hosting of the Games was a powerful guarantee.

The City of Paris had a budget for other cultural elements and to ensure the acceptable “Look of the Games”.

Guarantees from the State on any operational shortfall and from the City and the Region on capital projects provided underwriting for the budget.

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Overall, the Commission considered the OCOG budget to be detailed and sound. Firm Government backing includes a formal written guarantee by the Government, covering all commitments made and resultant obligations.

## THEME 6: MARKETING

The Bid Committee stated that the marketing budget had been prepared on a conservative basis and was based on the large French domestic market and 350 million people in the European area.

### ■ Joint Marketing Programme

The NOC / OCOG agreement was in place and the NOC confirmed that it was satisfied with the allocation to it of VIK under the contract. This is subject to further agreement with the IOC.

### ■ Billboards and Outdoor Advertising

The control of advertising space at airports, on city billboards and on city transport had been negotiated and agreed in principle.

### ■ Rights Protection

The preferred system of rights protection would be by an injunction – after access to a single judge with the power to act quickly.

### ■ Ticketing

Ticket sales revenue was budgeted on sales of 71% of the total seating capacity. 25% of tickets would be sold at the low end of the price range. 62% of total seats would be available to the public. The highest pricing of tickets for TOP sponsors was justified by the allocation of known location, high quality seats. It was pointed out that sponsors would wish to have the same range of ticket prices as the public.

### ■ Specific Comments

The licensing programme would consist of no more than 30–40 companies.

Services to media under rate card arrangements and sponsors under the IOC Hospitality Guide had been carefully budgeted.

The sale of rights to provide services at Olympic venues was questioned and an explanation was given that this would mainly involve catering. The Commission advised the Bid Committee that this was a very sensitive and troublesome area and it was agreed that this whole area of activity would be developed only with IOC co-operation.

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The Commission recognised the strength of the Paris marketing programme.

## THEMES 7 & 8: SPORTS & CONCEPT

### ■ Overall Concept

The overall concept combines well-known existing facilities and parklands with the creation of new sporting venues to leave a legacy in the city. The concept is centred on four zones. The Olympic Village is adjacent to the north eastern zone which includes the Olympic Stadium, and venues for 13 sports.

### ■ Distances

Sports involving 56% of athletes are claimed to be within 5 minutes travel time of the Olympic Village at Games time. The north eastern and southern zones are close to the City centre. The south western zone covers 13 sports within 13 to 18 km of the Olympic Village. The City Centre covers 4 sports within 8 to 10 km of the Olympic Village.

Sports more than 20 km from the Olympic Village are water polo (22 km), rowing, canoe-kayak sprint (24 km), baseball and softball (21 km). Sailing will be held in La Rochelle, one hour from Paris by air and football is planned in three stadia in Paris and in six other French cities (200–780 km). Transport for the Olympic Family is provided for.

Travel times, as stated in the bid document, will be difficult to achieve, despite the availability of dedicated Olympic lanes on some highways and roads. Nevertheless, actual travel times should still be reasonable.

### ■ Venues / Construction

39 venues will be used, of which 17 need to be built (9 permanent / 8 temporary). The OCOG budget supports 36% of the construction budget with 64% being supplied by the City and Regional authorities.

The Commission was confident that:

- the land, all in public ownership, will be made available by the City of Paris and the Ile de France Region
- the City of Paris and the Ile de France Region would provide the necessary financing
- OCOG would be responsible for the construction programme
- the completion of the sport competition venues will be on time (a construction schedule was requested and provided)
- OCOG has carefully budgeted all overlay costs (a detailed breakdown was provided).

Temporary venues have been planned to improve the concentration of venues and where after-Games use cannot justify a permanent venue. Although these re-usable venues could be moved to other sites in France, the Bid Committee wishes to make them available, free of charge, to developing countries as decided by the IOC.

### ■ Sport Issues

A detailed plan of training venues, with the majority within 12 km of the Olympic Village, has been proposed.

The OCOG would meet travel expenses to bring sailing and football athletes and officials to the Opening and Closing Ceremonies.

Public access and travel times for athletes to the Puisseux-en-France baseball and softball site will be difficult.

For equestrian events, agreements are in place with owners of venues – the City and the Region – and agreements will be put in place

with the managers of the venues to ensure no other equine activities at the venues.

## ■ Sport Experience

France has hosted many major international sporting events including the 1998 Football World Cup, with experienced National Federations and volunteers for all sports.

## ■ Legacy

The permanent venues to be built will provide a good legacy for French sport.

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The sports concept is sound, well planned, achievable and there is strong in-depth knowledge of sport and athlete needs, together with very good sports organisation experience.

## THEME 9: PARALYMPIC GAMES

### ■ Budget

The finance for the Paralympic Games is guaranteed by the Government.

Provision of approximately US\$ 3 million has been made for IPC revenue.

Costs associated with the transition of the venues from Olympic Games to Paralympic Games are included in the budget.

### ■ Sport

The sport concept and venues are satisfactory. Financial provision has been made for test events and plans are in hand by the member organisations of the National Paralympic Committee to organise a number of test events commencing with the IPC Athletics World Championships in 2002.

### ■ Marketing

It was confirmed that Paralympic marketing will be part of the OCOG organisation.

### ■ Organising Committee

The structure and organisation for Paralympics was confirmed as being contained within the OCOG organisation and there would be a Director for the Paralympic Games. The IPC would be included in the advisory group within the organisation.

### ■ Logistics

The Village for the Paralympics is to be divided into five zones: athletes, referees, volunteers, main personnel and the international area. Confirmation was given that both the athletes and international zones would be totally independent from the other zones with security provided.

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France is a leading nation in the development of sport for people with a disability and is well represented at international level. In administration and technical areas, France plays a significant international role.

The overall sports concept and the support services offered make the Paris bid attractive. France has the necessary integration with national sports organisations and technical expertise to ensure a successful Paralympic Games.

## THEME 10: OLYMPIC VILLAGE

### ■ Location

The Olympic Village will be constructed on a complex 50 hectare urban site within the north-eastern zone which is presently a relatively run-down housing and industrial area. The location will be close to venues for 13 sports including the Olympic Stadium.

### ■ Village Development

The accommodation will be in 8 storey and 4 storey buildings, and individual houses and will provide 5,100 beds in single rooms and 12,200 beds in double rooms, a total of 17,300 including a contingency of 1,300. As it is a long narrow site (1.8 km), there will be three entrances, the main one at the international zone at the southern end. The surrounding areas would continue to contain light industrial properties and public housing and there is a canal on the east side of the Village and a stream on the north side.

Although the accommodation would be in buildings of varying styles and heights, the standard of the accommodation during the Games would be similar.

The system of land expropriation involved the establishment of a “Public Interest” applicant which had an accelerated legal route to follow to obtain the land. It was claimed that 95% of the land – and owners and occupants – had been identified and that this process would be completed by July 2003. There is a guarantee of completion from the Government.

The actual construction would be carried out by a public/private partnership with private contractors being approved after a tender process.

### ■ Village Organisation

There will be public transport connections and shuttle bus arrangements.



The international zone appeared small in area but would consist of high-rise buildings with car parking underground.

The proposed tramway would run along the main street on a north/south axis. A shuttle system would work on an east/west axis and the maximum walking distance was claimed to be 100 m. Some athletes would need to use both shuttle transport and tram to reach residences and leave the Village. This area of the village operation seemed to require more planning.

There was much discussion over the proposal to place the transport mall inside the Village. There is an existing bus depot on the site and this would be used for the Games but there would be complex access and security checks on a road outside the Village but leading to it. Further, there appears to be potential for congestion and access problems for buses entering and leaving the vicinity of the Village, causing increases in delays and uncertainties for athlete travel to venues spread across the city. This concept required revision.

## ■ Specific Comments

There will be a sub-village at La Rochelle for sailing and hotels for football venues outside Paris.

A breakdown of spaces for NOC accommodation for different sizes of delegations was provided but not specific dimensions.

The training facilities in the Village were recreational and for formal training. It was pointed out that this would cause accreditation problems for officials and might compromise the use of the other training sites.

It was confirmed that the OCOG would meet transport costs of NOC delegations including all equipment and horses.

Car parking for NOCs was not ideally located.

The Village will be surrounded by public housing and industrial units during the Games. The whole site creates security concerns which will involve additional security management procedures.

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The Village project is part of a much larger master plan development which has already received approval. This plan will proceed irrespective of the Games and it was stated that the decision for 2008 would accelerate the delivery of this particular site as the Olympic Village. It was clear that a great deal of preparatory work had been undertaken – including input from athletes – but not all of the issues had been fully identified, particularly in relation to transport, security, and training sites within the Village. There is a challenge in producing and operating an Olympic Village as part of an urban redevelopment in a City centre Games.



## **THEME 11: MEDICAL / HEALTH SERVICES**

There is a comprehensive health care system in the Ile de France Region with a combination of University hospitals, major public hospitals, the short stay emergency service and systems under the “Assistance publique”, all part of a national monitoring plan.

There will be a smoke free environment at all venues.

### **■ Olympic Family Health Care**

During the Games, the existing and experienced medical and paramedical services will help to provide 24 hour cover with medical teams at all venues. Three hospitals have been selected as Olympic hospitals, close to the north-east zone, the south-west zone and the Paris-Bercy multi-sport complex.

Medical expenses for the members of the Olympic Family will be borne during the Games. The OCOG insurance will cover the costs of treatment and repatriation, if necessary.

The medical budget of US\$ 4.2 million, considered low by the Commission, was justified by the Bid Committee by volunteers, staffing, the insurance coverage and the major Government support in staff being budgeted for elsewhere.

Foreign doctors with visiting teams will be entitled to practice with their teams in France at the Games and at test events.

### **■ Doping Control**

The accredited doping control laboratory will be staffed to ensure the necessary capacity to complete all of the tests to be taken prior to and during the period of the Games.

Paris would make proper provision for the WADA Independent Observers programme.

### **■ Equine Health**

Horses from the European Union can move freely into and from France. Those from other countries require prior authorisation.

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A high quality of medical services will be available for the public, and the Olympic Family, for a 2008 Games.

## THEME 12: SECURITY

### ■ Command / Composition of OCOG Security Department

The Games security system would be based on the State providing security in the City, on transport and at the Olympic sites with the OCOG co-ordinating the service at the sites. All necessary manpower, police and emergency services will be available with a clear single command centre under the single control of the Prefect of Police in Paris whose authority is extended to cover the whole region.

An explanation was given on the relationships between the national police, the military police (the gendarmerie) and the army.

### ■ Operations System / Personnel

The main police command post at the Olympic Village would be just outside the Village with the OCOG supervising the security system inside the residential zone.

Concern was expressed at the presence of buildings outside the Olympic Village on the eastern side which would have to be continuously checked, and a system of access control would have to be introduced for the residents in that area. But the presence of light industry, housing and a canal on the perimeter of the Village presents a significant security challenge.

There were adequate police reserves if required. Security is part of the Government responsibilities and will be provided by 41,000 police, 16,500 in fire services, 1,700 for first-aid and a reserve force of a further 15,000 people.

Over 8,000 additional staff would be recruited of which 3,000 would operate the surveillance systems at the entry points to venues. The remaining 5,000 would be volunteers. The emphasis would be on professional staff and police supervision.

OCOG will contribute to the cost of security by a convention to be signed with the State.

### ■ Terrorism

There have been no terrorism threats to any major sports events in France in the last 10 years. There is a unit with responsibility for terrorism intelligence.

## THEME 13: ACCOMMODATION

### ■ Capacity

The Bid Committee stated that:

“Ile de France is the region of the world that welcomes the highest number of visitors each year.” It offers 146,000 rooms within a radius of 50 km, of which 77,000 are within 5 km of the City centre.

### ■ Guarantees

At the time of the visit of the Commission, the Bid Committee has provided guarantees, signed by hotel owners, for 29,944 rooms.

The guarantees provided by hotel owners cover only about 45% of the capacity of those hotels, although the Bid Committee has assured the Commission that this percentage can be increased to meet Olympic Family needs.

### ■ Price

Prices for the rooms in hotels and Media Villages include breakfast and taxes. There is no minimum stay requested for hotel or village accommodation.

There is a maximum room rate of US\$ 450 to US\$ 600 for the Olympic Family in 2008 prices (1,936 rooms in 4 or 5 star hotels). There is a budget to subsidise any price and cost overruns. As for non-Olympic Family guests, the prices proposed for 1 to 5 star hotels from US\$ 55 to US\$ 635 were only an estimate, but the Bid Committee was confident that these prices will not be exceeded.

### ■ Media

The “Cité Universitaire” Media Village, in the southern zone, will accommodate 6,500 people, and will cost between US\$ 31 and US\$ 56 in 2008 prices, including breakfast.

A further 3,000 rooms could be available in new accommodation in the north eastern

zone but the form of this has not yet been determined.

The additional 7,500 rooms required for the media will be in hotels.

### ■ Specific Comments

All judges and referees will be accommodated in single rooms. The choice of hotels will be made in co-operation with the IFs.

No reservations have yet been made for football teams in each football venue but, according to the Bid Committee, this should not be an issue.

A homestay programme will be put in place for athlete family members.

The hotel reservation system provided by a booking agency will be self financing and the costs are included in the prices indicated.

“As” officials will be accommodated in hotels near the Olympic Village and sport venues.

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Paris accommodation arrangements are satisfactory covering all Olympic Family needs. The city has the required hotel capacity and all guarantees have been provided. The high cost of hotels may be an issue.

## THEME 14: TRANSPORT

### ■ Infrastructure / Public Transport

The population of the Paris region is 11 million and is likely to show only a modest population growth in the next 10 years of around 300,000 people, mostly in the suburban areas. Car usage was expected to decline by 3% in the region, and 5% in the city, by 2005.

The Paris transportation plan is based on capacity, a strategic plan and modern transport simulation systems. Paris can be reached easily by air, railway and road.

There is an extensive motorway network (600 km) in Paris which carries the admittedly dense road traffic. The Bid Committee stated that the anticipated decrease in normal traffic in the summer holidays will allow the system to absorb the increased Olympic traffic.

Spectators will travel by public transport; athletes and media by bus. There is an option to implement access control to the motorway network and improved access to the north-eastern zone is planned with a new railway station and a new tramway.

The rail link to the airport has a completion date of 2006. The complete linking of the A86 motorway will be finished in the same year.

### ■ Olympic Family

The transport budget has been based on the completeness of the network, the relatively short distances involved (2,000 buses needed but 4,000 buses provided for) and the number of volunteers, who are budget relieving.

There will be dedicated Olympic lanes on major roads with access controls on the "Périphérique" (Paris ring road).

It was confirmed that a dedicated bus would be provided for each team in team sports.

Free access is provided for accredited personnel to the public transport system including the high speed train service to La Rochelle or football venues outside Paris.

The proposed tramway in the Olympic Village will be restricted entirely to the residential zone.

### ■ Management

The Paris Autonomous Transport Authority would be closely involved in all transportation plans.

The police will have ultimate control of transport activities but the OCOG will establish a transport command centre to deliver the strategic transport plan.

A traffic management system (CIRIUS) has already been introduced in east Paris and will be in operation throughout the city by 2004. The Police have control of the "Boulevard Périphérique" by a system of video cameras, overhead electronic signs and by motorcycle police.

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The volume of traffic in Paris may create difficulties in achieving stated travel times. However, there is a sophisticated traffic management plan, modern existing infrastructure and many venues are located close to major transport links.

**THEME 15: TECHNOLOGY**

Paris and France have a modern technology structure and service system.

Technology systems will be adequate in 2008.

**THEME 16: COMMUNICATIONS AND MEDIA SERVICES****■ Concept & Communication**

From the public point of view, the communication philosophy is based on the Games being an integral part of a famous city which provides an enhanced intellectual and spiritual dimension.

**■ IBC / MPC**

The proposed “International Media Centre” (IBC and MPC) is an existing building which provides, on three levels, a large unified site. The space available will contain the MPC and the IBC with all necessary services. Television will have access points for Outside Broadcast vans with studio spaces available on the roof of the building in a newly constructed area. There are excellent rail links and the Centre will be the hub of the media bus transport system.

A private company would develop the “IMC” and the OCOG would rent the building although no final decision has been made on after Games use. There are substantial rental, fitting out and technology costs.

The building was guaranteed to be available and construction work would begin in 2004.

**■ Experience**

There is a great deal of broadcasting experience in France with particular reference to large sporting events.

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The Commission believes that Paris will deliver good media services and facilities in 2008.

## THEME 17: OLYMPISM AND CULTURE

### ■ Cultural Programme

Paris plans a wide cultural programme linking the general concept with different themes containing a “sports” link between them. The theme of “art for all” will be aimed at young artists all over the world.

### ■ Youth Camp

The Youth Camp is proposed for the “Ecole Normale Supérieure de Cachan” – 30 minutes from the Stade de France – a university campus with 4 participants per NOC. All costs will be covered by the OCOG and the young participants will attend some Olympic competitions.

## THEME 18: GUARANTEES

The required guarantees have been submitted and accepted.

## SUMMARY

The Bid Committee made a series of high quality presentations with the assistance of representatives of many of the key organisations which would be involved in a Paris Games, including Olympic athletes.

The bid attracts considerable support from athletes, the community and Government authorities.

The guarantees by the Government to ensure completion of the capital projects and the underwriting of any eventual operational loss are very strong.

The suggested sports venues are a well thought-out combination of the existing and famous – Stade de France, Roland Garros and Bercy – and these have been enhanced by the inclusion of City centre areas, venues and parklands which will assist the aim of hosting a “Games within a City”. The facilities are centred on four poles on the north-east, centre, south-west and southern zones of the City, in close proximity to the main ring road. The plans to use high quality temporary facilities for some sports and then dispose of the buildings reduces the risk of having to support sports stadiums which are not really needed after the Games.

One of the main legacies of a Paris Games would be the rejuvenation of a sector of the City in the St-Denis area close to the Stade de France. This area, which currently includes run-down housing and small industrial units plus a transport depot, would become the Olympic Village. The Commission recognises that an urban Olympic Village creates challenges in its planning, design, operation and security which have not been fully considered at this stage.

The Commission could travel around the city to the sites with ease but it is aware that, despite the

excellent road system in Paris, this can become rather congested. Plans are in place to ensure traffic management but the times suggested for travel to venues are optimistic.

The Paris OCOG is well financed. In addition, Paris has concluded a very detailed analysis of its budget for the Games which breaks down every item of income and expenditure. There is no concern regarding the financial viability of a Paris Games.

There are no significant security risks anticipated.

The Paralympic Games will be fully integrated.

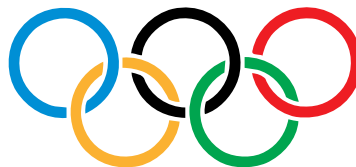
All holders of an Olympic identity and accreditation card who require a visa for France will receive their visas automatically. Nevertheless, the requirement for a visa appears to be in contradiction to the Olympic Charter.

Paris – as a major tourist destination – has all the necessary accommodation for the Games. However, hotel prices are high. The Media Villages offer good prices.



# TORONTO 2008

CANDIDATE CITY / VILLE CANDIDATE





## **THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS**

### **■ Political Structure**

Canada is a constitutional democracy with a federal system which gives considerable powers to the provincial governments. The Provincial Government of Ontario understands and accepts its considerable responsibility in regard to the bid.

National elections will take place in 2005, regional elections in 2004 and local elections in 2003 and 2006.

### **■ City**

Toronto, the capital of Ontario, has a population of 5 million (greater Toronto) and 2 million (within the City) and is the largest city in Canada and the fifth largest in North America.

Toronto is also the financial centre of Canada.

### **■ National Economy**

Canada has a large and stable economy with rising GDP and low inflation. An agreement had been reached with the relevant Trade Union to avoid strikes during the construction of the venues.

### **■ Support**

The Commission received very strong guarantees from the National and, in particular, the Provincial Government. There is also strong personal support from the Prime Minister of Canada, the Premier of Ontario and the Mayor of Toronto.

The wide ethnic, cultural and language diversity of the city's population was emphasised.

The Bid Committee claimed 90% public support in Canada. The IOC poll showed 71% support in Toronto and 67% support in Canada.

The Bid Committee provided information on support from and the involvement of the indigenous people in the bid process.

## THEME 2: LEGAL ASPECTS

The Commission received a presentation on legal matters with specific information as follows:

- all signatories were entitled to sign the relevant guarantees
- there exists no legislation which conflicts with the Olympic Movement Anti-Doping Code
- detailed papers were produced to expand on the system of land expropriation. 15% of the necessary land is not in public ownership and the expropriation procedures were regarded as satisfactory
- the future OCOG would contain strong representation from the Provincial Government with corresponding influence
- the possible change to the Host City Contract regarding new arrangements for Olympic broadcasting was noted.

## THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation & Visas

Government Agencies confirmed that entry to Canada would be permitted by the Olympic identity and accreditation card plus a valid passport.

Holders of the Olympic identity and accreditation card would be allowed multiple entries and this would apply to all categories of card holders.

The procedure to obtain the Olympic identity and accreditation card would be agreed with the OCOG but it was intended that this would not be a demanding process.

### ■ Work Permits

Employment authorisations would be permitted for people requiring to move to Canada to work before the Games.

### ■ Importation of Goods

Customs procedures would be facilitated for all personnel, horses, guide dogs, firearms, equipment in all categories and the appropriate remission orders would be obtained so that no customs duties would be levied on any goods imported to Canada on a temporary basis.

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The system proposed is the same as worked satisfactorily for the Sydney Olympic Games in Australia. The Commission recognised the professional quality of the presentation given and information received.

## **THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY**

### **■ Plans and Actions**

The Toronto bid's environment plan is comprehensive, integrating environmental considerations, management and actions across all aspects of operations.

The plan is centred on a compact "Olympic Waterfront" infrastructure project, featuring rehabilitation and redevelopment of a degraded and contaminated site. The natural mouth of the Don River will be re-established, and the construction project includes sustainable housing and ecological refurbishment of existing facilities. This project would be incorporated into an overall efficient, clean fuel transport plan designed to minimise pollution and greenhouse gas emissions. While much of the Waterfront plan is not Olympic-specific, the bid, and a 2008 Games, has been, and would be, a catalyst for the overall redevelopment project. The clean-up of the Waterfront area is on-going and locked into government spending and infrastructure plans.

Toronto has avoided development of environmentally sensitive areas, and plans buffers and enhancement projects to protect natural areas adjacent to planned venues.

The environment management system proposed minimises energy use and encourages the use of renewable resources and environmental construction methods and materials.

### **■ Air Quality**

There is a commitment to reduce high ozone levels by 50% by 2007, through emission controls and new transport infrastructure and plans.

### **■ Water**

Water quality at the swim leg of the triathlon is stated to be satisfactory.

### **■ Meteorology**

There appears to be acceptable average wind conditions at archery, rowing and canoe-kayak sprint venues along the Waterfront.

There are acceptable average temperatures (23° C at 15h00), and humidity levels (69% at 15h00) at Games time.

### **■ Specific Comments**

Overall, the plans for rehabilitation and redevelopment of the Waterfront represent a major improvement in urban environmental conditions, and revitalisation of the natural qualities of the area. The environmental programme is comprehensive and very well designed.

## THEME 5: FINANCE

### ■ Budget Income and Expenditure

After some discussion it was agreed that the budget as set out in the Candidature File had not, despite a request by the IOC, discounted revenues from TV rights sales and TOP sponsorship (excepting VIK amounts) to year 2000 levels.

The Bid Committee agreed to amend its budget accordingly, and submitted revised figures to the Commission during the visit.

Doubts were expressed about the provision for transport “equipment”. The Bid Committee expressed its confidence that the provision of US\$ 75 million would not be required. This was subsequently removed from the revised budget.

The OCOG will pay US\$ 116.7 million for rent and some services to the private developers of the Olympic Village.

All technology costs had been centralised in the budget (US\$ 322.5 million).

### ■ Specific Comments

Capital investments on each venue had been allocated on the basis of either permanent or temporary works e.g. the reduction in size of the Main Stadium to 20,000 seats after the Games produced a high “temporary” element.

Concerning NOC travel grants, it was confirmed that the cost of transportation of sports equipment and horses was not included in the OCOG budget.

The Media and Olympic Village construction plans were noted. The Commission was assured by the Premier of the Province that if construction by the private sector did not commence on schedule for the Olympic Village, the government would step in.

Cash flow would be covered for at least the first four years of the OCOG by a bank borrowing facility.

A detailed list of OCOG personnel was provided and concerns were raised about the costs involved in having too many staff and volunteers.

The Canadian experience of obtaining taxation remission orders from government was confirmed.

The City of Toronto was aware of the need for a budget to deal with the “Look of the Games”.

Some competition venues would be provided free of charge by their present owners and some would be rented.

The Province of Ontario has submitted guarantees providing underwriting of the budget.

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Overall, the Commission was uneasy about the manner in which the budget was produced and presented, and its structure. Potential pressures exist on both revenues and expenditure but the budget is nevertheless achievable.

## THEME 6: MARKETING

The revenue target from the local marketing programme is US\$ 334 million and the Bid Committee believe that this can be achieved while protecting the Olympic brand and providing a high standard of service to sponsors.

### ■ Joint Marketing Programme

There is a joint marketing programme agreed in principle with the Canadian Olympic Association, under which the COA will approve all contracts. This joint marketing programme is yet to be signed but this is anticipated by 31<sup>st</sup> March 2001. It is intended that all National Federations will participate. This will be subject to further agreement with the IOC.

### ■ Billboards and Outdoor Advertising

Billboard advertising is under discussion with written commitments to be confirmed covering the city, the airport and transport.

### ■ Rights Protection

There is clear legal protection of the Olympic marks in the name of the COA and plans are advanced to provide the necessary outdoor advertising controls. Rights protection is provided by injunctive relief or rights to seize products.

### ■ Ticketing

The ticket sale projections were noted to be modest at 60% with a special programme to provide 10% of available tickets for young people, at a low price across a range of all seating categories. The percentage of ticket sales in the revised budget was increased to 70%.

### ■ Specific Comments

There is a conflict with the present naming rights in some of the venues which requires resolution (e.g. the "Air Canada Centre").

Sponsor accommodation will be reviewed to provide more 4–5 star accommodation in the downtown area.

The proposed coin programme will have priority in Olympic year with the Royal Canadian Mint.

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The proposed Toronto marketing programme was regarded by the Commission as soundly based.

## THEMES 7 & 8: SPORTS & CONCEPT

### ■ Overall Concept

The Toronto sports concept is based on a compact sports venue plan which will contain 17 venues for 25 sports and the Olympic Village on the Toronto Waterfront. This 6 km long area will provide a significant sports legacy for the City for future generations.

### ■ Distances

The Bid Committee claimed that there will be a single Olympic Village – including competitors in football competitions – and great emphasis is placed on the very short travel times to each of the competition venues. However, accommodation in the form of a day village or hotel will be provided for athletes competing at distant venues.

85% of all athletes will utilise the 17 venues on the Toronto Waterfront.

Sports more than 20 km from the Olympic Village are: boxing (80 km); canoe-slalom (120 km); volleyball preliminaries (45 km); water polo preliminaries (29 km); baseball (Richmond Green 34 km); basketball (preliminaries – women – 41 km); mountain-bike (101 km); equestrian events (50 km) with all 3 disciplines on the one site; tennis (27 km); shooting – shotgun (60 km) with the main competition venue in Olympic Park; softball (59 km). Football will take place in 6 stadia – Olympic Stadium, 4 sites close to Toronto (27–80 km) and 1 in Ottawa (426 km).

Travel times as stated appear achievable.

### ■ Venues / Construction

In total, 35 venues will be used of which 14 venues already exist, 12 require some upgrading and 9 require new construction.

The Commission was satisfied that the responsibility for construction of new sports venues and overlay was clearly defined and construction is achievable in terms of design, cost and completion dates.

The cost of Olympic overlay in the Olympic Stadium appears excessive but it was explained that the stadium would be reduced to 20,000 seats after the Games. The 80,000 seat stadium has no valid post Games use, thus the reduction strategy provides a better legacy.

### ■ Sport Issues

The Bid Committee has a detailed plan of training venues within 30 minutes travel time from the Olympic Village.

There will be training sites for rowing and canoe-kayak sprint adjacent to the Olympic Village.

The daily changeover from basketball to volleyball and vice-versa in the Air Canada Centre will pose no problem.

Consideration would be given to a larger capacity venue for women's basketball.

### ■ Sport Experience

Canada has experience in hosting large scale international sports, as well as multi-sport events and have a large number of experienced people including volunteers to ensure good organisation of all sports.

### ■ Legacy

The use of the existing and sport specific venues will ensure a real legacy for sport.

The sports concept is sound, well planned and viable. There is major involvement of athletes in all phases of the organisation and strong sport experience.

## THEME 9: PARALYMPIC GAMES

### ■ Budget

The budget is heavily dependent on a strong well-planned sponsorship programme which represents 60% of the required revenue. However, in the event of a marketing shortfall there is government provision to cover up to US\$ 30.9 million, with the OCOG making a further provision for US\$ 28 million. The budget is not totally guaranteed.

Confirmation was given that the budget covered team travel, registration fees and transport of equipment.

### ■ Sport

The sport concept and venues are satisfactory. The need for training of officials and classifiers was acknowledged, particularly for non Olympic sports.

Suitably trained horses will be provided for the equestrian events.

Test events would be included in the Olympic sports test events programme. For the non-Olympic sports of boccia, wheelchair rugby, powerlifting and goalball, special arrangements would be made.

### ■ Marketing

There would be a joint marketing programme with the OCOG but the Paralympic Organising Committee will also have its own sponsorship / fundraising programme which will target manufacturers and suppliers specific to providing goods and services in the disability area and traditional revenue raising programmes. The Commission recognised that mixing a joint Olympic / Paralympic marketing programme with the addition of a separate Paralympic programme will cause potential problems of ambush marketing and competition for revenue.

### ■ Organising Committee

There would be a separate Organising Committee for the Paralympic Games.

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The Commission recognised the strong background and leading role of Canada in sport for people with a disability. Canada has fully integrated its disability sports with the national sports organisations.

The lack of a total government guarantee for the Paralympic Games finances is of concern to the Commission, particularly in view of the heavy dependency on marketing by the Paralympic Committee.

The sports concept is sound. The integration with national sports organisation along with the “compact concept” makes the overall Paralympic Games programme very attractive for the athletes.



## THEME 10: OLYMPIC VILLAGE

### ■ Location

The Olympic Village will be built on a 30 hectare site which is presently in public ownership on the Toronto Waterfront close to the Olympic Stadium and a number of other competition venues.

### ■ Village Development

Design is based on 6 storey-high studio apartments, town houses and 6 storey garden apartments. The quality of the construction will mean sufficient insulation from noise at the regatta course and the Olympic Stadium.

The Village will be designed and built and pre-sold to individual purchasers (but not occupied) before the Games. The estimated completion date is January 2008 and the budget contains a figure for rent to hold the Village for the OCOG throughout the Games with the developer retaining control of the project to ensure delivery and services. After the Games internal alterations will take place and the Village will become a residential suburb.

### ■ Village Organisation

The Village will have 16,960 beds (including a 6% contingency), close to 25 competition venues and beside a secure beach and recreational area for use by athletes.

Security will be comprehensive (with 24 hour marine security) and the Village will be private and safe. There will be secure access for athletes to the main stadium, swimming complex and other venues. Athletes can either walk or take dedicated transport. Spectators will have access to "Olympic Park" via public transport and will be kept separate from athletes.

### ■ Specific Comments

The transport arrangements have been designed to be close to access points in the Village. The

island airport close to the Olympic Village will be closed, except for emergencies.

Ottawa accommodation for football will be a hotel. Competition venues more than one hour from the Village will have appropriate rest facilities for the athletes.

The Commission noted that the OCOG budget includes the cost of travel for NOC delegations but not horses, boats and other sport equipment.

The Bid Committee claim that all athletes would stay in the Village appeared unlikely as some venues were considerable distances from the Village.

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The Waterfront site provides Toronto with the opportunity to create an excellent Olympic Village.



## **THEME 11: MEDICAL / HEALTH SERVICES**

There is a well-developed health care system in Canada and medical arrangements for the Games will be guaranteed by the Ministry of Health.

There will be a smoke free environment at all venues.

### **■ Olympic Family Health Care**

Two hospitals with a total of 1,505 beds have been designated as Olympic Family hospitals, one of which is designated as a trauma centre.

Doctors from other countries will be entitled and licensed to provide medical services to their own teams without legislation.

Members of the Olympic Family will receive free medical care and the insurance cover stated in the Candidature File will cover repatriation of athletes and others to their home countries.

### **■ Doping Control**

The doping control laboratory, an extension of the IOC-approved Montreal laboratory, will be established within the City of Toronto. The laboratory will have sufficient capacity and should obtain ISO approval.

The Independent Observer Programme of the World Anti-Doping Agency would be accepted and facilitated.

### **■ Equine Health**

The decision on importation procedures for horses will be made by the Federal Government Veterinary Authorities and not the Provincial Government. It was clarified that the Sydney model for dealing with Piroplasmosis would be adapted.

A high level of medical services will be available for the public and the Olympic Family for a 2008 Games.

**THEME 12: SECURITY****■ Command / Composition of OCOG Security Department**

A Safety and Security Command Group comprises City, Provincial and Federal police and all other interested parties including the emergency services and Government. An unified command structure will operate from an operational control centre, located in the same place as the Transport Control Centre.

The Safety and Security Command Group (SSCG) will have absolute control and responsibility for all security matters in a transparent manner.

**■ Operations System / Personnel**

A security commander will be allocated to each venue. There will be particular enhancement of security measures at the Olympic Village. Some contract security forces will be used but mainly in screening and crowd control. Details were provided on the range of levels of security to be provided across the Waterfront area.

The 6,000 fully trained police will be part of the security total of 14,000 and will be strategically allocated to oversee the police and civilian volunteer element of 8,000 personnel who have relevant experience in security matters.

**■ Terrorism**

No terrorism risk appears to exist in Toronto.

**THEME 13: ACCOMMODATION****■ Capacity**

Hotel accommodation in Toronto is extensive with more than 45,000 rooms close to the majority of sports venues and 75,000 rooms in a radius of 100 km. Cruise ships may also be used providing 3,600 rooms.

**■ Guarantees**

The bid has provided guarantees for 34,000 rooms in 2 to 5 star hotels, with a comprehensive allotment for the different requirements of the Olympic Family, media and sponsors. For sponsors the need for 4–5 star hotel rooms will be greater than proposed.

**■ Price**

There are no price control laws in Canada or Ontario. To avoid uncertainty in 2008, the Bid Committee has reached an agreement with hotel owners for a price structure based on 1999 convention hotel rates in Canadian dollars with an annual inflation rate of 7% and conversion for budget purposes to US dollars. This is a good system to avoid unknown costs to visitors.

1,800 rooms have been proposed in two hotels for the Olympic Family at US\$ 150 for single and US\$ 200 for double occupancy, including all taxes and breakfast.

The rates proposed for other rooms are between US\$ 145 to US\$ 495, for 3 to 5 star hotels including taxes but not breakfast.

A minimum stay has not yet been defined with the hotel owners.

**■ Media**

The media will be accommodated in a 3-star hotel equivalent Village of 6,000 rooms at US\$ 195 for single and US\$ 225 for double occupancy (including taxes and breakfast) and in hotels

distributed around the city at a range of US\$ 145 to US\$ 333.

The construction of the Media Village will be by a private developer, with a scheduled completion date two months prior to the Games. There will be no minimum stay conditions in media accommodation and breakfast is included in the Media Village rate.

### ■ Specific Comments

IFs will be offered a choice of 2 to 5 star hotels and international judges and referees will be accommodated close to their venues in single rooms including breakfast.

The US\$ 125 to US\$ 165 rate for “As” officials at the University of Toronto (close to the Olympic Village) will include taxes and breakfast.

There will be sufficient homestay opportunities for visitors.

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The arrangements are satisfactory covering all Olympic needs, with a strong price guarantee in 2008 prices.

## THEME 14: TRANSPORT

### ■ Infrastructure / Public Transport

The Greater Toronto Area has a population of 5 million and has an excellent transport infrastructure which is based on Pearson International Airport (50 million passengers per annum), an extensive commuter bus and rail network (40 million passengers per annum with a 50% increase planned) and a large motorway network which is also due for expansion.

Spectator transport will be based on the expanded railway network, a fleet of 2,500 buses and all ticket holders will be entitled to free transport to the competition venues.

The non-OCOG budget included road extensions as part of the Waterfront plan, additional platforms at Union Station, the new Railway Station at Waterfront east; roads in “Olympic Park”, plus a current US\$ 3 billion expansion of Pearson Airport.

### ■ Olympic Family

Athlete transport will be co-ordinated from the airport to the Olympic Village with a shuttle system in the Village and dedicated team buses where required.

A ferry service to the “Olympic Park” has been proposed.

### ■ Management

An Olympic Transport Masterplan will be created to control all vehicle transport and provide Olympic lanes.

The OCOG will have ultimate control of the transport authority with powers to take all necessary decisions. If necessary, legislation would be passed to ensure this control.

To provide a transportation test, efforts would be made to cluster a number of test events in 2007, combined with other major public events.

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There are a number of venues outside Toronto which require considerable travel times from the Olympic Village. As the Waterfront area will have high crowd and logistic demands placed upon it, an effective operational and crowd management plan will be essential. However, the Commission is confident Olympic transport requirements can be met.

## THEME 15: TECHNOLOGY

Toronto and Canada have a modern technology structure and service system.

Technology systems will be adequate in 2008.

## **THEME 16: COMMUNICATIONS AND MEDIA SERVICES**

### ■ **Concept & Communication**

The communication strategy is based on the diversity and multi-lingual society of Toronto with the bid being endorsed by over 160 different organisations.

### ■ **IBC / MPC**

The IBC will be in a new television and film facility at the Waterfront. The MPC is located in the Toronto Convention Centre and both media centres will be close to one another and to the majority of the venues. The necessary satellite and fibre optic connections already exist in the proposed MPC and will also be provided in the IBC.

### ■ **Experience**

There is a great deal of broadcasting experience of large sports events in Canada.

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The Commission believes that Toronto will deliver good media services and facilities in 2008.

## **THEME 17: OLYMPIISM AND CULTURE**

### ■ **Cultural Programme**

The arts Community in Toronto presented the cultural programme to be put in place leading up to and during 2008.

The programme is based on a “Global Village” theme highlighting the multi-cultural nature of the city and incorporating the Aboriginal Nations of the Great Lakes Region. The Bid Committee has an impressive athlete ambassador programme.

### ■ **Youth Camp**

The Youth Camp would feature accommodation at 2 venues at the Universities of Guelph (urban) and Trent (outlying). The camp would accommodate 2 persons per NOC with accommodation and food costs covered by the OCOG.

**THEME 18: GUARANTEES**

Required guarantees have been received and accepted.

**SUMMARY**

The presentations made to the Commission were comprehensive and the presenters represented a range of different authorities, all with relevance to the organisation of the Games. There is considerable support from the public and Government authorities and the involvement of Olympic athletes in all aspects of the bid was impressive. The bid included multi-cultural and indigenous aspects of the Toronto population.

The bid has a well constructed sports concept based on the proximity of many competition venues to the proposed Olympic Village. This offers a compact location for venues on the Toronto Waterfront involving 85% of the athletes. The area includes an undeveloped piece of land as the site for some venues, the Olympic Village, and the IBC. The Media Village is only a few hundred meters away. The Commission noted the unique nature of the compact sport concept, but travel times for some outlying venues are lengthy. There is a considerable legacy element in the sports concept.

A major Canadian construction company has won the tender to build the sports venues and offers an insurance-based “surety” of completion.

Public transport is efficient and the planned developments of new roads and railway stations should ease traffic flow during the Games.

While the OCOG budget presented to the Commission needed to be re-based to provide figures equivalent to other cities, the overall financial plan is achievable. The structure of the bid contains a large element of private sector investment but the Province of Ontario, in particular, has offered substantial guarantees to underwrite any operational shortfall and,

if necessary, to undertake the construction of the Olympic Village.

Canada has an excellent tradition in sport for people with a disability and the Paralympic sports plan integrates venues and technical aspects. The plans to establish a separate Organising Committee for the Paralympics and the complex marketing arrangements are a concern.

There are no significant security risks anticipated.

All accommodation guarantees were provided with fixed prices for 2008.

The environmental rehabilitation, revitalisation and development plans for the Waterfront site have brought together an alliance of National, Provincial and City governments and will provide a significant legacy for the City.





## **THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS**

### **■ Political Structure**

A clear explanation was given of the structure of national and regional government setting out the roles of autonomous regions and provinces. Beijing, as the capital city, has a higher status than a normal province. The Beijing Municipal Government provides state administration at local level. The political system is classed as “working for China”.

There is strong central government control in all sectors. This could be expected to prevail in respect to an Olympic Games and associated developments and activities.

National and local elections will take place in early 2003 and early 2008.

### **■ City**

Beijing has approximately 12 million inhabitants. The City of Beijing anticipates considerable population growth and the GDP of the City is expected to double by 2010.

### **■ National Economy**

The GDP average annual growth rate during the past 10 years has been approximately 10%. Inflation is predicted to average 1.7% per annum over the next 7 years. Foreign trade grew from US\$ 117 billion in 1990 to US\$ 474 billion in 2000. China is now Japan’s second largest trading partner, and the fourth largest trading partner of both the USA and the European Union.

Impending membership of the World Trade Organisation will result in some changes in economic circumstances, e.g. a reduced trade surplus, and the currency may become convertible but with the likelihood of a fixed exchange rate to the US dollar.

### **■ Support**

There is very strong support from national and local levels of government as shown by the financial guarantee provided jointly by the Chinese Central and Beijing Municipal governments guaranteeing the funding of any shortfall, the construction of infrastructure and venues and working capital for the OCOG. The Commission also received strong personal assurances of support from the President of China and the Mayor of Beijing.

The Bid Committee claimed 95% public support. The IOC poll showed 96% support in Beijing and other urban areas.

## THEME 2: LEGAL ASPECTS

The Commission received information on the legal system in China with particular reference to the validity of the guarantees contained in the Candidature File and the complex question of the enforcement of sponsorship and other rights granted by the IOC or the OCOG.

A number of points were resolved:

- assurances were given that all the signatories were entitled to sign the relevant guarantees
- a strong statement was made to the effect that the 1995 Sport Law in China incorporated into its provisions the Olympic Movement Anti-Doping Code and that there were no legal conflicts
- no other regional or local authority guarantees are required
- the possible change to the Host City Contract regarding new arrangements for Olympic Broadcasting was accepted
- the OCOG would be an independent legal entity for the required period of time, supported by the Government. The Mayor of Beijing will be the President of the OCOG.

## THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation & Visas

The provision of multiple access visas for those people who might require regular access in the years before the Games (including test event arrangements) would be available. Entry to China would be permitted with the Olympic identity and accreditation card.

### ■ Work Permits

Any work permits would be provided.

### ■ Importation of Goods

The importation of all necessary goods and services for the conduct of the Games including all media equipment is guaranteed. The necessary regulations for the importing of firearms including those involved in VIP security would be adopted.

## THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY

### ■ Plans and Actions

The centrepieces of the overall environmental plans and policies are:

- the Beijing Sustainable Development plan (1998–2007), costing US\$ 12.2 billion, (US\$ 3.6 billion already spent) including 20 key projects and a number of anti-pollution measures, such as removal or alteration of factories, conversion of businesses from coal to gas, and planting of trees
- the “Olympic Green” project incorporating 14 venues, the Olympic Village, and the 760 hectare “Forest Park”.

The Bid Committee claims the Beijing and OCOG environmental plans and actions will leave “the greatest Olympic Games environmental legacy ever”.

Initial environmental impact assessments (EIAs) have been conducted, and detailed EIAs will be done for all venues.

The OCOG will have a budget of US\$ 118 million for Games environmental measures, spread across budgets of relevant departments. In accordance with this, environmental personnel, considerations and policies will be integrated into all departments and operations of the OCOG.

There will be a comprehensive environmental education programme.

### ■ Air and Water Quality

Air and water quality is expected to be within WHO standards at all venues, and in Beijing generally.

### ■ Meteorology

Average wind gust conditions at relevant venues (rowing, canoe-kayak sprint and archery in particular) are within acceptable levels.

The Bid Committee had recommended hosting the Games in cooler, drier September, but Beijing’s average temperatures (e.g. 29° C at 15h00) and humidity levels (e.g. 67% at 15h00) and precipitation days (about 1 day in 3) at proposed Games time are considered acceptable.

### ■ Specific Comments

Although many of the plans are not Olympic specific, the bid has provided and a Beijing Games would provide, an impetus and a catalyst for many measures, and their timing. The Beijing Municipal Government is committed to greatly reducing the pollution levels of Beijing, increasing environmental areas and protection, introducing environmental technology and controls, such as transport emission measures, and increasing sewerage treatment.

Beijing currently faces a number of environmental pressures and issues, particularly air pollution. However, it has an ambitious set of plans and actions designed and comprehensive enough to greatly improve overall environmental conditions. These plans and actions will require a significant effort and financial investment. The result would be a major environmental legacy for Beijing from the Olympic Games, which includes increased environmental awareness among the population.

## THEME 5: FINANCE

### ■ Budget Income and Expenditure

The operational budget – as presented – appears reasonable.

The expenditures might also be regarded as slightly conservative but this view is balanced by the inclusion of a US\$ 50 million contingency.

The Commission dealt with a number of detailed cost items covering, among others, taxation, disposal of assets, subsidies, OCOG capital investment, technology costs in the Village, administration and cash flows.

### ■ Non-OCOG Budget

The non-OCOG budget covering environmental development, roads and railways, airport and venue and village costs is very large at US\$ 14.256 billion. Guarantees have been received from national and municipal authorities and this targeted programme is due for completion before the Games. It is difficult to analyse exactly what percentage of this large element of public expenditure is Games-specific, and how much would occur irrespective of the result of the bid, as part of scheduled plans and spending.

### ■ Specific Comments

The Beijing bid budget appears to have been prepared on the basis of conservative revenue assumptions.

The Bid Committee has provided a comprehensive analysis of its budget across all areas of Olympic operations and this analysis has allowed the Commission to identify different areas of expenses which are grouped together in the budget but which are allocated across different expenditure heads.

The Government has submitted guarantees providing underwriting of the budget.

The Commission noted the amount of detailed preparatory work carried out in the preparation of the theme.

The Commission is confident that the comprehensive Government involvement and underwriting for all OCOG and non-OCOG financial aspects of the bid mean the budgets are fundamentally sound.

## THEME 6: MARKETING

The Commission understands that a major opportunity exists to create a strong marketing programme which will enhance the Olympic brand. 42% of the revenue budget will come from local sponsorship, licensing, official suppliers, coins and philately, lotteries, ticket sales, donations, disposal of assets and others.

The anticipated revenue from local sponsorships and suppliers of US\$ 150 million was regarded as modest given the size of the market.

### ■ Joint Marketing Programme

A signed agreement between the NOC and the Bid Committee on a joint marketing programme was noted. This is subject to further agreement with the IOC.

### ■ Billboards and Outdoor Advertising

Control of advertising space in and above Beijing was guaranteed.

### ■ Rights Protection

Both the Olympic and Bid Committee marks have been properly registered. Enforcement of rights is normally dealt with by administrative regulations under the State Administration for Industry and Commerce (SAIC). The SAIC has powers to seize property and to insist that ambush marketing should cease immediately.

### ■ Ticketing

A statement on ticket prices was supplied indicating Opening Ceremony premium ticket prices at up to US\$ 1,000. Overall, the ticketing projections are based on making tickets available at reasonable prices to the maximum number of spectators from China.

### ■ Specific Comments

The necessary governmental approval has been obtained to run an Olympic lottery designed

to produce around US\$ 26 million per year (US\$ 180 million in total).

The main Hospitality Village will be an open-plan construction rather than the high-rise construction shown in the Candidature File.

A coin programme has been authorised by the Bank of China and will be conducted by an experienced agency.

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The Commission had no particular concerns regarding this marketing plan.

## THEMES 7 & 8: SPORTS & CONCEPT

### ■ Overall Concept

The concept and design of the bid is centred on the “Olympic Green” area to the north of the city centre. This site – much of which has remained reserved for sport since 1992 – will contain the Olympic Village and venues for 15 sports, including the Olympic Stadium.

### ■ Distances

Some 56% of the athletes will compete in the 14 venues of the “Olympic Green”, adjacent to the Olympic Village.

The other venues are located around the University area and the Western Community area covering 4 sports each within 3 to 12 km and 18 to 25 km respectively. Sports more than 20 km from the Olympic Village are mountain bike, track cycling (23 km), road cycling (25 km), equestrian (34 km), rowing and canoe-kayak (36 km).

Sailing will be held in Qingdao City (on the east coast 690 km from Beijing) and football will be held in Beijing (3 stadia) and 4 other cities (120–1,078 km). Transport for the Olympic Family is provided.

The travel times stated in the bid documents between the Olympic Village and the sports venues in Beijing are achievable, based on a well co-ordinated and managed transport strategy.

### ■ Venues / Construction

37 venues will be used of which 22 are to be built.

All of the necessary land is in public ownership with only 4 sites to be finalised (by July 2001) for land procurement.

The presence of senior planners from the Beijing Municipality on the Bid Committee / OCOG will ease planning issues.

The necessary finance from both private investors and public authorities will be forthcoming (with an underlying Government guarantee) and the total costs are well within recent public expenditures experience in Beijing.

The establishment of a construction control department in the OCOG will ensure completion of projects on time including Olympic overlay and additional works, overall cost and quality control.

The timetables and capacity to complete venue construction by the end of 2006 are attainable (having reviewed planning issues) and will allow for a full programme of test events, based on the construction schedule provided.

### ■ Sport Experience

China has experience in hosting major international and multi-sport events. The Bid Committee, in recognising limited experience in some sports, confirmed it would conduct a training programme involving international expertise and host major sporting events in the years leading to the Olympic Games.

### ■ Sport Issues

The Commission, in recognising the IF approvals for all sites and conditions, reached the following conclusions:

Handball:

- The plan by IHF to commence competition one day before the Olympic Games Opening Ceremony is contrary to the spirit of the Olympic Charter and should be reviewed.

Mountain bike cycling:

- The UCI approved course in the Western Community at Laoshan, adjacent to the velodrome site appears suitable in most respects, particularly as a legacy for Chinese cycling. The more recent UCI suggestion for

use of an alternative site at Badachu should be reviewed because of the relative remoteness and non-suitability in respect of spectators, broadcasting and press.

#### Triathlon:

- A review should take place if the bid is successful to relocate the swimming course and swimming / cycle transition zone from Yuyuantan Park to the much closer lake with much closer proximity to the cycle/run transition zone at the Forbidden City. The move would appear to be more beneficial to press, broadcasters, Olympic Family guests, athletes and spectators.

#### Beach volleyball:

- The concerns of the Bid Committee were noted regarding potential traffic and transport difficulties for athletes, Olympic Family and spectators in using a very high profile public site in the centre of the city. The Commission was of the view that the Zhadyan Park site proposed by the Bid Committee was preferable, noting that it would provide a legacy for the sport. The Commission took the view that the Tian'anmen Square site was inappropriate.

The Bid Committee gave detailed guarantees that costs would be met for all inter-city travel, plus attendance at the Opening and Closing Ceremonies for athletes and officials whose competition venue is outside Beijing.

The Bid Committee confirmed it would establish a site by July 2004 at the sailing marina to accommodate NOC sailing containers, equipment and boats with a direct shipment from Athens to Qingdao.

#### ■ Legacy

There is acknowledgement that there exists a large legacy for Chinese sport and the City and its citizens from the venues and infrastructure

improvements. China should benefit in those sports that are currently less developed, by the Olympic Games opportunity and exposure.

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The overall concept is sound and well planned. Although the construction programme is large, it appears to be achievable.

The compact venue plan and traffic management should enable athletes / Olympic Family to reach these venues within the stated times.



## THEME 9: PARALYMPIC GAMES

### ■ Budget

The budget is guaranteed by the Government.

There is acceptance of IPC policy that no registration fees be paid.

Travel costs for athletes and equipment are not included in the budget but the Bid Committee agreed that if this is specified in the IOC/IPC agreement, then these costs will be met.

### ■ Sport

The sport concept is satisfactory. 19 sports will use the Olympic facilities of which 12 are situated in the “Olympic Green” with very short travel distances to the Village (sailing to be held in Qingdao).

Training of technical officials for all sports with an emphasis on those sports which are not practised in China will be organised, e.g. boccia, rugby and goalball.

There will be some Paralympic test events.

Horses for equestrian events will be provided, or failing that, the OCOG will consider the possibility of meeting transportation costs for competitors’ horses.

### ■ Marketing

Revenue figures are conservative estimates of additional income from ticketing, marketing and television and the Bid Committee takes the view that promotion of sports for people with a disability has a higher priority than revenue generation.

### ■ Organising Committee

The OCOG will have operational control of the Paralympics. There will be a Paralympic department within the OCOG.

There is a need to train technical officials, particularly in the area of non-Olympic sports which are not practised in China.

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For Olympic sports in the Paralympic programme, there is sound integration between the Paralympic sports and the national sports organisation.

The financial resources committed together with a high level of planning of support services clearly demonstrate that Beijing will have the necessary organisation and infrastructure to conduct a successful Paralympic Games.



## THEME 10: OLYMPIC VILLAGE

### ■ Location

The Olympic Village will be constructed on 80 hectares of land within the “Olympic Green” which contains 15 sports including the Olympic Stadium. The venue is regarded as being central to the competition venues, the airport, the city centre and historical sites.

### ■ Village Development

The land for the Village is in public ownership and the construction timetable begins in 2005 with favourable terms offered to the selected developers. After the Games, the units will be sold.

Accommodation will be in 5–6 storey buildings with one elevator for 2 units (16 athletes). Apartments will have 2–4 bedrooms (50% single rooms and 50% double rooms) with a total capacity of 17,600 beds (including a 10% contingency).

The planned space per athlete is higher than IOC minimum guidelines and the plans for the inclusion of technology are ambitious. Conversion to Paralympic use appears acceptable.

The Commission received a guarantee that the planning process will include the removal or underground replacement of overhead electricity cables.

### ■ Village Organisation

The Commission believes that alterations will have to be made to the location of the transport mall and dining facilities.

### ■ Specific Comments

The proposed accommodation for sailing and football will be 4 star quality hotels with appropriate security.

The Bid Committee provided a detailed specification to meet NOC travel grants and the costs of the transport of horses and equipment.

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The overall Village concept was regarded by the Commission as comprehensive and well thought-out with a high level of services for the athletes.

## THEME 11: MEDICAL / HEALTH SERVICES

The medical plans for the Games include an overall investment of US\$ 400 million to improve healthcare facilities, with a new 3,000 bed General Hospital to be built near the Olympic Village (completion date 2004).

There will be a smoke free environment at all venues.

### ■ Olympic Family Health Care

There will be 10 hospitals close to the competition venues and proposed Olympic Family hotels, designated as Olympic hospitals. Competition venues outside Beijing will have similar medical cover.

Medical services will be free of charge, including emergency patient repatriation, if necessary. Each competition venue will contain a medical or first-aid station with a fully equipped and staffed polyclinic in the Village.

Doctors with NOC teams will be able to treat their own team members without any requirement to hold a licence from Chinese Health Authorities.

### ■ Doping Control

The accredited doping control laboratory is situated close to the major group of sports facilities and will have the capacity to handle all necessary sample testing.

The Bid Committee will accept and facilitate the Independent Observer programme of the World Anti-Doping Agency.

### ■ Equine Health

There are difficulties in providing proper equine quarantine measures to satisfy OIE

(Office International des Epizooties) and European Union regulations including re-exporting of horses.

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A high level of medical services for the public, and the Olympic Family, will be available for a 2008 Games.

## THEME 12: SECURITY

### ■ Command / Composition of OCOG Security Department

The overall security plans involve a number of different organisations with responsibility for some aspects of security matters.

The security operation will have a unified control structure.

### ■ Operations system / Personnel

Security personnel will total 80,000, of whom 50,000 are volunteers. The OCOG will have a Security Commission which will consist of representatives of the Ministry of Public Security, the Beijing Public Security Bureau and the Armed Police Forces. The Commission will operate under the Minister of Public Security.

### ■ Terrorism

There appeared to be no terrorist risk in Beijing.

## THEME 13: ACCOMMODATION

### ■ Capacity

The accommodation options in Beijing are extensive and offer around 85,000 hotel rooms. Present growth rates indicate a total of 130,000 rooms by 2008.

### ■ Guarantees

Individual guarantees have been signed with the required number of hotels to provide 22,300 rooms, almost all of which are located within a radius of 10 km of the City Centre with a comprehensive allotment for the different requirements of the Olympic Family, media and sponsors.

### ■ Price

There is a law in China for price control. To avoid uncertainty, the Bid Committee has proposed for the Olympic Family a guaranteed maximum rate in 2008 based on an assumed annual price increase of 6% and based on a range of US\$ 120–340 including breakfast, service charges and taxes. A specific price of US\$ 200 is guaranteed for IOC members and IF and NOC Presidents and Secretary Generals.

All proposed hotel prices include breakfast and taxes.

Guarantees were obtained in regard to subsidies for any price and cost overruns.

A minimum stay of between one week and 10 days has been requested by hotels.

### ■ Media

The media will be accommodated in a 10,000 room Village, close to the Olympic Village (cost US\$ 100–160 per day including breakfast and taxes) with the remainder accommodated in hotels.

### ■ Specific Comments

Refurbishment of 3 star hotels should be completed close to the time of the Games.

IFs will be offered a choice of hotels. International judges and referees will be accommodated in single rooms in 3–4 star hotels close to their venues.

The US\$ 150 for “As” accommodation will also include taxes and breakfast.

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The overall accommodation proposal is satisfactory. It covers all Olympic needs and gives good guarantees in terms of room prices and bookings.

## THEME 14: TRANSPORT

### ■ Infrastructure / Public Transport

Beijing currently has a population of 12 million with considerable growth anticipated in terms of both population and car ownership in the city by 2008.

The transport infrastructure will be developed over the next 7 years under municipal plans which include a third runway and an additional terminal for the modern airport close to the city. 8 main rail lines lead into the City from other provinces. There are 4 ring roads encircling the city centre, plus 11 main highways. Roadway construction of up to 228 km of new roads, including the 5<sup>th</sup> ring road which will link many venues, is planned. Five metro lines are planned, in addition to the 2 existing lines.

There is a very substantial non-OCOG transport budget (US\$ 3.7 billion). All projects in this budget are in the 10<sup>th</sup>, five year City Plan, which has been approved by the Beijing Municipal Government.

### ■ Olympic Family

Access to venues is planned through the 4<sup>th</sup> and 5<sup>th</sup> ring roads supported by arterial and connecting roads. Times of transport indicate 53% of venues within 20 minutes and all venues within 30 minutes. The planned new roads will be necessary for these times to be met. The buses for athletes will be suitable for their purposes and will use dedicated Olympic lanes.

### ■ Management

The Commission noted the possible problems of co-ordination of the whole transport system involving the OCOG and a number of public authorities with transport responsibilities.

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The concentration of venues in the “Olympic Green” must give some cause for concern mainly in respect of spectator access by public transport although it is noted that a metro extension to the “Olympic Green” will be constructed if the bid is successful.

Based on a significant infrastructure programme now under construction, supported by a well-planned Olympic transport strategy, the Commission is confident Olympic transport requirements can be met.

## **THEME 15: TECHNOLOGY**

It was noted that the telecommunications infrastructure in China is developing rapidly, particularly in the Beijing area.

Major increases in transmission capacity from present levels will be necessary to handle the Games time demand.

While not sufficient at present, the technology systems should be adequate for an Olympic Games in 2008.

## THEME 16: COMMUNICATIONS AND MEDIA SERVICES

### ■ Concept & Communication

The Beijing communications strategy is based on a desire to provide greater opportunities for more people to share the excitement of the Olympic Games.

It was confirmed to the Commission that there will be no restrictions on media reporting and movement of journalists up to and including the Olympic Games.

### ■ IBC / MPC

The IBC and MPC will be built in a good location – in the central “Olympic Green” precinct.

It was noted that CCTV would not act as host broadcaster for the Olympic Games but would do so for the Paralympic Games.

### ■ Experience

There is limited experience in international sport broadcasting in China.

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The Commission believes that Beijing will deliver the required media services and facilities in 2008.

## THEME 17: OLYMPISM AND CULTURE

### ■ Cultural Programme

The ancient civilisation of China would feature prominently in the cultural programme. There would be a prolonged cultural build up to the 2008 Games involving communications, educational programmes, cultural events and ceremonies. There would be different themes in different years.

### ■ Youth Camp

The Youth Camp is planned for 400 participants from outside China and another 400 Chinese participants. Travel to other parts of the country will be arranged and some participants will attend the Opening Ceremony.

Each participant will contribute US\$ 40 per day towards the cost of their stay with the OCOG meeting the balance.

## THEME 18: GUARANTEES

The required guarantees have been received and accepted.

## SUMMARY

The bid has been very well prepared and the quality of the presentations was very high. The Bid Committee has made good use of the experience gained in the bid for the 2000 Games.

The presence of substantial guarantees on construction of sports venues and additions to infrastructure from both National Government and the Beijing Municipal Government are strengths of the bid.

The budget, fully backed by the Government, is viable and sound.

The overall presence of strong governmental control and support is healthy and should improve operational efficiency of the Games organisation through the OCOG. However, care should be taken to ensure that the OCOG would not be restricted by unnecessary bureaucracy.

The organisational plan of venues, including the Olympic and Media Villages and the IBC / MPC, is compact. The location of the environmentally impressive “Olympic Green”, the good access to venues and short travel times mean a high quality sport concept, particularly for athletes. The significant venue construction programme appears achievable, and will ensure an excellent legacy for Chinese sport.

Beijing is a large urban metropolis with an expanding population. Although the Commission could move around the city with ease, it is aware of the usual congested road traffic situation in Beijing. It feels that the extent of government traffic control, a comprehensive transport plan during the Games, and the on-going major infrastructure improvement, will reduce the risks involved.

The Paralympic planning and operations are fully integrated with a co-ordinated approach for venues.

Beijing has sufficient planned accommodation with guarantees for fixed reasonable prices for 2008.

There are no significant security risks anticipated.

The present level of telecommunication development is sufficient. However, continuing improvements to the technology infrastructure will be essential for the successful staging of a Games.

Beijing has a significant air pollution problem and this is recognised by the Government commitment to improve air quality and in its comprehensive policy of environmental protection. The Commission is confident that clear recognition of the issues and detailed (and on-going) actions and plans, supported by a significant and confirmed budget, minimise the risk of non-completion of this major programme.

There is significant public support for the prospect of organising the Olympic Games and a feeling that a successful bid would bring recognition to the nation.



**THE MEETING OF CONTINENTS**



**İSTANBUL 2008**



**CANDIDATE CITY**

## THEME 1: NATIONAL, REGIONAL AND CANDIDATE CITY CHARACTERISTICS

### ■ Political Structures

Turkey is a multi-party democracy, with a three party coalition presently in power. There is a free market economy and a young population. Turkey wishes to join the European Union, and is currently working through the membership process.

The Deputy Prime Minister presented his views to the Commission on some areas of political discord such as the Aegean Sea, relationships with Syria and Iraq over supply of water and the difficulties with increasing refugee immigration from Balkan countries. He believed that these would not still be issues in 2008.

National and local elections will take place in Spring 2004.

### ■ City

Istanbul is the major municipality in Turkey with a population of around 11 million. It has a Governor appointed by the national Government.

The jurisdiction of the City of Istanbul covers all the proposed competition venues.

### ■ National Economy

Istanbul is the dominant force in the Turkish economy providing 22% of Gross Domestic Product (GDP). The national economy has a high service industry percentage (62%). High levels of inflation have been experienced during the 1990's. The Government target (with IMF support and approval) is to reduce inflation to 10% by the end of 2002. Progress toward the target has been disrupted by two financial crises over the past year. There has recently been a major currency devaluation.

In its examination of the bid, the Commission noted that the country faces significant financial and economic challenges.

### ■ Support

At government level, emphasis is placed on the effects of the Turkish Olympic Act ("The Olympic Law") which has provided the Bid Committee finance, 86% of which has been spent to date on the construction of sports facilities. The Olympic Law secures the 584 hectares of land for the "Olympic Park" area and gives control over other government land purchases.

The Commission noted the personal support of the Deputy Prime Minister, the Governor and the Mayor of Istanbul.

Public support has been shown by Bid Committee polls to be 88% in Turkey and 89% in Istanbul. The IOC poll shows 86% support in Turkey and 86% in Istanbul.

## THEME 2: LEGAL ASPECTS

The Commission received a presentation on legal matters with specific information as follows:

- all signatories were legally entitled to sign the relevant guarantees
- there is no existing legislation in Turkey which conflicts with the Olympic Movement Anti-Doping Code. It was stated that future anti-doping legislation was foreseen after accreditation of the Ankara laboratory was achieved
- the widespread effect of the Olympic Law and the powers which it gives to the Bid Committee
- the OCOG will be created under Article 5 of the Olympic Law
- the possible change to the Host City Contract regarding new arrangements for Olympic broadcasting was noted.

## THEME 3: CUSTOMS AND IMMIGRATION FORMALITIES

### ■ Accreditation & Visas

All Olympic identity and accreditation card holders would be admitted to Turkey without visas.

All necessary temporary entries in connection with the Games would be authorised.

### ■ Work Permits

Resident and work permits will be available for periods of time sufficient for the appropriate Olympic function. Remuneration would be tax-free.

### ■ Importation of Goods

The importation of all necessary goods would be permitted duty free; firearms can be imported after completion of appropriate procedures; and the importation of food and medicines is allowed.

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The presentation to the Commission appeared deficient in both authority and information. However, the Commission is confident that proper access for all the necessary constituents of an Olympic Games will be provided.

## THEME 4: ENVIRONMENTAL PROTECTION AND METEOROLOGY

### ■ Plans and Actions

The centrepiece of the Istanbul environmental plan is the rehabilitation of the 584 hectare “Olympic Park”.

“Olympic Park” redevelopment and construction incorporates many environmental features and protection elements, including extensive landscaping, an arboretum, sustainable housing, waste recycling and environmental practices in construction and wastewater treatment. These have been designed to provide long-term use and benefits. An environmental NGO has already established a landscaping master plan for “Olympic Park”.

The overall plans emphasise principles of sustainable development, are integrated across the overall Games plan and project, and are designed to maximise legacies, including changed practices and standards. There will be a comprehensive education and awareness programme.

An ISO 14001-based environmental management system is to be established.

By 2004, under the Istanbul sewerage master plan, 90% of waste water will be treated with a deep sea outfall system and three new treatment plants built.

The environment programme will have an administrative budget of around US\$ 2.2 million for the Games, with other environmental expenditure (e.g. construction features) spread across other departments.

Environment impact assessments have already been carried out for 3 sites: “Olympic Park”, the Olympic Village, and Ataköy Dome, and will

be carried out for other sites in accordance with Turkish laws.

Despite a claim in the presentation that no trees will be felled for the construction of the mountain bike venue at Belgrad Forest, it became clear on inspection of the site, and further discussions, that some trees would be lost.

Overhead power lines at “Olympic Park” will be removed by 2003.

The Commission is aware that Turkey is in a zone of earthquake activity. The Government has established an earthquake disaster co-ordination centre, with comprehensive action plans and policies. There is compulsory earthquake insurance for all buildings and specific construction regulations.

### ■ Air Quality

The issue of increasing air pollution (especially of suspended particulates) is to be addressed through efforts in public transport and new policies and practices.

### ■ Water

The quality of the water for the swim leg at the triathlon appeared to be unacceptable, but the Commission was assured it was sufficiently clean.

### ■ Meteorology

The average temperature in the Games period is about 28°C at 15h00, and humidity is, on average, 56% at 14h00 and a relatively high 77% at 21h00. Consequently, consideration will be given for the provision of cooling devices for horses at the equestrian venue. There are, on average, only 3 precipitation days in July and 4 in August.

Wind measurements at sites for wind-sensitive sports (archery, rowing, canoe-kayak sprint, shooting) indicate acceptable conditions.

### ■ Specific Comments

The environmental programme appears to rely heavily on the financial support of various non-governmental organisations (NGOs) to deliver many planned actions.

## THEME 5: FINANCE

### ■ Budget and Income and Expenditure

The financial basis of an Istanbul Games is provided by the Olympic Law, and the arrangements and guarantees of revenue and underwriting contained within it.

The Olympic Law provides for the Government to provide up to a 5-fold increase in funding if Istanbul is awarded the Games. The dividends received by the Bid Committee under the Law include a percentage of football betting revenue, lottery earnings, housing fund receipts, horse race betting sales, and the annual budget of the Greater Istanbul Municipality. The Bid Committee stated that the Government had committed itself to providing a 3-fold increase between 2002 and 2007 in the event of hosting the 2008 Games. The revenue in the year 2000 was US\$ 35 million.

In Istanbul, the capital investments of the OCOG would be significant: US\$ 401 million, comprising US\$ 250 million in sports facilities, US\$ 57 million in the Olympic Village (including landscaping) and US\$ 94 million for repayment of credit on the Olympic Stadium.

The Government will contribute to the costs of transport, including provision, at no cost, of the shuttle bus system.

### ■ Non-OCOG Budget

The Commission noted the uncertainty and lack of detail in regard to the non-OCOG budget, especially the infrastructure financing, and has concerns about the ability to meet stated timelines and costs.

### ■ Specific Comments

The OCOG will be exempt from taxes and duties, with the exception of some VAT and withholding taxes.

In regard to Turkey's general economic conditions, the Bid Committee informed the Commission that the adverse effects of inflation and the recent financial crisis and developments (including a currency devaluation) would diminish over time. However, it was confirmed that Turkey will experience a period of negative growth in 2001.

The Bid Committee (or OCOG) owns and will manage facilities, such as the Stadium, from completion until the end of an Istanbul Games, and would expect to make a profit from that management before a Games.

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The presentation of the Istanbul budget involved a different grouping of expenditures (technology, human resources and operations) which created a lack of clarity in the whole budgeting process. The financial strength provided by the Olympic Law gave rise to the assumption that many costs of the major sports facilities for up to 6 years before the Games could be absorbed easily. The structure of the Olympic Law, which directs all revenues to the OCOG, makes it difficult to compare Istanbul's budget figures as allocated between the OCOG and more normal non-OCOG commitments.

## THEME 6: MARKETING

The Istanbul Marketing presentation stated that 15 local sponsors would provide US\$ 10 million each in revenue and US\$ 40 million would be achieved from up to 100 licensees. Contributions will be made by a coin programme, philately and lotteries.

### ■ Joint Marketing Programme

The NOC / Bid Committee Joint Marketing Programme has been agreed but this is subject to further agreement with the IOC.

### ■ Billboards and Outdoor Advertising

Confirmation was given that the agreement with the city to control outdoor advertising was signed on 1<sup>st</sup> March 2001.

### ■ Rights Protection

Administrative measures are available under the Olympic Law which permit the City of Istanbul or the Governor to prohibit ambush marketing with immediate effect.

### ■ Ticketing

Of 8.2 million tickets available, a 70% selling rate is predicted with revenues of US\$ 200 million. The ticket pricing policy was regarded as reasonable.

### ■ Specific Comments

The additional revenues from a separate Olympic lottery would not conflict with the revenues from lottery sources under the Olympic Law.

More detailed research would be done to try to reduce the number of official licensees from the estimated number of 100 companies.

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The Istanbul marketing budget seems reasonable.

## THEMES 7 & 8: SPORTS & CONCEPT

### ■ Overall Concept

The overall concept is based on two main clusters of venues – the “Olympic Park” and the Southern Complex – situated outside the city centre and designed to provide a legacy. Venues for 5 other sports will be at varying distances from the Olympic Village around metropolitan Istanbul.

### ■ Distances

19 sports would be held within 3 km of the Olympic Village, including 17 within the “Olympic Park”, with the rowing and canoe-kayak sprint venue 2 km from the Olympic Village.

The Southern Complex, 10–19 km from the Olympic Village, will host 5 sports.

Sports more than 20 km from the Olympic Village are: modern pentathlon (26 km), shooting (26 km), water polo (26 km), sailing (42 km), equestrian (75 km) with football in Istanbul in one stadium (35 km) and three outside towns (80 km, 150 km and one hour by air from Istanbul). The cycling time trial will be approximately 26 km from the Village and cycling road race 22 km. Mountain bike is planned for the Belgrad Forest, 37 km from the “Olympic Park”.

The travel times as stated in the Candidature File will be difficult to achieve for many of the venues unless stringent traffic management systems are used.

### ■ Venues / Construction

Of the proposed sites, 11 exist (or are nearing completion), 8 require upgrading and 12 are to be built. The Olympic Village is adjacent to the “Olympic Park”.

24 of the proposed sites are owned or developed by the Bid Committee, which provides all necessary funding for the period before the Games under the

provisions of the Olympic Law. The projected budget costs for construction of venues include overlay costs.

The Olympic Stadium and the Ataköy Dome (basketball) are nearing completion. It was noted that the Exhibition Halls and Tennis Centre in “Olympic Park” were not Games-dependent.

Formal approval is yet to be obtained from FIFA for the Fenerbahçe Stadium Football venue.

The apparently low cost of venue construction can be explained by low labour and material costs in Turkey. However, despite low basic construction costs, the Commission believes that some essential equipment will have to come from outside Turkey with corresponding cost implications. Seating provision at some venues appears excessive due, perhaps, to requests from International Federations.

### ■ Sport Issues

Several venues, including the shooting, mountain bike, equestrian and triathlon facilities, currently have difficult road access (narrow streets, etc), so innovative operational plans will be required for athletes, broadcasters, media and spectators to reach the venues in a reasonable manner and time.

The shooting venue is located in a residential area, on a site that is very limited in terms of meeting the Olympic site requirements.

The rowing / canoe-kayak sprint venue, at a lake close to the Olympic Village, would appear to pose major problems for spectators and athletes, with very limited space available near the proposed finish line to accommodate the extensive support facilities required. Spectator areas are partly at a severe angle to the course.

The Bid Committee has varied its proposal since the Candidature File was presented for beach

volleyball and football. The beach volleyball proposals need further review as the distance between the two beach volleyball sites would appear to pose operational difficulties, and to be very inconvenient for athletes, broadcasters and spectators.

Video screens will only be provided at some venues.

## ■ Sport Experience

Turkey has hosted 30 European Championships and 10 World Championships and there is regular competition in Balkan events and Mediterranean Games, in a limited number of sports only. The University Games will be held in 2005. There are four sports for which Turkey has no National Federation – softball, baseball, modern pentathlon and hockey.

## ■ Legacy

After the Games, the sport facilities in “Olympic Park” would guarantee a legacy for sport.

Training and development plans are underway or will be established for sports which Turkey has little experience in organising.

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The sport concept is designed to create a social sporting environment for the huge number of young people living in Istanbul. However, there appears to be a limited understanding of the complex planning, construction, personnel and operational requirements of an Olympic Games.

## THEME 9: PARALYMPIC GAMES

The presentation indicated that Paralympic sports are very much in their infancy and while training of technical officials and classifiers is being dealt with to some degree, the overall organisation and structure is basic and is organised on a disability specific basis rather than on a sports basis. In addition it appears that a National Paralympic Committee (NPC) does not exist, but would be established within 6 months.

## ■ Budget

The Bid Committee confirmed that the Olympic Law covers the Paralympic Games.

It was confirmed that registration fees are included in the budget but no provision has been made, at this time, to meet the costs of the travel for athletes.

## ■ Sport

It was acknowledged that a significant number of Paralympic sports are weak or not practised. A training programme for technical officials and classifiers is necessary. The level of integration with mainstream sports is low but work is proceeding to achieve greater interaction and collaboration.

## ■ Marketing

The bid documentation indicates a separate marketing programme for the Paralympic Games. A joint Olympic / Paralympic marketing programme is necessary to avoid ambush marketing and achieving the Paralympic budget.

The Paralympic budget contained US\$ 20 million from an IPC international marketing programme – but this programme does not exist. At this stage there are no plans for a Paralympic coin programme although this may develop as the marketing programme progresses.



### ■ Organising Committee

There would be a separate organisation for the Paralympics with the chairperson being a member of the OCOG Board of Directors.

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The lack of knowledge of Paralympic sports was reflected in the presentations, particularly in the marketing and budget themes.

The sports concept was considered satisfactory but with reservations on the availability of the necessary expertise to administer and technically control the sports events.

## THEME 10: OLYMPIC VILLAGE

### ■ Location

The Olympic Village is to be constructed as part of Phase 5 of the Halkali public housing project situated within 3 km of the “Olympic Park” on the south side of the trans-European Motorway on land owned by the Public Housing Authorities (TOKI).

### ■ Village Development

The Village is planned to have 2,150 single and 7,740 double rooms to provide accommodation for 17,630 people (including a 10% contingency). Living space per occupant is higher than IOC requirements. Accommodation is based in 215, 4-storey blocks with 20 apartments in each block.

The building materials to be used would assist noise reduction.

### ■ Village Organisation

The International Zone, with two access points, is small and designed to contain departments for logistics and administration, a shopping mall, two restaurants and space for Welcome Ceremonies.

Concern was expressed at possible congestion at the Village access points. A fence solution was proposed.

### ■ Specific Comments

Hotel accommodation would be provided at the three football venues outside Istanbul.

A day village would be established with overnight accommodation if requested at the equestrian venue.

The US\$ 30 million allocation for travel costs includes NOC travel but not transport of horses, boats and equipment.

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Although design and planning of the Olympic Village has not reached a detailed stage, assurances were given that there would be full compliance with IOC guidelines to include all necessary services and requirements.

The Village proposals are general rather than specific and work needs to be done on design and layout of the Village having regard to the steeply sloping nature of the proposed site.

## **THEME 11: MEDICAL / HEALTH SERVICES**

Istanbul has sufficient resources to meet the medical requirements of the Olympic Games. A nation-wide mixed system of medical services combines public and private institutions.

There will be a smoke free environment at all venues.

### **■ Olympic Family Health Care**

Seven hospitals have been designated Olympic Family Hospitals. They are located between 15 and 30 minutes from the Olympic Village.

Access to free health services for accredited people would include repatriation costs.

The “period of the Games” was more clearly defined to be from the date of arrival of Olympic Family members until the date of departure.

Foreign doctors with teams would be permitted to practise with their teams in Turkey including at test events.

### **■ Doping Control**

The doping control laboratory in Ankara is in the final phase of receiving IOC accreditation and ISO 12025 standard accreditation was also being applied for. The laboratory would move to Istanbul during the Games (a change from the Candidature File) and would have the capacity to deal with the large number of tests required (3,000). The testing budget was US\$ 1 million.

A statement was made that government would meet all costs of the laboratory, although the OCOG budget contained provision for laboratory equipment.

Istanbul would make proper provision for the WADA Independent Observers programme.

### ■ Equine Health

The national veterinary authorities will have to complete sanitary certification with the European Union. The matter of the export of horses after the Games remains unresolved.

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Increasing levels of health care, including the availability of trained personnel, should ensure a satisfactory level of health care for a 2008 Games.

## THEME 12: SECURITY

### ■ Command / Composition of OCOG Security Department

Overall responsibility for security issues will rest with the Istanbul Olympic Security Co-ordination Centre (OSCC) which comes under the supervision of the Governor of Istanbul and which will have a single command structure.

### ■ Operations System / Personnel

The OSCC would have five branches, under the control of Deputy Chairmen with responsibilities for:

- personnel and training
- intelligence and anti-terrorism
- transport (traffic), protection, ports of entry, Torch Relay
- Olympic Village and “Olympic Park”, sports sites and air space
- accreditation, external liaison and public relations.

There were sufficient personnel resources in the Marmara Region and Istanbul for 17,000 police to be deployed during the Games in addition to the regular police force of 30,000 officers.

Support from other police forces in Turkey would be available if required but the OSCC would have overall control.

### ■ Terrorism

The Commission raised concern about terrorism risks. The Bid Committee stated that the risk was at the lower end of the range due to good risk management and international co-operation.

## THEME 13: ACCOMMODATION

### ■ Capacity

The present hotel capacity in Istanbul is 51,000 rooms in a radius of 25 km from the majority of sport venues and the City Centre. This number will increase to 58,000 by 2008.

### ■ Guarantees

The Bid Committee has, at the time of the visit of the Commission, provided guarantees, signed by hotel owners, for around 11,400 rooms, which is around 4,000 rooms short of Olympic needs.

### ■ Price

The prices proposed for the Olympic Family are year 2000 prices, including breakfast and all taxes.

There is price control on hotel rooms under the jurisdiction of the Ministry of Tourism. However, with inflation being high, the Bid Committee has negotiated a 2008 price, with an inflation rate of 17.2%. At this stage of preparation, there appears to be some confusion about the number of rooms guaranteed and the real room rate proposed by the hotel owners.

The minimum stay in hotels or Villages will be 15 days.

### ■ Media

A Media Village for 15,000 persons, close to the Olympic Village and the “Olympic Park”, will be provided for the media at 2008 costs of US\$ 60 to US\$ 85 (single / double room) including breakfast and taxes.

The Media Village, part of the Halkali housing project will comprise 4-storey apartment blocks and provide accommodation equivalent to 3 or 4 star hotels.

It was noted that considerable additional work was needed on media accommodation details. The construction costs will be the responsibility of TOKI – the housing authority.

### ■ Specific Comments

“As” officials will be accommodated in hotel rooms or in the Olympic Village using the 10% contingency figure. The Commission does not agree with this proposal.

International judges and referees will be accommodated in the Judges’ Village or in hotels, according to the location of their venues – 50% in single rooms, leaving the choice to the IF.

Accommodation will be provided for athletes in equestrian events, and the football venues outside Istanbul. At this stage no guarantees have been given but, according to the Bid Committee, this should not be an issue.

There are plans to create a homestay programme for the families of athletes.

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Istanbul has the potential accommodation for an Olympic Games, but there is a need for a higher level of detailed preparation for a successful accommodation programme.

## THEME 14: TRANSPORT

### ■ Infrastructure / Public Transport

Population growth of Istanbul was estimated to increase the total to between 13 and 15 million by 2010 with car ownership increasing from 1.6 million to 3 million.

The present transport infrastructure in Istanbul includes two international airports, with plans for extended terminal capacity.

There are major motorways and other connecting roads, and substantial bus transport capacity (2,569 buses) currently providing transport for 2 million people per day, and supplemented by private buses, minibuses and taxis.

There is a wide rail network including main railways, light railways, trams and a metro. Ferries and sea buses are also used for public transport.

Major infrastructure improvements are planned to the rail transit network (additional 150 km by 2008), including the new Bosphorus Tunnel, the metro (up to 47 km by 2008) and light rail extensions (up to 78 km) linking the Airport to the City Centre and the main bus terminal to "Olympic Park". The total cost of all of these transport infrastructure developments over the next 10 years will be at least US\$ 10 billion, funded by central government, the City, international loans and private investment. Details regarding the planning and financing of much of this development were not forthcoming.

US\$ 170 million of the non-OCOG budget was agreed to be Games specific (road/light rail connections to "Olympic Park").

The light rail extension to the Atatürk Airport is due to open in December 2001 and

construction of the Bosphorus Tunnel, subject to international tenders, has not yet begun.

The overall transport plan for "Olympic Park" was explained involving limited car access, an inner ring road for buses with spectators arriving by rail (80%) and bus (20%). It was noted that sports venues in "Olympic Park" covered a distance of at least 8 km. A connecting shuttle bus system is proposed.

The high number of spectators expected in "Olympic Park" could be handled by the estimated rail capacity.

### ■ Olympic Family

During the Games the emphasis would be on rail transport for spectators, with car and bus transport for the Olympic Family, athletes and media.

The Corlu International airport close to the equestrian venue would handle cargo aircraft transporting horses.

### ■ Management

The Istanbul Olympic Transport Authority, led by the OCOG Transport Director, will have ultimate authority and control of all transport matters, including road closures, resources, road diversion and dedicated lane arrangements. All transport operators, and traffic control authorities, including Police, will be involved in the Authority. Specific traffic controls would be introduced with a centralised transport (and traffic) control.

Access to some competition sites was difficult and would depend on effective traffic management and site operations plans.

The OCOG transportation budget was assumed to cover all necessary vehicles and was perceived to be low.

The successful delivery of the transport plan is dependent on financing and completion before the Games of the very substantial infrastructure programme. In particular, there is a necessity to develop detailed plans to enable 80% of spectators to reach “Olympic Park” by rail.

The stated travel times for athletes, and other members of the Olympic Family, will be difficult to achieve for venues away from “Olympic Park”.

## **THEME 15: TECHNOLOGY**

The present technology infrastructure in Turkey is improving rapidly. The telecommunications situation complies with European standards and includes adequate fixed and mobile telephone systems with good satellite systems and extensive fibre optic connections. The market would be liberalised and developments in broadband and video on demand are expected.

While not sufficient at present, the technology systems should be adequate for an Olympic Games in 2008.

## THEME 16: COMMUNICATIONS AND MEDIA SERVICES

### ■ Concept & Communication

The Bid Committee has developed a communication strategy for the Games based on a “social project”, the aim of which is to alter the aspirations and experiences of the young population of Turkey, to lift the confidence of the whole country and to improve the ability to organise sports events. Fifty journalists from developing countries would be the guests of OCOG.

### ■ IBC / MPC

The IBC / MPC will be situated together in the 8 halls of the World Trade Centre which was confirmed as sufficient space for the Games.

No rent would be paid for the use of the IBC / MPC. The Commission expressed surprise at this financial commitment.

### ■ Experience

There is limited experience in broadcasting large scale multi-sports events in Turkey.

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The overall plans for media services and facilities are realistic and the Istanbul communications concept is attractive.

## THEME 17: OLYMPISM AND CULTURE

### ■ Cultural Programme

The cultural programme concentrates on the combination of an ancient city, its cultural and racial diversity and its history over 3 millennia and 3 empires. There are several annual artistic festivals in Istanbul and a tradition of widespread international cultural co-productions.

The NOC gave a presentation of their impressive educational programme which would lead into an extensive OCOG Olympic awareness programme for schools and universities.

### ■ Youth Camp

The proposed Youth Camp involves the participation of 1,500 young people. The present budget did not cover travel costs for participants.

Each participant will contribute US\$ 25 per day towards the cost of their stay with OCOG meeting the balance.

## THEME 18: GUARANTEES

The required guarantees have been received and accepted.

## SUMMARY

The Commission received presentations on all themes with assistance from several outside advisors to the project and representatives of National Federations, which allowed a fuller understanding of the project.

The City is an historic and cultural icon and would provide a unique backdrop to the Games cultural programme. The “Meeting of Continents” concept, with its attendant peace ambitions, is attractive. There is a clear understanding of the impact on the young population of Turkey of hosting the Games.

The Istanbul bid is driven by the National Olympic Committee, which receives much assistance from public authorities and government, and has significant public support.

The presence of the unique Turkish Olympic Act – the Olympic Law – provides the bid with continuing finance which allows it to continue its programme of venue development and support in a range of areas to Turkish sport. The sports and infrastructure developments benefit from low labour and construction costs. The Bid Committee stated that increasing the revenue can be achieved with little difficulty as the funds come from a range of sources, although the Commission understood that the largest single contributor is the Municipality of Istanbul.

The Olympic Law confers rights on the Committee which greatly ease land purchases and provides legal priority for the bid across a range of activities. US\$ 35 million in revenue was provided in 2000. However, the blanket assurances under the Law and the subsequent financial structure and details make it difficult to analyse figures and to differentiate between what, in usual reckoning, would be OCOG



and non-OCOG outlays, particularly in regard to infrastructure.

The Olympic Law and the social character of the bid do provide an excellent opportunity for the development of sport and sports facilities in Istanbul. However, the bidding for an Olympic Games should follow this development rather than be a mechanism for, and part of, the process.

The funding has allowed the development of the Olympic Stadium and the large Ataköy Dome (for basketball) which are both due for completion by the end of 2001. The Bağcılar Hall for badminton is an excellent new facility.

The sports concept, based on the large Olympic Park area, with the adjacent Olympic Village, is compact and would provide the basis for the successful staging of the sports competitions, and a significant legacy for Turkish sport.

It cannot be denied that Turkey faces real economic and monetary challenges and recent experiences have not been good. As mentioned in the Candidature File, Turkey also faces several significant regional and domestic political pressures. Much reliance is placed on entry to the European Union but that, in itself, will also present challenges.

The Commission recognised that public transport development is essential and the new Metro development is impressive. However, the identified new infrastructure will certainly have to be fully completed to deliver spectators to events by the planned modes, particularly rail. There is difficult access to a number of venues, and the current infrastructure planning is delicate, having regard to the estimated increase in population to 13–15 million by 2010, with car usage almost doubling.

The Commission noted some uncertainty regarding the transport infrastructure budget, especially in relation to financing, and has concerns about the ability to meet stated timelines and costs.

The Paralympic sports plan is acceptable, but the Commission noted the inadequate level of development of Paralympic sport, which could present difficulties in staging a Paralympic Games.

The Commission recognised the experience of the senior members of the NOC and the fact that this is the third time Istanbul has bid for the Olympic Games, but was not convinced that the Bid Committee has fully come to terms with the complex and vast planning, construction, personnel, and operational systems that would be necessary to successfully host a modern Games.

As stated in the General Introduction to this Report, the Commission was invited to conduct a technical evaluation of five cities which had been declared by the IOC Executive Board as Candidate Cities. In this context, the Commission has assessed each city on the basis of 18 themes within an overall “risk assessment” framework with constant efforts to identify any risks which could occur in the period up to and including the Olympic Games.

The Commission has not ranked the cities for reasons which will become apparent. The Commission is convinced that, in general, the new Candidature Procedure has resulted in bids of very high quality.

Overall conclusions regarding each city are set out below:

## **OSAKA**

This is a City driven bid. A combination of excellent venues and a proven ability within the country to organise major multi-sport events would provide a good basis for the hosting of an Olympic Games. Potential transport congestion is a consideration. Concerns exist about the financial implications for the City of the scale of the infrastructure and Games project, making delivery of the Games plans more difficult.

The Commission is not confident that this issue could be satisfactorily addressed.

## **PARIS**

This is a City and NOC bid with strong Government support.

The use of existing facilities mainly in the centre of one of the world’s most recognised cities presents the Olympic Movement with an attractive option. New facilities and an innovative approach to some temporary facilities enhance the project.

Paris, having chosen a theme of “Games within a City” is faced with a complex urban Olympic

Village site. While the Commission is aware that there are several elements of the Village planning to be resolved, it is confident that this would be achieved and that Paris would stage an excellent Games.

## **TORONTO**

The bid is driven by the NOC and all levels of Government, which offer strong support. It also contains a large element of private sector involvement.

The compact sports concept based on a unique site adjacent to the city centre with good transport links and a legacy to sport make the bid very attractive. The major challenge is the capacity of the combined private sector and government alliance to deliver the Waterfront sports venues and Village developments. However, the Commission is confident that this could be achieved and that Toronto would stage an excellent Games.

## **BEIJING**

This is a Government driven bid with considerable assistance of the NOC. The combination of a good sports concept with complete Government support results in a high quality bid.

The Commission notes the process and pace of change taking place in China and Beijing and the possible challenges caused by population and economic growth in the period leading up to 2008 but is confident that these challenges can be met.

There is an environmental challenge but the strong Government actions and investment in this area should resolve this and improve the city.

It is the Commission’s belief that a Beijing Games would leave a unique legacy to China and to sport and the Commission is confident that Beijing could organise an excellent Games.

# Conclusion

## **ISTANBUL**

This is a bid driven by the NOC and based on the country's unique Olympic Law which provides finance for the development of sport and facilities, particularly in Istanbul.

The Commission believes that there are uncertainties regarding the overall status and projections of Games finance. The time lines and costs for all necessary transport infrastructure could be difficult to achieve and these would be essential for the conduct of a successful Games. The situation is not helped by the current economic conditions.

Despite the presence of some major new facilities, the Commission is not confident that the complex planning required for a Games has been fully addressed.

The Commission has rated three bids as excellent. In these three bids, it has identified only minor deficiencies which, in its view, would be resolved before 2008 by an efficient Games organisation.

In dealing with the bids from Paris, Toronto and Beijing, the Commission is clear that none of them presents any particular major risk.

The Commission unanimously believes that these three cities are all able to organise an excellent Olympic Games in 2008.

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# Appendices

- A. Composition of the Commission
- B. Dates of visits to the Candidate Cities
- C. Site Visits
- D. IOC commissioned Opinion Poll results
- E. Signatures

## IOC Evaluation Commission for the Games of the XXIX Olympiad in 2008

<i>Chairman</i>	Mr Hein VERBRUGGEN
<i>Vice-Chairman</i>	Mr Gilbert FELLI
<i>Members:</i>	
<i>IOC representatives</i>	Mr Francisco J. ELIZALDE Mr Craig REEDIE
<i>IF representatives</i>	Mrs Els VAN BREDA VRIESMAN (FIH) Mr Patrick BAUMANN (FIBA) Mrs Catrin NORINDER (FEI)
<i>NOC representatives</i>	Mr Carlos Arthur NUZMAN Mr Tomas SITHOLE Mr Bob ELPHINSTON
<i>Athlete representative</i>	Mr Sergei BUBKA
<i>Specialists</i>	Mr Simon BALDERSTONE (Environment) Mr Kang-Ro (Rocky) YOON
<i>IPC representative</i>	Mr Robert McCULLOUGH
<i>IOC Administration</i>	Ms Jacqueline BARRETT Mr Olivier NIAMKEY Ms Stéphanie CABESSA

### **DATES OF VISITS TO THE CANDIDATE CITIES**

Beijing	21 <sup>st</sup> February–24 <sup>th</sup> February 2001
Osaka	26 <sup>th</sup> February–1 <sup>st</sup> March 2001
Toronto	8 <sup>th</sup> March–11 <sup>th</sup> March 2001
Istanbul	21 <sup>st</sup> March–24 <sup>th</sup> March 2001
Paris	26 <sup>th</sup> March–29 <sup>th</sup> March 2001

NB: The order of visits was determined by logistic considerations.

The above dates represent official working days with the respective 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 31<sup>st</sup> March to 3<sup>rd</sup> April 2001.

# C. Appendices

## CANDIDATE CITY: OSAKA

### Site Visits

#### Monday, 26<sup>th</sup> February 2001

Osaka Intex Hall:

- badminton, fencing, rhythmic gymnastics, MPC

Maishima Arena:

- table tennis, taekwondo

Maishima Island:

- site for Main Stadium (athletics)
- site for aquatic centre
- site for sailing marina

Maishima Softball Stadium:

- softball

Yumeshima Island:

- site for Olympic Village
- site for Media Village

#### Tuesday, 27<sup>th</sup> February 2001

Lake Biwa:

- canoe / kayak sprint
- sub-village for canoeing

Seta River:

- canoe / kayak slalom

Takatsuki Shooting Centre:

- site for all shooting events

Expo 70 – Commemorative Park:

- site for velodrome

Tsurumi-Ryokuchi:

- equestrian and modern pentathlon

Namihaya Dome:

- basketball

Osaka-jo Hall:

- volleyball

Osaka Castle Park:

- archery, beach volleyball

Utsubo Tennis Centre:

- tennis

#### Wednesday, 28<sup>th</sup> February 2001

Hamadera Regatta Course:

- rowing

Rinku Town Triathlon Course:

- triathlon

Shinodayama Equestrian Center:

- equestrian

Nagai Stadium I:

- football

Nagai Stadium II:

- hockey

Osaka Prefectural Gymnasium:

- volleyball

#### Thursday, 1<sup>st</sup> March 2001

Osaka Dome:

- baseball, basketball, gymnastics

Osaka Municipal Central Gymnasium:

- handball

Osaka Pool:

- water polo

Cosmosquare International Education and Training Center:

- IF Technical officials

Members of the Commission met with representatives of “Osaka Needs No Olympics” Citizens Union.

## CANDIDATE CITY: PARIS

### Site Visits

#### Monday, 26<sup>th</sup> March 2001

Police HQ (Traffic management)  
 Regional express railway travel  
 (City to Stade de France)  
 International Media Centre Site (MPC / IBC)

Boulevard des Sports zone:

- badminton hall site
- basketball hall site (preliminaries)
- handball hall site
- Superdome site
- Main Olympic Pool site

#### Tuesday, 27<sup>th</sup> March 2001

Stade de France:  
 • athletics, football finals, Ceremonies

Aubervilliers Velodrome:

- cycling (track)

La Courneuve:

- shooting complex

Puiseux-en-France Centre:

- baseball, softball

Pershing Stadium:

- baseball

Paris-Bercy Multisport Complex:

- judo, volleyball (finals)

Esplanade des Invalides:

- modern pentathlon, equestrian

Grand Palais:

- fencing

Champs de Mars:

- beach volleyball

Carpentier Hall:

- table tennis

Charléty Stadium:

- football

Pierre de Coubertin Stadium:

- volleyball (preliminaries), taekwondo

Park André Citroën:

- volleyball (preliminaries)

#### Wednesday, 28<sup>th</sup> March 2001

Parc des Expositions:

- boxing, wrestling

Palais des Sports:

- weightlifting

Saint Cloud Park:

- mountain bike

Jean Bouin Stadium:

- hockey

Parc des Princes:

- football

Roland Garros:

- tennis

Longchamp Racecourse:

- equestrian (eventing)

Plaine de Bagatelle:

- archery

Muette Lawns:

- triathlon

#### Thursday, 29<sup>th</sup> March 2001

Créteil:

- water polo

Vaires-sur-Marne:

- rowing, canoe-kayak



## CANDIDATE CITY: TORONTO

### Site Visits

#### Thursday, March 8<sup>th</sup> 2001

The Olympic Waterfront Area:

- proposed site for the Olympic Village, the IBC, athletics, swimming, hockey, shooting, archery, rowing, canoe sprint and sailing

Union Station:

- City's major railway station

Air Canada Centre:

- basketball, volleyball preliminaries

Molson Amphitheatre:

- weightlifting

Skydome:

- baseball, softball

World Cup Triathlon Course:

- triathlon

#### Friday, March 9<sup>th</sup> 2001

Oshawa Skeet & Gun Club:

- trap & skeet shooting

Durham College:

- softball

Metro Toronto Convention Centre:

- fencing, judo, MPC

Coliseum:

- handball

National Trade Centre:

- gymnastics, volleyball, badminton, taekwondo, table tennis, modern pentathlon, handball

Hospital for sick children

2 Star Hotel:

- IF International Officials Hotel

#### Saturday, March 10<sup>th</sup> 2001

Copps Coliseum:

- boxing

12 Mile Creek:

- canoe slalom

Hershey Centre:

- volleyball preliminaries

Brampton Centre:

- basketball preliminaries

North Caledon Equestrian Centre:

- equestrian

York University:

- tennis, football preliminaries

#### Sunday, March 11<sup>th</sup> 2001

Hardwood Hills:

- mountain bike

Ashbridge's Bay:

- beach volleyball

Don Valley:

- road cycling

Members of the Commission met with representatives of the "Bread not Circuses" campaign.

## CANDIDATE CITY: BEIJING

### Site Visits

#### Wednesday, 21<sup>st</sup> February 2001

Olympic Sports Centre Gymnasium:

- handball

“Olympic Green”:

- proposed site for 15 future competition venues, Olympic Village, IBC, MPC

#### Thursday, 22<sup>nd</sup> February 2001

Beijing Country Equestrian Park:

- equestrian

Shunyi Olympic Aquatic Park:

- rowing, canoe / kayak-sprint + slalom

Workers’ Stadium:

- football

Workers’ Indoor Arena:

- boxing

Wukesong Ground:

- basketball, baseball

#### Friday, 23<sup>rd</sup> February 2001

Capital Indoor Stadium:

- volleyball

Representative 3 Star Hotel (IF Officials)

Beijing Shooting Range:

- shooting

Badachu Park Mountain Bike course:

- substitute site for mountain bike

Laoshan Mountain Bike course (+ velodrome)

Yuyuantan Park:

- triathlon swimming course  
(transition area swimming / cycling)

Forbidden City:

- triathlon (cycling / running transition)

#### Saturday, 24<sup>th</sup> February 2001

Chaoyang Park:

- beach volleyball (alternative site)

Ying Tung Natatorium:

- water polo, modern pentathlon

Olympic Sports Centre Stadium:

- football, modern pentathlon

Olympic Sports Centre:

- softball

Future Tennis centre + hockey stadium

Beihang Gymnasium:

- weightlifting

Shoutiyuan Sports Hall site:

- judo, taekwondo

#### Also inspected:

- The GAO BEI DIAN Sewerage treatment plant
- A Senior High School
- Chunshuyuan Green Community
- China Meteorological Administration
- Beijing Road Traffic Management Bureau
- Beijing Natural Gas Transmission Centre
- China – Japan Friendship Hospital
- Beijing Telecom
- CCTV (China Central Television)
- Tian’anmen Square

## CANDIDATE CITY: ISTANBUL

### Site Visits

#### Wednesday, March 21<sup>st</sup> 2001

Lake Küçük Çekmece:

- rowing, canoe sprint

CNR World Trade Centre:

- MPC and IBC

Mydonose Showland:

- weightlifting

Yesilyurt Sports Club:

- triathlon

Ataköy Dome:

- basketball

Ahmet Cömert Hall:

- basketball

Ataköy Natatorium:

- swimming

Abdi Ipekçi Hall:

- volleyball

#### Thursday, March 22<sup>nd</sup> 2001

The Olympic Stadium:

- athletics, football

Area for Olympic Village

Bağcılar Hall:

- badminton

#### Friday, March 23<sup>rd</sup> 2001

Belgrad Forest:

- mountain bike

Maslak Area:

- cycling time trial

ENKA Sports Club:

- modern pentathlon, water polo

Istinye Polygon:

- shooting

Dolmabahçe Pier and K Ciftlick Park:

- beach volleyball

Old City:

- cycling road race

#### Saturday, March 24<sup>th</sup> 2001

Fenerbahçe Stadium:

- football

Caddebostan Marina:

- sailing

Klassis Equestrian Club:

- equestrian

### SUPPORT FOR OLYMPIC GAMES

The IOC commissioned MORI to conduct public opinion polling in the five relevant cities and countries regarding the hosting of a 2008 Games.

In answer to the specific question:

*To what extent would you support or oppose ..... hosting the Olympic Games?*

the results were as follows:

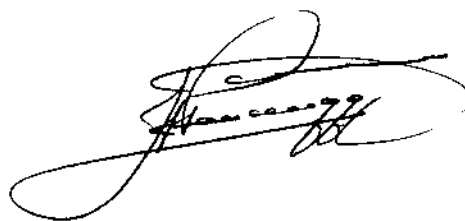
	Strongly oppose	+ tend to oppose	= total oppose	Neutral	Tend to support	+ strongly support	= total support
BEIJING (China)	+ (+)	+ (1)	+ (1)	4 (3)	7 (8)	89 (88)	96 (96)
ISTANBUL (Turkey)	1 (1)	5 (4)	6 (5)	4 (5)	54 (55)	32 (31)	86 (86)
OSAKA (Japan)	9 (5)	14 (10)	23 (15)	24 (33)	31 (32)	21 (19)	52 (51)
PARIS (France)	2 (2)	3 (3)	5 (5)	28 (30)	31 (33)	35 (32)	66 (65)
TORONTO (Canada)	7 (6)	7 (6)	14 (12)	11 (19)	20 (23)	51 (44)	71 (67)

Bracketed figures across table are for the nation. China Poll was for urban dwellers only.  
+ % too low to register.

The answers to other questions have assisted the Commission in compiling its evaluation.

**MEMBERS OF THE IOC EVALUATION COMMISSION FOR THE GAMES  
OF THE XXIX OLYMPIAD IN 2008**

Mr Hein VERBRUGGEN



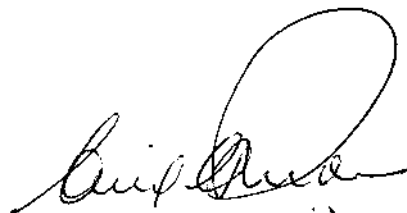
Mr Gilbert FELLI



Mr Francisco J. ELIZALDE



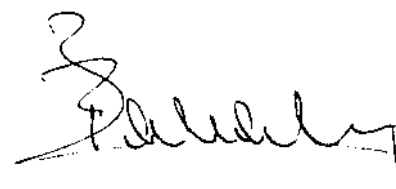
Mr Craig REEDIE



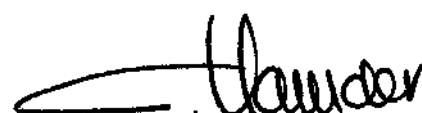
Mrs Els VAN BREDA VRIESMAN




Mr Patrick BAUMANN



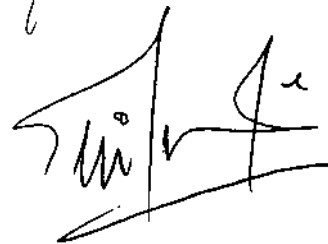
Mrs Catrin NORINDER



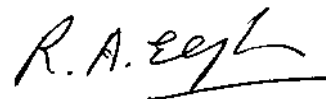
Mr Carlos Arthur NUZMAN



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