



INTERNATIONAL
OLYMPIC
COMMITTEE

REPORT OF THE 2016 IOC EVALUATION COMMISSION

GAMES OF THE XXXI OLYMPIAD



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INTRODUCTION

The IOC Evaluation Commission (the Commission) for the Games of the XXXI Olympiad in 2016 is pleased to present the results of its evaluation of the four Candidate Cities for the 2016 Olympic Games: Chicago, Tokyo, Rio de Janeiro and Madrid¹.

Seven cities initially submitted applications to host the 2016 Olympic Games: the four Candidate Cities listed above, as well as Prague (Czech Republic), Baku (Azerbaijan) and Doha (Qatar). At its meeting on 4 June 2008 and on the basis of an assessment carried out by a Working Group, the IOC Executive Board selected Chicago, Tokyo, Rio de Janeiro and Madrid as Candidate Cities.

The 2016 Candidate Cities have been able to benefit from services that the IOC constantly strives to improve. These included a seminar dedicated to the Applicant Cities, participation in the Beijing Olympic Games Observer Programme and the Official Debrief of the Beijing Games, briefings on specific topics and access to the IOC's Olympic Games Knowledge Management Programme.

The knowledge and expertise made available by the IOC to the cities is reflected in the projects put forward by the 2016 Candidate Cities which are all of an extremely high level and demonstrate detailed planning and comprehensive strategies in technical and operational matters, as well as many other areas including sustainability, the environment, accessibility and integrated city development. It has been clearly demonstrated that investments in Olympic bids will generate positive legacies irrespective of whether a city is awarded the 2016 Games.

The quality of the Candidature Files and the presentations made during the visits greatly assisted the Commission in assessing each city's proposal and preparing this report.

During the visits, the Commission was very pleased to meet with the IOC members in the respective countries and with many Olympians and Paralympians. The presence and support of representatives of the highest levels of government and the private sector demonstrate the importance of the Games on a regional and national level and underline that, even in the context of the current global economic climate, organising the Olympic and Paralympic Games represents a catalyst for change and an opportunity for social, economic and environmental development.

The Commission's task is to prepare a technical report to assist the IOC members in the important decision of electing the 2016 Host City by verifying the information provided in the Candidature File and determining whether the plans proposed are feasible.

The Commission carried out visits to the cities on the following dates:

- Chicago, United States of America: 4–7 April 2009
- Tokyo, Japan: 16–19 April 2009
- Rio de Janeiro, Brazil: 29 April–2 May 2009
- Madrid, Spain: 5–8 May 2009

This report reflects the unanimous opinion of the Commission and has been signed by its members. It takes into consideration all information received up until the end of the visit to each respective city.

¹ Cities listed in order of drawing of lots carried out by the IOC Executive Board on 12 December 2007.

INTRODUCTION

General Issues

To complete this introduction, the following section contains some general information about the report, as well as a number of points which are common to all Candidate Cities and are therefore not covered in each city's individual report.

1. Working procedures

The Commission followed the same working procedure in each Candidate City, with presentations on all themes of the IOC Candidature Procedure and Questionnaire and visits to the proposed competition and non-competition venues.

2. Terminology/language

Throughout the report, when the Commission refers to the "Games", this encompasses both the Olympic and Paralympic Games, unless specifically stated.

"Athletes" refers to both Olympic and Paralympic athletes.

The original version of this report was drafted in English. Consequently, in the event of a discrepancy between the French and English texts, the English text shall prevail.

3. Paralympic Games

Elements concerning the Paralympic Games feature not only in the Paralympic section, but are embedded throughout the report. The Paralympic budget has been integrated into the Olympic Games budget.

4. Population figures

The population figures mentioned in theme 3 are figures that the cities themselves submitted in their Application Files in phase I of the process.

5. Finance

For budgeting purposes (OCOG revenue), the IOC advised the Candidate Cities to include figures of USD 675 million for the IOC contribution and USD 335 million for TOP sponsorship revenue (2016 values). In addition, the IOC informed the Candidate Cities that the IOC would assume the responsibility and operational cost of the Olympic Broadcasting Organization (OBO) through its fully-owned subsidiary, OBS SA.

The Candidate Cities were requested to provide budget figures in US dollars and local currency in both 2008 and 2016 values. All figures mentioned in the report (where not specified otherwise) are in USD 2008 value.

6. Accommodation

The IOC requires Candidate Cities to guarantee:

- 40,000 rooms in various categories;
- a USD 2016 room rate for IOC hotels (1,800 rooms);
- a maximum USD 2016 room rate (including the calculation method) for other accredited client groups.

The total guaranteed room numbers include the rooms secured in the co-host cities.

7. Travel times

All travel times represent average 2016 bus travel times, as provided by the Candidate Cities in their Candidature File.

8. Rounding of figures

Figures in the report have been rounded. Where percentages do not add up to 100%, this may be due to rounding.

9. Number of venues – counting methods

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

- Road courses, except for triathlon, are not counted as venues.
- In the case of venues with multiple halls, each separate hall is counted as one venue.
- A venue hosting two or more sports, not simultaneously, is counted as one venue (e.g. rowing/canoe-kayak flatwater).
- Unless specified otherwise, the total venue count includes preliminary football venues.

10. Terrorism

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

11. Public opinion

As additional background information, the IOC commissioned its own opinion poll in the Candidate Cities and their respective countries in February 2009. A summary of the results of this poll, which was carried out by Sports Marketing Surveys, can be found in Appendix B.

12. Letters of concern

As is the case with each edition of the Olympic Games, letters of concern were addressed to the Commission. The Commission received requests to meet with representatives of certain groups during its visits to Chicago and Tokyo, to which it agreed. The concerns related to specific sites or were mainly of an environmental, financial and social nature.

13. Maps

A map, taken from each city's Candidature File, is included in Appendix C and will assist readers in understanding each city's overall concept and to situate the venues.

Annexes

- A. Composition of the Commission
- B. Summary of IOC opinion poll results
- C. Maps
- D. Abbreviations

CHICAGO



CHICAGO 2016

CANDIDATE CITY



CHICAGO

VISION, LEGACY, COMMUNICATIONS AND OVERALL CONCEPT OF THE GAMES

Chicago proposes to hold the 2016 Olympic Games from 22 July to 7 August.

Chicago aspires to bring the world together for a spectacular experience, with athletic competition and cultural celebration woven into the setting of the city's public gardens and parks, centred on the shores of Lake Michigan, leaving a sustainable urban, sport, social and environmental legacy for the community.

Chicago presents a concentrated Games plan with 22 competition venues, the Olympic Village and many hotels inside an 8 km radius of the city centre. Outside the 8 km radius would be: tennis (13 km), modern pentathlon (29 km), shooting (55 km) and equestrian (84 km). In addition, and for IF technical reasons, road cycling and mountain bike events would take place 256 km and 293 km away respectively, in the State of Wisconsin.

Chicago's vision is "Let Friendship Shine" and a "Spectacular Experience in the Heart of the City". This is in line with the city's long-term planning strategy based on the vision of Daniel Burnham, the architect of the 1909 Plan of Chicago and the planner of the World's Columbian Exposition in 1893, a festival organised using temporary venues.

The Games concept would also include other elements such as celebration sites and cultural activities, turning the centre of the city into an Olympic playground. The lakefront setting of venues, live sites, parklands, and cultural institutions and activities should help create a festive atmosphere in a city that has good experience in hosting lakefront festivals.

With this objective, and as the city does not need large new sports venues, Chicago 2016 aspires to conceive and achieve a sustainable venue construction project to meet the city's need for accessible community sports facilities. Therefore, the Games concept is mostly based on using temporary venues in the McCormick Place exhibition centre adjacent to the Olympic Village for 11 sports and the

IBC/MPC and 15 demountable or scaled-down venues such as the Olympic Stadium, main swimming pool, tennis, beach volleyball and shooting.

Understanding that venues need to be state-of-the-art during the 60 days of the Games, Chicago 2016 has embarked on a thorough study, including financial implications, to demonstrate that the Games could be sustainable.

This concept is in line with the IOC Games Study Commission recommendation to "build a new venue only if there is a legacy need" and would certainly have a positive impact on legacy but would mean greater financial responsibility for the OCOG which would be required to finance and deliver a significant part of the project.

During the seven years leading up to the Olympic Games, Chicago intends, through this vision, to achieve the following objectives:

- Create a cultural programme based on a festival of sport and humanity, in which the dissemination and promotion of Olympic values and the role and benefits of sport in society would be integrated into Chicago's extensive, existing festivals and special events.
- Advance sport for all by providing opportunities for young people and the urban population to be active in sport, through the continuation of the park district calendar of events and the newly-formed World Sport Chicago, initiated by the bid.
- Preserve and advance the natural environment with a "Blue-Green Games" programme of environmental education and conservation initiatives.

In addition, a USD 10 million fund from seven foundations has been established, to promote economic and community development in Chicago, particularly in neighbourhoods close to proposed venues.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

With these programmes Chicago aims to become a model for other cities and for the Olympic Movement. In this respect, Chicago has engaged with Mayors from other US cities and aims to expand this network to cities throughout the world to showcase its urban programme.

The United States Olympic Committee (USOC) has a national schools and communities' education programme to promote the Olympic values which reaches four million children annually. Chicago 2016 would complement this initiative by working with the Olympic taskforce of the US Conference of Mayors to promote Olympic education to young people around the country.

Chicago intends to use the opportunity of the Olympic Games to showcase and implement the programmes described above. However, a clear delineation of roles and responsibilities and good cooperation would be required between all stakeholders in order to ensure that the OCOG would not be over-burdened operationally and financially by these programmes.

A youth camp is proposed for 1,000 people, with approximately 800 coming from abroad.

There has been significant involvement of the USOC and athletes in the planning of the project and its legacy aims.

Communications programme

Chicago proposes a comprehensive communications plan to run until 2016. During the seven years it would emphasize key thematic elements of the Olympic Movement. It would also tell a story about the benefits the Games bring to a host city.

Population

The population of the United States of America (USA) is currently 300 million. There are 8 million people in the Chicago Metropolitan Area and 3 million in the City of Chicago.

Political structure/responsibility

The USA is a Federal Republic with an executive president as the head of government. The President is elected for a four-year term, and can be re-elected only once. The political structure is defined by the United States Constitution.

Under the USA Constitution, power is divided between national, state and city levels of government with most decision-making responsibility for services and infrastructure given to the states, in this case the State of Illinois.

The City would be the principal governmental delivery authority, taking primary financial responsibility for the Games, in cooperation with the OCOG.

There is also strong financial and delivery reliance on public/private partnerships which is the model which is commonly used in the USA.

Economy

The US economy is the largest in the world, with a 2007 GDP of approximately USD 13.8 trillion (source: World Bank). Chicago 2016 states that the 2006 GDP for the Chicago Metropolitan Area was approximately USD 500 billion and that the estimated average annual inflation rate between 2010 and 2016 is 2.5%.

CHICAGO

Support

The Chicago bid enjoys the support of major political parties at federal, state and local government level, and of the Chicago business community. The Federal Government, the States of Illinois and Wisconsin (the site for cycling) and the Chicago City Government have provided commitments in support of the bid, as have the co-host cities.

During the Commission's visit, the presence of senior national government officials demonstrated the Federal Government's strong support and cooperation to deliver the Games, including the formation of an "Olympic Office" in the White House.

The union movement in Chicago is supportive of the bid and, with Chicago 2016, has signed a Memorandum of Understanding to facilitate all construction work and other services required to host the Games.

Opinion poll

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2016 Olympic Games: 67% support in Chicago and 61% nationally.

During its visit, the Commission met with a local group, at its request, to hear its concerns regarding holding the 2016 Games in Chicago.

LEGAL ASPECTS

Guarantees

All guarantees required by the IOC were provided, with the exception of a guarantee for the financing of the Olympic Village. In addition, the overall shortfall guarantee contains an upper limit.

Chicago 2016, the City of Chicago and the USOC had made a number of legal submissions to the IOC regarding the application of the Host City Contract which were not accepted by the IOC.

Legislation

The Games would be supported by existing legislation. The City of Chicago "Olympic Approvals Ordinances 2007 and 2009" provide the city commitments for the Games but limit any guarantee to cover financial loss to USD 500 million.

The State of Illinois "2016 Olympic and Paralympic Games Act" supports the organisation of the Games and provides a further financial guarantee of USD 250 million. It states that the City of Chicago, in cooperation with the OCOG, would have the primary responsibility for the organisation of the Games.

OCOG structure and transition

The OCOG would be established as an Illinois not-for-profit corporation and would qualify as a charitable organisation. The OCOG Board would be composed of 32 members, including the IOC Members in the United States and members appointed by the key stakeholders: the OCOG, the City of Chicago and the USOC. The proposal involves ten members of the board being nominated by the OCOG Chairman and seven members by the Mayor of Chicago, both of whom would also serve as board members. This representation leaves some doubt as to the ultimate responsibility for delivery of the Games.

Chicago 2016 states that the current Chairman and CEO of the bid would serve as the initial OCOG Chairman and CEO.

CUSTOMS AND IMMIGRATION FORMALITIES

Entry into the country

Entry into the United States of America (USA) would be guaranteed with a valid passport and an Olympic Identity/Accreditation Card, in accordance with IOC requirements. In addition, accredited persons with HIV/AIDS would be issued with a waiver allowing entry to the USA.

The USA authorities and the OCOG are aware that athletes and sports officials may visit the USA for sports competitions and training well before the Games and are also aware of the test event programme. An existing programme, the “Olympic Leader Travel Program”, created by USOC in collaboration with the national governmental authorities, would facilitate entry to the USA.

Work permits

The systems used for visa applications during the 2002 Salt Lake City Olympic Games would be put into place. The Secretary of State would appoint Olympic coordinators in US diplomatic posts around the world to enhance the systems for entry and for granting work permits for Olympic-related personnel.

Importation of goods

The USA Tariff Suspension and Trade Act 2000 would allow for the import, use and export of goods and consumables for the Games without tax or other duties.

These regulations would apply for test events and any other Games-related early entries into the USA.

ENVIRONMENT AND METEOROLOGY

Plans and actions

Chicago’s Olympic-related environmental plans and actions are based and build upon a strong set of existing city policies and programmes, including several emission reduction programmes. City plans have resulted in the significant expansion of green spaces, retrofitting of buildings for energy-efficiency, and green building codes required for any new structures.

Chicago’s “Blue-Green Games” vision has objectives with regard to climate, as well as a “low-carbon” Games with all electricity needs coming from renewable sources and offsets for carbon emissions, for example from air travel; resource conservation, including green procurement programmes; and sustainable legacy, together with the creation of environmental education initiatives and a Sports and Environment Institute, for sharing innovations, ideas and plans with other cities and sports organisations.

There are also plans for water conservation and access, including a Global Water Access initiative for developing countries. The Commission noted that the OCOG’s proposed involvement and partnerships in regard to this initiative are yet to be arranged and would require close consultation with the IOC and other members of the Olympic movement.

Some existing park areas would be used for permanent venues for passive and active recreation. The building of only six new permanent venues for the Games and the extensive use of temporary facilities would reduce environmental impact.



CHICAGO

Although there is close integration of Games-related environmental plans with long-term city strategies for urban environment and sustainability improvement, the delineation of roles and responsibilities for delivery and monitoring of environment and sustainability measures by the OCOG, government agencies and other proposed entities, would need to be clearly defined.

The USA has not signed the Kyoto Protocol, but Chicago has officially adopted Protocol goals and is committed to cutting carbon emissions by 25% (below 1990 levels) by 2020.

Air and water quality

Air quality levels meet World Health Organization (WHO) guideline values. Drinking water also meets WHO standards.

Meteorology

Average meteorological conditions (temperatures, humidity, wind and rain) are satisfactory. While the Commission expressed some concern that the average wind strengths, which increase in the afternoon (e.g. approximately 18 km per hour at 3 p.m. at the “Games Centre” zone), could result in the disruption of several sports or disciplines – archery, rowing/canoe kayak flat water; tennis and open swimming – in particular wind-exposed venues, it should be noted that the respective IFs have approved the venues.

FINANCE

OCOG budget

Chicago proposes a balanced OCOG budget, with revenue and expenditure of approximately USD 3.8 billion. This includes capital investments of USD 162.2 million, mainly for competition and training venues.

The IOC contribution and TOP sponsorship income represent 27% of Chicago’s total revenue.

The domestic sponsorship programme for the Olympic and Paralympic Games, managed in a joint venture between the OCOG and the NOC, is expected to total USD 1.83 billion in gross revenue, generating USD 1.31 billion in the OCOG budget (35% of revenue).

Ticket sales and licensing revenues total USD 876 million (23% of revenue) while donations amount to USD 246 million or 6% of revenue.

Major expenditure items are venue operations, amounting to USD 1.06 billion (28% of expenditure), Games workforce at USD 509 million (13%), technology at USD 463 million (12%), administration at USD 273 million (7%) and transport at USD 226 million (6%).

The expenditure budget includes a contingency of USD 450 million which represents 12% of expenditure.

Non-OCOG budget

The non-OCOG capital investment budget amounts to USD 1.03 billion, including USD 977 million for the Olympic Village and USD 54 million for competition venues.

As the bid does not envisage any incremental investment for the Olympic and Paralympic Games, no figures have been provided on the other items that follow a natural cost growth path (airport, roads and railways, accommodation, medical, etc.). The Commission nevertheless points out that significant investment in upgrading transport infra-

structure and rolling stock would be required for the Games, which has not been identified in the non-OCOG budget.

With the exception of the Environmental Management Systems (USD 6.4 million), the non-OCOG operations budget items have not been indicated but have been committed to by the respective government agencies or institutions.

Financial guarantees

The City of Chicago, through the 2016 Olympic and Paralympic Games Governmental Cooperation Agreement, and the State of Illinois, through the 2016 Olympic and Paralympic Games Act, have guaranteed to provide all security, medical and other government-related services at no charge to the OCOG.

At national level, the Games would be designated as a National Special Security Event which guarantees that personnel, equipment and resources necessary to ensure the security of the Games would be provided free of charge to the OCOG.

The Chicago Park District has agreed to provide its parks and venues free of charge for the Games.

At the time of the visit, contrary to IOC requirements, Chicago 2016 had not provided a full guarantee covering any potential economic shortfall of the OCOG which includes refunds to the IOC for advances in payment or other contributions made by the IOC to the OCOG which the IOC may have to reimburse to third parties in the event of any contingency such as full or partial cancellation of the Olympic Games.

Instead, the City of Chicago and the State of Illinois have provided up to USD 500 million and USD 250 million shortfall guarantees respectively for the Games.

Additional comments

A significant OCOG expenditure budget of USD 3.8 billion is proposed due to an extensive construction programme of permanent and temporary venues, which is supported by an ambitious marketing programme. Chicago 2016 is confident that the strength of the local and national business communities would enable it to reach its commercial target.

The budget has been well prepared with a great amount of detail. Assumptions are well supported and documented.

While the structure of responsibilities and the heavy financial reliance on the OCOG to deliver the infrastructure requires it to generate significant revenues and early cash flow, the Commission recognizes the strong revenue generating capability and the commitments shown by the business community.

The budget is ambitious but achievable.

CHICAGO

MARKETING

Joint Marketing Programme Agreement

The City of Chicago and USOC have agreed on a joint marketing programme agreement, the content of which, at the time of the visit, did not fully comply with IOC requirements.

Billboards and advertising

Guarantees have been secured for 95% of outdoor advertising sites until mid 2015. The formula to calculate rates included in the binding contracts with advertisers is generally based on the average price for the 2010 to 2012 period, plus 7% inflation for each of the years 2013 to 2016, which does not completely follow IOC requirements.

Rights protection

The United States has extensive existing legislation that protects Olympic intellectual property rights.

The City of Chicago also has existing legislation that would protect against ambush marketing during the Games. The City is committed to forming an Olympic Brand Protection Commission to assist the OCOG. Furthermore, the 2016 Olympic and Paralympic Games Governmental Cooperation Agreement includes a commitment by the City's governmental partners to cooperate to prevent ambush marketing and illegal street vending before and during the period of the Games.

The State of Illinois 2016 Olympic and Paralympic Games Act would also be of assistance in regard to brand protection processes.

Ticketing

Chicago's ticketing structure, with a total of 8.9 million tickets, would provide 51% of all competition tickets at less than USD 50. The average ticket price, across all competition events, would be USD 71.

Ticketing revenue estimates are USD 705 million for the Olympic Games and USD 30 million for the Paralympic Games, based on a sales rate of 85% for the Olympic Games. Based on past experience, and in comparison with other sports ticket pricing in Chicago and the USA, these revenue targets are considered achievable.

Local sponsorship and licensing

The domestic sponsorship programme would be managed in a Joint Venture between the OCOG and the NOC.

The bid has set ambitious targets for local sponsorship at USD 1.83 billion in gross revenue, netting USD 1.31 billion after USOC's share, marketing and sales expenses and IOC royalties.

Licensed merchandise revenue is set at USD 152 million. A further USD 17 million is projected from a coin programme.

There is a very strong tradition of sponsorship and licensing in the Chicago and US markets. Given the large ticket market and the major and committed corporate community in Chicago, the marketing plan and revenue targets appear to be ambitious but achievable. Nevertheless, the extensive marketing programme would have to be efficiently implemented to support the OCOG's significant expenditure budget.

SPORT AND VENUES

Sports concept

Chicago proposes a compact Olympic Games concept with 20 venues within 10 km of the Olympic Village. Nineteen venues would be within 10 minutes and four venues within 10 – 20 minutes of the Olympic Village. The majority of the proposed 31 venues would be located along the lakefront, close to the city centre.

Travel distances from Olympic Village	N° of competition venues
< 10 km	20
11–20 km	3
21–30 km	1
31–40 km	0
41–50 km	0
51–100 km	2 (equestrian and shooting*)
> 100 km	1 (cycling)
TOTAL (not including 4 preliminary football venues)	27

* Note: New shooting venue proposed during the Commission's visit, 55 km from the Olympic Village.

The venues are grouped into five zones: Lake Michigan Sports Complex, South Shore Olympic Park, Douglas Park District, Lincoln Park and the Olympic Waterfront.

Furthest from the Olympic Village and outside the Chicago city area would be Tempel Farm (equestrian – 84 km), road cycling (256 km) and mountain bike (293 km), both in Wisconsin. These two cycling events would be located outside the city area due to the IF's technical requirements. During the Commission's visit, a new proposal for the shooting venue was presented, which has been approved by the IF. This venue would be 55 km (45 minutes) from the Olympic Village.

30 training venues are proposed: 17 new and 13 existing, the majority of which are within an 8 km radius of the city centre.

Venue construction status

Chicago proposes a total of 31 venues: 15 existing with no permanent work required (including 8 venues in the McCormick Place exhibition centre); one to be built irrespective of the Olympic Games; six new additional permanent venues (built only if Chicago is elected and scaled down after the Games); and nine temporary venues.

Venue construction status	N° of competition venues
Existing (no permanent work required)	15
Existing (permanent work required)	0
Planned (irrespective of the Games)	1
Additional permanent (Games dependent) to be scaled down after the Games	6
Additional temporary (Games dependent)	9*
TOTAL (including 4 preliminary football venues)	31

* Note: The new shooting venue is a temporary venue.

Four new permanent venues would be completed by 2015 and two by April 2016. The majority of temporary venues would be completed no later than 2015 with two in 2016, which could present an increased risk with regard to the organisation of test events.

CHICAGO

Venue features/issues

A new Olympic stadium would have a seating capacity of 80,000. Post-Games capacity would be reduced to around 10,000.

The sports legacy plan includes purpose-built competition venues, which could be reconfigured at a later date into facilities for youth sports programmes. Permanent venues have been planned according to predetermined local community needs. Facilities would also be linked to World Sport Chicago's development initiatives, including engaging young people in a broad range of sports and recreation programmes.

Sports experience

In the past decade, Chicago has organised international events for six out of the 26 Olympic summer sports and the USA has organised international events in all 26 sports.

PARALYMPIC GAMES

Concept

Chicago 2016 proposes to hold the Paralympic Games from 17 to 28 August.

Chicago has put forward a "two Games one celebration" proposal, promising the same quality of experience for all athletes – Olympic and Paralympic.

The concept includes:

- increased profile for Paralympic athletes and promotion of the Paralympic brand;
- enhanced promotion to encourage people with disabilities to become involved in sport;
- linking the centre of the City of Chicago with competition venues, cultural amenities, parklands and the Olympic Village in compact and accessible clusters along the lakefront;
- a "Games in the Park" theme using the positioning of the Olympic Village and many venues along the nearby shores of Lake Michigan.

Budget

The budget presented for the Paralympic Games is USD 187.7 million, including an anticipated Federal Government subsidy of USD 74.6 million in view of previous Paralympic Games held in the USA.

Organising Committee

Key features include:

- a Joint Organising Committee with Paralympic Games planning, organisation and delivery integrated within the OCOG;
- paralympic representation on the OCOG Board;

- a Paralympic Advisory Committee, one of several Advisory Committees to the OCOG Board;
- paralympic representation in the proposed Olympic Office in the White House.

Sports and venues

The venue plan is satisfactory and maximises the use of relevant Olympic venues in five zones. All sports competitions would take place in Chicago, including cycling.

Chicago 2016 has provided an assurance that all venues and the Paralympic Village would be barrier-free. This is supported by the City of Chicago, which has made the promotion of sports for people with disabilities and their rights, including accessibility, a priority. The city aims to be the most accessible large city in the USA.

The Paralympic Village would be centrally located, with 17 of the 20 competition venues within 8 km of the Paralympic Village. The majority of athletes would be within 15 minutes of their competition venue. It is intended to open the Paralympic Village on the same day that the Olympic Village closes, allowing little time for transition.

Chicago 2016 plans a number of Paralympic test events, with some to be conducted in conjunction with Olympic test events.

The Olympic Village would also accommodate the needs of Paralympic athletes with regard to additional space in residential rooms, bathrooms and elevators. Paralympians would be housed on the lower floors of the Village.

Good attention appears to have been paid to accessibility standards in the planning of buildings, including the Paralympic Village and transportation, providing a positive legacy.

Games services

Services planned for the village include a live music venue and access to shops and cafes, as well as park amenities along a “Lake Promenade” which would connect the residential zone to the lakefront.

Chicago 2016 has committed to providing the same quality of transport service for athletes and team officials at the Paralympic Games, with a fleet of accessible vehicles delivering dedicated services between the village and each competition and training venue. In addition, free public transport would be offered to members of the Paralympic Family.

Media and communications

The Olympic IBC/MPC facilities would also be used for the Paralympic Games. Located at McCormick Place, the IBC/MPC would be located conveniently next to eight Paralympic sports venues, with another nine sports venues also within the Paralympic Ring.

Accredited media personnel would be accommodated in hotels and university-style accommodation.

Chicago 2016 has undertaken to work with media providers, including online channels and broadcasters, to ensure wide coverage of all competitions, as well as the Opening and Closing Ceremonies.

Additional comments

Chicago 2016 would work with the National Paralympic Committee (NPC) to develop ongoing Paralympic programmes in the USA. The NPC has a goal to establish Paralympic sports clubs in 250 cities across the USA by 2012. In addition, a Paralympic Development Centre would be established to focus on identifying athletes and developing coaching expertise in Paralympic sports.

CHICAGO

OLYMPIC VILLAGE(S)

Location/concept

Chicago 2016 presents a well-designed and compact Olympic Village located at the heart of the Games on 52 hectares of land. The plan includes a lakefront park recreational zone and private beach for residents, all inside a secure perimeter, which the Commission believes would provide a special experience for the athletes. A long pedestrian bridge would connect the main residential zone to the lakefront park recreational area, passing over the main Chicago thoroughfare, Lake Shore Drive. The recreational zone would include a 1,500 m jogging path, an Olympic-size running track, beach volleyball courts, a swimming pool, tennis and basketball courts and other recreational areas.

The Village would consist of 21 residential buildings up to 12 storeys high. All units would have extra sound insulation within walls and between floors.

90% of athletes would live within 15 minutes of their competition venues. The maximum travel time from the Olympic Village for any athlete would be 60 minutes.

Co-host cities for football would provide accommodation for athletes and officials in hotels near the competition venues.

An additional village for road cycling and mountain bike has been proposed adjacent to the cycling course and would accommodate 700 athletes and officials. Day accommodation would be provided for athletes at the equestrian venue. Grooms and veterinary doctors would be accommodated at the venue.

Village development

The land for the Olympic Village has already been acquired by the City of Chicago and remediation work is scheduled to commence in July 2009.

The Olympic and Paralympic Village would create a new, sustainable residential community, constructed to meet LEED standards (US Green Building Council's "Leadership in Energy and Environmental Design" programme ratings system).

Chicago 2016 has received letters of interest to provide financing for the development of the project from six large institutional investors, commercial banks and union pension investment funds. The City of Chicago confirmed that, irrespective of the Games, development would proceed on the site of the proposed Olympic Village.

At the time of the Commission's visit a full financial guarantee for the Village could not be provided. Chicago 2016 expressed confidence that the necessary financing would be secured (with a ratio of 40% equity/60% debt financing).

The OCOG would lease the residential buildings from private developers for 11 months: seven months prior to the Olympic Games and four months during and after the Olympic and Paralympic Games. Additional, adjacent land and three existing buildings would be leased from property owners.

Village organisation

A total of 16,800 beds would be available during the Olympic Games and 8,000 beds during the Paralympic Games, with accommodation space per resident of 17 m² for the Olympic Games and 34 m² for the Paralympic Games, meeting IOC requirements.

The main dining hall (5,000 seats) would be adjacent to the transport mall, with an additional four cafes throughout the residential zone.

Internal transport would be provided by low-emission vehicles. Dedicated NOC and NPC parking would be located in close proximity to the Village.

Post-Olympic use

The Olympic Village would be transformed into a mixed-income residential community, with units becoming condominiums and apartments. The project developer would be required to construct at least 20% of the residences as “affordable housing”, primarily for senior citizens and students.

During its visit the Commission met with local community organisations, at their request, to hear their concerns regarding the consequences of higher standard accommodation in the area creating a change in the social fabric and forcing lower income families to move. The City of Chicago stated there would be no displacement of people.

Post-Games, the enhanced lakefront park and beach areas would again be accessible for residents and neighbouring communities.

NOC travel grants

Chicago 2016 guarantees to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village.

MEDICAL SERVICES AND DOPING CONTROL

General

The Commission is satisfied that Chicago would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary polyclinic for residents providing a full range of basic medical care.

Chicago 2016 offers a comprehensive plan and services for the Olympic and Paralympic Family, with one hospital with 901 beds designated for the athletes and a second hospital with 897 beds designated for the IFs, NOCs and the IOC.

Medical care would be offered free of charge to all accredited persons through the OCOG’s Medical Services programme. Furthermore, Chicago 2016 confirmed that all public and private hospitals would provide free emergency medical services during the Games for all accredited persons.

Team doctors would be permitted to provide medical services to their delegation.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Doping control

The USA has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport.

The USA currently has two WADA-accredited laboratories in Los Angeles and Salt Lake City and the OCOG would establish a temporary accredited WADA laboratory in Chicago for the duration of the Games. USOC has nominated USADA as the national anti-doping agency in the USA.

Doping in sport is not considered a criminal offence in the USA. Legislation allows the appropriate authorities to cooperate with investigations into certain aspects of doping in sport.

Horses

An accredited FEI laboratory for horses is located in Ithaca, New York. All horses entering the USA, except from Canada, must go through a designated US Department of Agriculture quarantine facility or approved temporary facility. The quarantine ranges from three to seven days, depending on the horse's country of origin and, for the Games, would be free of charge.

SECURITY

Responsibility and command structure

The Games would be considered a National Special Security Event (NSSE) with the Federal Government assuming ultimate financial and operational responsibility for security.

The Superintendent of the Chicago Police Department would lead the Chicago Olympic Public Safety Command (COPSC). The OCOG would be fully integrated into the command structure.

Under this unified and integrated command structure, overall security planning and venue specific security procedures would be a joint effort between the COPSC and the OCOG which, significantly, would be located in the same building, both in the preparatory phase and during the Games.

Safety and security personnel

Chicago and the USA have an excellent infrastructure and a well trained and equipped security and public safety apparatus. Chicago is capable of providing the level of security and safety required for the Games.

Additional comments

Chicago 2016 acknowledged that the efforts of all law enforcement agencies would need to be fully integrated and involve the OCOG for the successful planning and delivery of Games security operations.

ACCOMMODATION

General

The Chicago accommodation plan offers a total guaranteed room inventory of over 57,000 rooms, meeting IOC requirements. This includes 44,500 hotel rooms and 12,500 other rooms.

The guaranteed inventory is generally concentrated close to the majority of venues. A total of approximately 34,000 rooms would be within a radius of 10 km of the Games centre and 19,000 within a radius of 10–50 km. The remaining guaranteed rooms are in the co-host cities.

There is no minimum stay requirement.

There are approximately 109,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The 2016 IOC room rate would be USD 300 for a single/double room including breakfast and charges. Suite rates would be USD 2,500 and 4,500.

The room rates for other client groups, excluding breakfast and taxes (in 2016 dollars) would be:

	Single/Double	Suite
Premium Luxury	900	5,000
5 Star	575	4,300
4 Star	360	1,500
3 Star	320	750
2 Star	120	250

There is an indexation formula based on the average room rate in 2013 plus cost price increases to 2016 and an Olympic premium of 5%.

The calculation of rates for suites is different from that for rooms and results in a higher level of charges.

Media accommodation

There would be 18,800 rooms available to the media in predominantly four and five star hotels (including a hotel located adjacent to the IBC/MPC). Some 12,500 beds would also be available in university-style accommodation at a cost of between USD 69 and 108 per night, per person (2016 rate).

There are no minimum stay conditions for media accommodation.

Room allocation

Room allocation for the different client groups has been based on venue locations and client needs and seems appropriate.

Additional comments

Chicago 2016 is offering free meeting rooms/hospitality space for certain client groups (IOC, IPC, IFs, TOP sponsors and broadcasters) in the 12 hotels allocated to these groups. This offer is conditional on 85% occupancy and could be challenging to manage.

There appears to be ample accommodation for spectators.

CHICAGO

TRANSPORT

Concept

Chicago is the major transportation hub of the midwestern United States, with six interstate motorways, multiple rail trunk lines and O'Hare International Airport, one of the country's busiest airports.

The 1909 Burnham City Master Plan included a long system of parklands along the western shore of Lake Michigan, all served by Lake Shore Drive. This major thoroughfare would be the backbone of the Chicago 2016 Olympic transport plan.

In addition, the compact Games concept with 22 of the 31 competition venues and all key non-competition venues located within an 8 km radius of the city centre, provides a good basis for an efficient transport system.

Other venues, as well as the main airport (O'Hare) are located on radial motorways and rail lines converging on the city centre and Lake Shore Drive.

International access

International and national access to Chicago would predominantly be by air. O'Hare Airport is undergoing a USD 8.3 billion extension programme, adding runways and increasing the number of gates to enable the airport to handle over 27,400 passengers per hour. The airport is linked to the city by motorway and direct rail services. Closer to the city, Midway Airport also offers convenient air access to Chicago. These airports have the capacity to handle all Games-related traffic.

Travel time from O'Hare Airport to the Games centre would be approximately 35 minutes.

Infrastructure

Approximately USD 9 billion will be invested between 2008 and 2016 to upgrade transport infrastructure, particularly rail transport. In addition, USD 3.6 billion has been earmarked to replace and supplement rail rolling stock.

Olympic transport operations

The Olympic transport system proposed by Chicago 2016 features:

- an extensive Olympic lane system;
- an innovative traffic reduction scheme;
- an ambitious public transport development programme to ensure all spectators would use public transport to venues;
- free public transport for all accredited persons and ticketed spectators.

Approximately 170 km of major roads would have partially dedicated (at certain times of the day) or fully dedicated Olympic lanes in each direction. Another 60 km of roadways, including Lake Shore Drive, would have multiple Olympic lanes in each direction, bringing the total amount of directional lanes reserved for Olympic use to over 590 km.

The proposed scheme to reduce Chicago traffic by 25%, with a 50% traffic reduction around the IBC/MPC and the Olympic Village, would be essential to ensure appropriate traffic conditions and access in congested areas.

Since Chicago's transport plans include no spectator or workforce venue parking, a shuttle bus service would connect all Olympic venues to city and suburban rail stations. In addition, more than 90,000 temporary park-and-ride facilities within 100 km would be connected to the Chicago radial rail system.

These integrated traffic policies would more than double peak commuter traffic demands on Chicago's "Metra" rail system, with this system expected to take approximately 2/3 of the overall 2016 Olympic rail traffic. Such an increase would be a major challenge given the magnitude of Chicago's general rail infrastructure and rolling stock upgrade needs.

The extensive Olympic lane system and innovative traffic reduction scheme, as well as efforts to increase the use of public transport in Chicago would require strong public communication and education programmes and appropriate enforcement strategies.

The USD 226 million OCOG transport operations budget appears to be reasonable.

TECHNOLOGY

Telecommunications

Telecommunications infrastructure is well developed in the United States of America (USA) and is capable of meeting Games needs. The US telecommunications market is open and competitive.

Chicago has a major commercial telecommunications system, including an extensive wired and wireless (Wi-Fi) network. There is also an extensive fixed and mobile telephone marketplace.

Frequency control

The Federal Communications Commission (FCC) is the regulatory body with the authority to issue spectrum licenses and has provided the required guarantee regarding the free allocation of frequencies.

The OCOG would establish a Games Frequency Coordination team and would also provide technical support free of charge.

Additional comments

McCormick Place would provide cable connection for the IBC/MPC, as well as for the sports venues within the centre free of charge.

Wi-Fi would be provided free of charge at the Olympic Village and IBC/MPC. It would also be available at competition venues.

According to the terms of the Joint Marketing Programme Agreement agreed between USOC and Chicago 2016, USOC has requested to keep the telecommunications category until 2012. The Commission notes that a telecommunications company is an important operations partner for the OCOG and expressed its concern that should the telecommunications category not be available, potential operational challenges could arise.

CHICAGO

MEDIA OPERATIONS

Concept

The IBC/MPC would be located in the existing McCormick Place exhibition centre. The precinct would also accommodate the Lake Michigan Sports Complex (venues for 11 Olympic and 8 Paralympic sports/disciplines in a single secure perimeter).

The facility would provide flexible space for the media with sufficient capacity to meet all demands in a centralised location close to a large number of competition venues.

IOC space requirements have been met, with 78,000 m² allocated to the IBC and 65,000 m² of flexible space allocated to the MPC.

The IBC space has ceilings of up to 15.2 metres in height and large open spaces suitable for broadcast studios.

During the Commission's visit, a guarantee was provided granting the required access to the IBC one year before the Games.

The McCormick Place facility is the largest multi-use convention facility in North America with 297,300 m² of multi-use space divided into four adjoining halls. The current energy capacity of the venue would appear to be sufficient to meet Games needs and there are six back-up generators to ensure an uninterrupted power source.

Media transport

Services would commence 14 days before the Opening Ceremony.

In addition, the facility would provide 800 parking spaces at the IBC and 300 at the MPC without charge, with additional parking available through the rate card system.

Laws and taxes

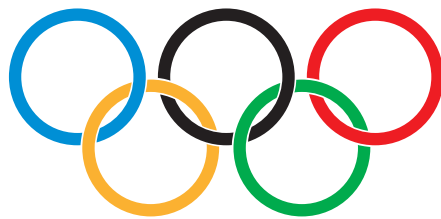
The MOU between Chicago 2016 and the Labour Unions states that unions would welcome the presence of OBS, accommodate their needs and would provide their own unique and highly skilled workforce to supplement and accommodate OBS operations pursuant to the terms of locally negotiated agreements. It was not clear to the Commission whether OBS broadcast personnel would be able to freely carry out their duties.

Chicago 2016 also stated that broadcasters would not be subject to specific taxes for broadcast work and that goods being imported for the Games would be free of duties.

TOKYO



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TOKYO

VISION, LEGACY, COMMUNICATIONS AND OVERALL CONCEPT OF THE GAMES

Tokyo proposes to organise the 2016 Olympic Games from 29 July to 14 August.

Tokyo's vision is "Uniting our Worlds" combining vitality and sustainability, heritage and innovation in line with Tokyo's 10 year (2007-2016) urban planning strategy, "Tokyo's Big Change – The Ten Year Plan". This plan, being implemented by the Tokyo Metropolitan Government (TMG) has three main aims: greening the city; creating an urban model for an ageing society; and promoting sport to provide dreams to children.

Tokyo's wish to host the Games stems from its desire to take a leading role in promoting a contemporary Olympic Games through the organisation of socially, environmentally and economically sustainable Games.

Through its vision of organising sustainable Games in the heart of the city with minimal travel times for all participants and spectators, Tokyo has put forward a highly concentrated Games concept, with all competition venues (except shooting), the IBC/MPC and the Olympic Village located within an 8 km radius of the city centre.

This concept also integrates other activities such as cultural programmes, "street stadia" (sports in the streets) and celebration sites, making the Games a festival in the heart of the city.

Tokyo 2016 aims to demonstrate the positive legacy of the 1964 Olympic Games by using some of the venues for those Games, as well as newly built venues and some temporary venues. Tokyo 2016 sees the Games as an opportunity to provide a "100 year Olympic Games legacy".

New long-term urban development and revitalisation plans proposed for the Games would also further connect the city to the sea.

During its visit, the Commission felt that legacy plans for certain permanent venues were unclear. Tokyo 2016 stated that if awarded the Games, the city's urban plan would be expanded to include the development of those sports facilities.

As a contribution to the Olympic Movement and to celebrate its 100 year Olympic legacy plan, Tokyo 2016 has established the International Institute for Olympism in cooperation with the Japanese Olympic Committee (JOC). This institute will engage in three categories of programmes: education and research on Olympism, enhancing the fight against doping in Japan and across Asia and a global outreach programme of sports development.

Tokyo 2016 aims to ensure the early exposure of young people to Olympism and the TMG has created a series of textbooks entitled the "Olympic Reader" through which 1 million elementary and secondary school students are currently learning about the values of Olympism.

Tokyo proposes a Games-time youth camp for 600 people as well as smaller regional youth camps in the three years leading up to the Games.

During the Commission's visit, Tokyo 2016 confirmed that the TMG would finance and act as a delivery body for the cultural, educational (including the institute) and sports advancement programme. A special fund of USD 200 million has already been set aside by the TMG to promote sports through exchanges and the identification and development of future athletes and coaches.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The TMG would be responsible for the delivery of the Games, with the involvement of the JOC and the Japanese Government. To demonstrate its determination and to ensure the implementation of its vision and concept as well as a smooth transition from bid to OCOG, the TMG has established the “Tokyo Olympic Hosting Reserve Fund” with a capital of USD 3.7 billion.

There has been significant involvement of athletes and the JOC in the development of the 2016 plans.

Communications programme

Tokyo 2016’s communications plan is to create a “great story from Tokyo to the world”, based on the promotion of a contemporary Games through the delivery of a socially, environmentally and economically sustainable Games in a major metropolis. Tokyo believes that Olympians and Paralympians can play an active role by spreading Olympic values across Japan during events such as “street stadiums” and youth camps, and through involvement in education programmes developed by Tokyo 2016 and the TMG.

In its communication plan, Tokyo has a clear sense of motivation and vision for the 2016 Games, and plans appear to be in line with national aims. However, given the limited scope of the plan proposed, the Commission believes communications would be a challenge.

Population

Japan has a population of 128 million. There are 35 million people in the Greater Tokyo Area and 13 million in the City of Tokyo.

Political structure/responsibility

Japan is a parliamentary democracy. The Diet (parliament) is the country’s sole law-making body and consists of members elected directly by the people.

Tokyo, the capital of Japan, is also one of the country’s 47 prefectures. The Tokyo Metropolitan Assembly is the decision-making body of the Tokyo Metropolitan Government (TMG). During the visit, Tokyo 2016 clarified that the guarantees signed by the TMG bind the mayors of smaller wards, cities, towns and villages in the Tokyo Metropolitan Area.

Economy

The Japanese economy is the second largest in the world with a 2007 GDP of approximately USD 4.4 trillion (source: World Bank). Tokyo 2016 stated that the GDP of the Tokyo Metropolitan Area in 2008 represented 18% of the national figure, approximately USD 850 billion.

The estimated inflation rate for 2009-2016 is 0-2% per annum (source: Bank of Japan).

Support

There is strong support for the bid from the Japanese Government which includes a number of Olympians.

Both Chambers of the Diet have adopted a resolution to support the Games and there is cross-party political commitment for Tokyo 2016. The Governor and the TMG Assembly also support the bid. The TMG has established a USD 3.7 billion “Tokyo Olympic Hosting Reserve Fund”.

The Japanese Government would establish a Cabinet-level Tokyo Olympic Games Council to provide support for Games plans and operations.

The Japan Chamber of Commerce and Industry has provided unanimous support for the bid. Tokyo 2016 informed the Commission that the risk of strike action affecting the Games was low, as relations with unions are good due to increased efficiency and profit-sharing arrangements.

Opinion poll

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2016 Olympic Games: 56% support in Tokyo and 55% nationally.

During its visit, the Commission met with local organisations, at their request, to hear their concerns regarding levels of public support and the use of public funds to finance the Games.

LEGAL ASPECTS

Guarantees

All guarantees required by the IOC were provided.

It should be noted that Tokyo 2016 was, at the time of the Commission’s visit, still endeavouring to obtain control of the domain name “tokyo2016.com”, currently owned by a private individual.

Legislation

Existing Japanese legislation would be sufficient to support the organisation of the Games. New enabling legislation would be introduced if required.

OCOG structure and transition

There is a detailed organisational plan for the OCOG. Should Tokyo be awarded the Games, clarity would be required in regard to the formal interaction, division of responsibilities and ultimate authority between the OCOG, several external agencies, the Tokyo Metropolitan Government (TMG) and the National Government. The role of the proposed Olympic Coordination Commission in operational matters would require clarification. The Commission’s understanding was that ultimate authority would rest with the TMG which guarantees the financing and delivery of the Games.

CUSTOMS AND IMMIGRATION FORMALITIES

Entry into the country

Entry into Japan would be guaranteed with a valid passport and an Olympic Identity/Accreditation Card, in accordance with IOC requirements.

Work permits

As Japan does not have a work permit system, permits would not be necessary for personnel coming to Japan to work for the Games. Personnel required to work in Japan prior to the “Games period” of 90 days would receive residence status and any necessary visas would be issued by Japanese consulates.

During the Commission’s visit Tokyo 2016 stated that the Ministry of Foreign Affairs is currently planning to waive visa fees for Games related personnel.

Tokyo 2016 stated that broadcasters would not be subject to specific taxes for broadcast work.

Importation of goods

It was confirmed that goods for the Games could be imported, used and exported without taxes or other duties. Specific procedures would apply to firearms.

ENVIRONMENT AND METEOROLOGY

Plans and actions

Tokyo 2016’s comprehensive environmental plans and sustainability strategy would build on the city’s strong set of environmental standards and policies, including widespread use of new technologies and the implementation of models for urban sustainability.

The city has experienced significant improvement in regard to air quality, wastewater recycling, green zones and public transport systems.

Tokyo’s “Big Change – the 10 year Plan” focuses on further improving air and water quality, the establishment of green urban spaces and a significant reduction in carbon emissions.

Tokyo 2016 aims to leave a positive impact on the environment, particularly through reducing or offsetting carbon emissions from the Games by an amount greater than emissions generated by Games-related construction, transport (including air travel) and operations, through sustainable venue construction and the use of existing venues, renewable energy sources and green and public transport. The Commission considers that this would be a major challenge to properly measure and achieve.

The Tokyo 2016 Sustainability Plan also includes a green urban programme, creating 1,000 hectares of green spaces. The establishment of a “Sea-Forest” on reclaimed land as a waterfront Games venue is underway, leaving a legacy of an 88 hectare forest and other areas for passive and active recreation.

Tokyo 2016 also plans a “Sustainability through Sport” project, involving Olympic education programmes with governmental, private sector and community organisations.

Through the direct involvement and inclusion of the Tokyo Metropolitan Government (TMG) and its environmental strategies and policies in Games operations and plans, there appears to be comprehensive integration of Games venue plans and actions in the city's long-term strategy.

Japan has experienced major earthquakes in the past, and Tokyo has in place a strong set of plans and policies regarding the construction and retrofitting of buildings to ensure earthquake-resistance, including increased actions under its current ten-year plan. Tokyo confirmed that all venues would be built or retrofitted to meet earthquake resistance standards.

Japan has signed the Kyoto Protocol.

Air and water quality

Air quality is within World Health Organization (WHO) guidelines and drinking water meets WHO standards.

Meteorology

Average weather conditions (temperatures, humidity, wind and rain) are generally satisfactory.

The high average temperatures at proposed Games time would require the competition schedule to be adapted.

Tokyo has relatively high average wind strengths in the afternoon, but the relevant International Federations have approved all venues and courses for wind-sensitive sports such as rowing, canoe/kayak flat-water, sailing, archery, shooting and tennis.

Typhoons occur in the region, but with low incidence in August and September around Tokyo. Furthermore, in the past fifty years there has been no material typhoon damage in the local area.

FINANCE

OCOG budget

Tokyo has proposed a balanced OCOG budget, with revenue and expenditure at approximately USD 2.86 billion. In accordance with IOC guidelines, no capital investment is included in the OCOG budget.

The IOC contribution and TOP sponsorship income represent 35% of Tokyo's total revenue.

The domestic sponsorship programme for the Olympic and Paralympic Games is budgeted at USD 708 million (25% of revenue).

Ticket sales and licensing revenues total USD 833 million (29% of revenue) while donations amount to USD 76 million or 3% of revenue.

Major expenditure items are venue operations, amounting to USD 856 million (30% of expenditure); Games workforce USD 207 million (7%); technology USD 444 million (16%); administration USD 192 million (7%); and transport USD 212 million (7%).

The expenditure budget includes a contingency of USD 144 million (5% of expenses).

Non-OCOG budget

The non-OCOG capital investment budget amounts to USD 3.09 billion, including USD 2.1 billion for competition venues, USD 832 million for the Olympic Village and USD 139 million for the IBC/MPC.

The Tokyo Metropolitan Government (TMG), which would be responsible for the delivery of the above-mentioned infrastructure, has already set up the "Tokyo Olympic Hosting Reserve Fund" of USD 3.7 billion to guarantee financing and delivery. In addition, the Japanese Government has committed to finance up to 50% of the cost of the main competition venues.

No figures have been provided on the other items that follow a natural growth path (airport, roads and railways, accommodation, medical, etc.), as Tokyo 2016 does not envisage any incremental investment for the Games in these areas. The Commission nevertheless points out that a new bus rapid transit line to the Olympic Village and Olympic Stadium would be essential.

The non-OCOG operations budget items have been identified and a commitment delivered that these would be provided by the respective government agencies or institutions.

Financial guarantees

The Japanese Government and the TMG have both guaranteed to provide all security, medical and other government-related services as well as customs and immigration services, free of charge to the OCOG. In addition, the TMG would also provide city-owned facilities at no cost to the OCOG.

As requested by the IOC, the TMG has provided a guarantee covering any potential economic shortfall of the OCOG. This is backed by a supplementary guarantee provided by the Japanese Government.

Additional comments

The OCOG presents a balanced and guaranteed budget of USD 2.86 billion.

Even if the OCOG budget does not carry any capital cost, USD 764 million (representing a significant 27% of expenditure) would be dedicated to the construction of temporary venues and overlay due to relatively high construction costs in Japan. Tokyo 2016 stated that should the OCOG experience financial problems, the TMG would be prepared to provide financial support to the OCOG.

Although the level of contingency (5%) is somewhat low compared to previous Games, the Commission believes that comfortable financial margins exist due to conservative marketing revenue estimates.

The budget has been well prepared with a great amount of detail. Assumptions are well supported and documented.

The OCOG budget seems reasonable and achievable.

MARKETING

Joint Marketing Programme Agreement

The Joint Marketing Programme Agreement signed by the City of Tokyo and the Japanese Olympic Committee complies with IOC requirements.

Billboards and advertising

Guarantees concerning outdoor advertising spaces and rates have been provided by the relevant stakeholders in accordance with IOC requirements.

Rights protection

Japan has extensive existing legislation that protects Olympic intellectual property rights.

The Road Law and the Road Traffic Law strictly control street vending and the relevant authorities have committed to stop ambush marketing and illegal street vending activities during the Games.

Ticketing

Tokyo's ticketing structure, with 8.6 million tickets, would provide 50% of all competition tickets at less than USD 50 with an average ticket price of USD 87 across all competition events. Lower prices would be offered for children under 12.

Ticketing revenue estimates are USD 719 million for the Olympic Games and USD 25.7 million for the Paralympic Games based on sales rates of 85% for the Olympic Games and 65% for the Paralympic Games. Based on past experience and in comparison with sports ticket pricing in Tokyo and Japan, these revenue targets are considered achievable.

Local sponsorship and licensing

The bid has set a conservative target of USD 708 million in revenue from local sponsorship.

Licensed merchandise revenue is set at USD 111 million, with a further USD 2.8 million estimated from a philately programme.

There is a strong tradition of sponsorship and licensing in the Tokyo and Japanese markets. Given the size of the market and corporate presence in Tokyo and Japan, and experience in achieving good ticket sales for major sports events, the marketing plan and revenue targets appear to be very reasonable and achievable.

SPORT AND VENUES

Sports concept

Tokyo proposes a highly compact Olympic Games concept with all venues within an 8 km radius of the Olympic Stadium (one km from the Olympic Village) except for shooting (38 km).

Travel distances from Olympic Village	N° of competition venues
< 10 km	16
11–20 km	9
21–30 km	2
31–40 km	1 (shooting)
41–50 km	0
51–100 km	0
> 100 km	0
TOTAL (not including 6 preliminary football venues)	28

The venues are grouped into 2 overlapping zones; the Heritage Zone (containing venues from the 1964 Olympic Games) and the Tokyo Bay Zone. There are 5 clusters: the Musubi Cluster (6 venues), the Dream Island Cluster (6 venues), the Yoyogi Cluster (4 venues), the Palace Cluster (2 venues); and the Sea Forest Cluster (4 venues).

Outside these clusters there are 12 venues including five for football preliminaries.

There would be 63 training venues; 9 new and 54 existing, with the majority inside the 8 km radius.

Venue construction status

23 out of a total of 34 venues would be owned by the Tokyo Metropolitan Government (TMG).

The swimming, archery, hockey and Youth Plaza venues for badminton, modern pentathlon – fencing, basketball and gymnastics are listed as “existing venues, permanent works required” by Tokyo 2016 in the Candidature File. However, following visits to the proposed venues, the Commission deemed these to be new venues, with major construction necessary to provide the buildings and facilities required for the Games.

The revised venue count would be as follows: 15 existing with no permanent work required; 2 existing with permanent work required; 10 new permanent venues to be built only if Tokyo is awarded the Games and 7 new temporary venues. No venues would be built irrespective of the Games being awarded to Tokyo. The Commission therefore is of the opinion that half of all venues exist as opposed to two thirds stated by Tokyo 2016.

The new permanent venues would be completed by May 2015 and the temporary venues by June 2016, which could present an increased risk with regard to the organisation of test events.

Venue construction status	N° of competition venues
Existing (no permanent work required)	15
Existing (permanent work required)	2
Planned (irrespective of the Games)	0
Additional permanent (Games dependent)	10
Additional temporary (Games dependent)	7
TOTAL (including 6 preliminary football venues)	34

Forming part of Tokyo's 10-year plan, the TMG would be responsible for all permanent works required for existing venues which it owns. The OCOG would be responsible for all temporary venues and overlay.

Venue features/issues

Upgrading and using venues from the 1964 Olympic Games would be maximised as part of the "100 year legacy" concept. Less popular sports in Japan would benefit from the provision of new dedicated venues in the heart of the city.

The new Olympic Stadium would have a seating capacity of 100,000. Post-Games, capacity would be reduced to 80,000.

As a sports legacy, the TMG plans to develop a talent identification programme which would create opportunities in popular sports, promote sporting excellence and expand the sporting pathways available to young people. In addition there would be ten new permanent sports facilities.

Sports experience

Over the past decade, Tokyo has organised international events for 15 out of 26 Olympic summer sports and Japan 24 out of the 26.

PARALYMPIC GAMES

Concept

Tokyo proposes to hold the Paralympic Games from 30 August to 11 September.

Tokyo's vision of "Uniting Our Worlds" draws together the past and the present and is aligned to the legacy of the 1964 Olympic Games which the bid states was a catalyst for positive social change to the lives of people with disabilities in Japan. The Tokyo 2016 concept connects the 1964 experience to its current Olympic and Paralympic bid and beyond, through improvements in building and transport accessibility standards.

Tokyo 2016 has committed to providing a compact Games concept and the same experience for all Olympic and Paralympic athletes in terms of quality of service, support and competition venues.

The Tokyo Metropolitan Government (TMG) 10-year plan outlines the city's strategy to introduce social and business improvements which Tokyo 2016 and the TMG state would benefit athletes and spectators.

Budget

The budget presented for the Paralympic Games is USD 126 million, including a subsidy of 50% guaranteed by the Japanese Government and the TMG.

Organising Committee

The OCOG would be structured as a single entity responsible for planning and delivering both the Olympic and Paralympic Games, with the President of the Japanese Paralympic Committee on the OCOG Board. A Paralympic department would operate within the OCOG.

Sports and venues

The Paralympic Games concept offers the following: the same competition and training venues as the Olympic Games, with all competition venues, except shooting, within an 8 km radius. All competition venues, except shooting, would be within 25 minutes of the Village, using dedicated Paralympic lanes.

All Paralympic competitions, except shooting, would be conducted in Olympic Games venues in the Heritage and Tokyo Bay zones. All new buildings and modifications to existing venues would be carried out in accordance with universal design accessibility principles.

The Japanese Government and the TMG have enacted laws requiring a high degree of accessibility in building and construction design, including bus and rail transport, as well as public areas such as parks.

Six of the nine floors in each building of the Village would be used to house Paralympic athletes and some twin rooms would be converted to single occupancy. The Village would be serviced by a high capacity elevator system.

Games services

The provision of wheelchair accessible vehicles to teams would be based on individual team requirements.

During the Paralympic Games spectators with competition tickets, as well as the Games workforce, would have free access to Tokyo's public transport system.

Media and communications

Tokyo 2016 states that it would be a challenge to work with broadcasters and press to promote understanding and enjoyment of Paralympic sport. There was confirmation that the strategy would involve new technologies using different platforms to promote the Games and that the OCOG would seek media cooperation to broaden the exposure and promotion of Paralympic sport and Paralympic athletes.

The same IBC/MPC would be used for the Paralympic Games as for the Olympic Games. Accredited media personnel would be accommodated in hotels.

Additional comments

Japan has a record of delivering Paralympic sport within the region and will gain additional experience through staging the 2009 Asian Youth Para Games.

OLYMPIC VILLAGE(S)

Location/concept

The Olympic Village would be constructed on 31 hectares of land on a waterfront and would feature buildings of up to nine storeys. All Village buildings would incorporate environmentally friendly design elements such as green roofs and energy efficiency.

A 50 metre swimming pool, a gymnasium and a 1 km jogging track are planned. During the Commission's visit, Tokyo 2016 supplied an additional commitment that the Village would contain a 400 m athletics track as an athlete training facility.

70% of athletes would live within 10 minutes of their competition venues, with 90% within 20 minutes. The maximum travel time from the Olympic Village for any athlete would be 50 minutes.

Additional accommodation would be available for grooms and veterinary doctors at the equestrian venue. Hotel accommodation in close proximity to the venues would be provided in the football co-host cities.

Village development

The Tokyo Metropolitan Government (TMG) owns the land for the Olympic Village and would be responsible for planning the village, to be built by private developers under the guidance of the TMG and the OCOG.

The land would be sold to private developers and Tokyo 2016 would rent the Olympic Village for a period ten months before and two months during and after the Games.

During the Commission's visit the TMG guaranteed that, in the event the private sector failed to deliver or there was a budget shortfall, the TMG would take full responsibility for completion of the Olympic Village, meeting all necessary costs.

Village organisation

The planned capacity of the Olympic Village is 17,000 beds (1,000 for NOC additional officials) with 16.1 m² per resident for the Olympic Games. For the Paralympic Games there would be 9,000 beds with 19.1 m² per person. These both meet IOC requirements.

The main dining hall would provide 5,000 seats, with a total of 700 additional seats at five casual dining facilities throughout the Village.

Internal village transport, including a bus service, would be provided. Walking decks would enable athletes to move around separated from vehicle traffic. Dedicated parking areas for NOCs and NPCs would be located at each end of the Village.

Post-Olympic use

Post-Games, village residences would be sold as inner-city, high quality residential accommodation on the Tokyo Bay foreshore.

NOC travel grants

Tokyo 2016 guarantees to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village. There is provision in the OCOG budget for the freight costs of NOC equipment.

Additional comments

The Commission expressed the following concerns about the Olympic Village: the size of the area available for its development and the ability to provide all the required amenities in that area; traffic flow and noise resulting from the close proximity of a major fish market.

MEDICAL SERVICES AND DOPING CONTROL

General

The Commission is satisfied that Tokyo would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary polyclinic for residents providing a full range of basic medical care.

Six designated hospitals with more than 4,500 beds would provide free medical services to members of the Olympic and Paralympic Family at Games time.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Advance information would be required by the OCOG to facilitate the entry of medical practitioners who would be permitted to provide treatment for their delegation.

Doping control

Japan has signed the WADA Copenhagen Declaration and has ratified the UNESCO International Convention against Doping in sport. The Japanese government has appointed JADA as the official body responsible for anti-doping activities in Japan. There is a WADA-accredited laboratory in Tokyo.

Doping in sport is not considered a criminal offence in Japan. Japanese legislation allows the appropriate authorities to cooperate on investigations into certain aspects of doping in sport.

Horses

A ten-day quarantine period would be mandatory for all horses entering Japan for the Olympic Games. This would be provided free of charge. Equine sample testing would be carried out at the FEI-accredited laboratory in Hong Kong.

SECURITY

Responsibility and command structure

The Government of Japan would assume ultimate financial and operational responsibility for Games security.

The Tokyo Olympic Games Council would be established for strategic planning. During the Games the Tokyo Metropolitan Police Department (TMPD), through the Olympic Security Command Centre, would be responsible for Games security under the command of the Superintendent-General of the TMPD. There would be full integration with the OCOG.

Safety and security personnel

Tokyo and Japan have an excellent infrastructure and a well trained and equipped security and public safety apparatus. Tokyo is capable of providing the level of security and safety required for the Games.

ACCOMMODATION

General

The Tokyo accommodation plan offers a total guaranteed room inventory of over 45,000 hotel rooms, meeting IOC requirements.

There are approximately 38,000 guaranteed rooms within a radius of 10 km and 4,000 rooms within a 10 to 50 km radius of the Games centre. The remaining guaranteed rooms are in the co-host cities for football.

There is no minimum stay requirement.

There are approximately 137,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The 2016 IOC room rate is USD 390 for a single room, a double room or a suite (including breakfast and charges).

The 2016 USD room rates for other client groups, including breakfast and taxes, are:

	Single	Double	Suite
5 star	200 – 690	289 – 1,138	678 – 4,217
4 star	90 – 410	180 – 745	269 – 1,558
3 star	89 – 260	119 – 387	296 – 629
2 star	77 – 128	148	N/A

The above rates are based on an indexation formula based on a CPI inflation of 2.5% per annum plus a 5% Olympic premium. If the formula applied to 2008 was to produce a lower rate than the maximum rate quoted for 2016, Tokyo 2016 confirmed that the lower rate would apply.

Media accommodation

Media would be accommodated in a range of dedicated, primarily 3-star hotels, offering 19,000 rooms with no minimum stay requirements and with the guaranteed rates mentioned above. In addition, Tokyo 2016 stated that an additional 3,000 two star rooms could be made available. Approximately 1,900 rooms would be within walking distance of the IBC/MPC.

Room allocation

The room allocation for each client group has been carried out with regard to the different venue clusters and according to client requirements.

Additional comments

There appears to be ample accommodation for spectators. Spectator hotel rates would be subject to the same indexation formula as other accommodation.

The Commission expresses concern that the hotel accommodation guarantees apply only for the period between the Opening and Closing Ceremonies. Tokyo 2016 provided the Commission with an assurance that if required an extended period (14 days before and 2 days after the Olympic Games) would be available. This could represent a risk as the majority of client groups would need to arrive earlier.

TRANSPORT

Concept

Tokyo is served by one of the largest and most efficient rail and subway systems in the world.

The compact Games concept takes full advantage of the high density of subway and rail stations in the Heritage Zone, where 6 competition venues would be located.

The Tokyo Bay Zone, with 21 competition venues, the Olympic Village, the Olympic Stadium and the IBC/MPC, is located on a group of islands of reclaimed land interconnected by tunnels, new bridges and new public transport links.

The Games concept of one main central cluster and four surrounding clusters should result in highly efficient transport for the Olympic Family and minimum travel times, particularly for the athletes and accredited media, with the Olympic Village, the Olympic Stadium and IBC/MPC located near the centre of an 8 km radius.

International access

Tokyo is served by two high-capacity international airports: Narita (45 minutes from the Olympic Village) and Haneda (15 minutes). These airports have the capacity to handle all Games-related traffic. A new high speed rail line from Narita would further decrease travel times to the centre of Tokyo.

Infrastructure

“Tokyo’s Big Change – the 10 Year Plan” includes a general set of transport development plans, as well as those proposed for the Olympic transport system.

Tokyo’s large, efficient and constantly improving rail public transport system, currently handling 24 million passengers per day, will not change significantly by 2016, except for the addition of a bus rapid transit (BRT) route connecting Tokyo Central station to the Olympic Stadium and the Olympic Village area.

Tokyo’s expressway ring system and other road infrastructure carry 8 million vehicles a day, and will be improved by the addition of 35 km of new road links involving a total investment of USD 10.5 billion. Among them new road and bridge construction is underway to better serve the man-made islands in Tokyo Bay, where many Olympic venues would be located.

Olympic transport operations

The four most significant Olympic transport operation features proposed by Tokyo 2016 and the Tokyo Metropolitan Government (TMG) are:

- an extensive Olympic Route Network;
- a traffic reduction scheme;
- 100% public transport for spectators, with no parking at venues; and
- free public transport for all Olympic Family and ticketed spectators.

The proposed Olympic Route Network would include 40 km of 2 lane expressways reserved for designated Olympic vehicles and linking proposed Olympic venues in the Tokyo Heritage Zone to the Tokyo Bay Zone. There would also be 210 km of dedicated Olympic lanes, and 240 km of Olympic Clearways (priority roads) for designated vehicles.

A 30% traffic reduction scheme would be enforced in central Tokyo to facilitate general and Olympic traffic.

All competition venues would be served by one or more subway or rail stations, the only exception being those in the Sea Forest Cluster, which would be served only by bus and Olympic lanes on a new bay bridge crossing. Olympic Stadium access would be provided by an upgraded high capacity metro station, the BRT line from Tokyo Central Station and a network of additional bus lines. Due to the size of the site, the Commission felt that circulation around the Olympic Stadium could be a challenge.

Tokyo 2016 proposes a particularly robust transport system with short travel times for all Olympic client groups. In addition, ticketed spectators would benefit from free public transport to all Olympic venues.

The USD 212 million transport operations budget appears to be reasonable.

TECHNOLOGY

Telecommunications

Telecommunications infrastructure is well developed in Japan and is able to meet Games requirements. The telecommunications market is open and competitive.

Japan is a leader in information and communication technology with high levels of connectivity and major investment in research and the development of new technologies. There is 100% fibre optic penetration in Tokyo.

The Commission was informed that by 2016, Japan will have adopted international standards and will be internationally compatible.

Frequency control

The Ministry of Internal Affairs and Communications would provide the necessary radio transmission frequencies and the Tokyo Metropolitan Government has guaranteed that these would be provided at no cost.

Wi-Fi would be available at competition venues and would be free at the Olympic Village, the IBC/MPC and all media hotels.

MEDIA OPERATIONS

Concept

The IBC and MPC would be located at “Tokyo Big Sight”, Japan’s largest international convention centre, which would also host two competition venues and be conveniently located for several other venues, including the Olympic Stadium (4 km away) and the Olympic Village (2 km).

Tokyo Big Sight is owned by the Tokyo Metropolitan Government (TMG) which would make the facility available to the OCOG at no cost.

The IBC would occupy 100,000 m², including common space shared with the MPC, in an existing Exhibition Hall, mainly on two levels. There would be a 45,000 m² expansion to The Big Sight complex to accommodate the MPC, with construction guaranteed by the TMG. IBC/MPC space meets IOC requirements and, during the Commission’s visit, Tokyo 2016 also provided guarantees meeting IOC requirements in regard to pre-Games access to the IBC and MPC.

Media transport

There would be a dedicated media transport system, and accredited media would also have free access to public transport.

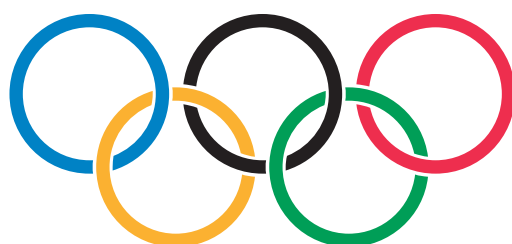
Tokyo 2016 has promised flexibility and would adjust transport services to fully meet competition schedules and transport demand.

Tokyo Big Sight has neighbouring car parking for 1,100 vehicles.

Laws and taxes

Tokyo 2016 has guaranteed to waive all customs duties for the import and export of equipment used for the Games, and to exempt foreign Games media and support staff from Japanese labour laws.

RIO DE JANEIRO



RIO DE JANEIRO

VISION, LEGACY, COMMUNICATIONS AND OVERALL CONCEPT OF THE GAMES

Rio de Janeiro proposes to organise the 2016 Olympic Games from 5 to 21 August.

Rio 2016's bid plan forms part of the Brazilian Government's vision to invest in sport as a catalyst for social integration through four main programmes:

- social inclusion through sport and leisure;
- elite sport;
- expansion of sports infrastructure;
- hosting major sports events.

Building on the above and understanding the potential power of the Games to transform a city, a region and a country, Rio de Janeiro's vision is developed around the "Live your passion" theme, based on celebration and transformation. The concept proposed by Rio incorporates the post-Olympic use of Games infrastructure and the topography of the city's landscape and its natural beauty.

The Games concept includes four zones with different socio-economic characteristics that have been strategically selected:

- Barra, the heart of the Games in an expanding area of the city requiring considerable infrastructure and accommodation development. Construction of the Olympic Village, media village, IBC/MPC and the venues in the proposed Olympic Park fully correspond with those needs.
- Copacabana, a major tourist attraction, would host outdoor sports in temporary venues, mostly at its iconic beach.
- Maracanã, the most densely populated of the zones, containing the athletics stadium and the Maracanã Stadium, which would host the Opening and Closing ceremonies. The plan includes a major redevelopment of the Port of Rio de Janeiro and the revitalization of the entire zone.

- Deodoro, with a lack of infrastructure and the highest proportion of young people. New venues constructed for the Games would provide significant social opportunities.

The concept proposed by Rio de Janeiro includes an excellent legacy plan, although there would be an impact on travel times for athletes and other client groups.

The Brazilian authorities believe that Rio de Janeiro's bid is a "self affirmation" of the Brazilian people and consider it a point of honour to bring the Games to the country and to South America, a continent with a population of 400 million of which 180 million are young people. As such, the authorities confirmed to the Commission that they consider the investment in infrastructure required for the Games to be worthwhile as an investment in the country's future. All aspects have been carefully studied and Rio 2016 considers the Games would leave a lasting and affordable legacy. The financing of the project is fully guaranteed as part of the USD 240 billion Federal Plan for Growth Acceleration (PAC).

The Commission recognises that the Rio 2016 bid has benefitted from the experience, knowledge and teamwork already gained from organising the 2007 Pan-American Games. Furthermore, the transition from bid to OCOG would benefit from that experience in terms of structure and personnel.

Rio 2016's strategy, in alignment with Brazil's sports vision has already resulted in some benefits, including the development of the Olympic Training Centre and scholarships for young people in the region.

An educational programme covering a range of sport-related themes will be available to schools to promote sport and healthy lifestyles, tailored to different age groups and target audiences.

Rio 2016 plans to organise a youth camp for 470 young people.

There is full alignment of the three levels of government (federal, state and city) and the bid enjoys the strong leadership and involvement of the National Olympic Committee, as well as athletes.

Communications plan

Rio 2016 proposes a detailed schedule for its communications plan, which would require substantial funding, particularly as the hosting of the FIFA 2014 World Cup would potentially affect the promotion of a 2016 Rio Games. The plan would capture the uniqueness of Brazil, the passion of its people and the belief in the Games as a positive force to help drive social changes. It would be based on engaging diverse communities through outreach and educational programmes.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

Population

Brazil has a population of almost 190 million. The Metropolitan Area of Rio de Janeiro has a population of 12 million and the City of Rio de Janeiro 6 million.

Political structure/responsibility

Brazil is a Presidential and Federative Republic. The President is elected nationally with a four-year term and can be re-elected only once.

Under the Federal Constitution, there are directly elected national, state and city governments. All have specific jurisdictions, legislative powers and relative financial autonomy.

In each state or city government, the head of government (the Governor or Mayor respectively) is directly elected, with a four year term and a limit of two terms.

Economy

Brazil's economy is the tenth largest in the world with a 2007 GDP of approximately USD 1.3 trillion (source: World Bank). Rio 2016 stated that the GDP of the State of Rio de Janeiro was USD 202 billion for 2008.

During the presentation on the Brazilian economy, the President of the National Central Bank gave an overview of the Brazilian economy and explained the rationale behind the Central Bank of Brazil's inflation targets of 4.5% for 2009 and 2010 and 3.5% for the years 2011 to 2016.

Support

The bid has the full support of the three levels of government (federal, state and city) across all political parties, as well as that of the private sector.

RIO DE JANEIRO

The Games would benefit from the USD 240 billion Federal Plan for Growth Acceleration (PAC) which provides investment in infrastructure around the country with significant social impacts.

Rio 2016 informed the Commission that the risk of strike action affecting the Games would be low due to the current government's good relations with the labour unions. Three major labour organisations have provided written assurance of their support for hosting the Games.

Opinion poll

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2016 Olympic Games: 85% support in Rio de Janeiro and 69% nationally.

LEGAL ASPECTS

Guarantees

All guarantees required by the IOC were provided.

Legislation

Existing Brazilian legislation would be sufficient to organise the Games.

The State of Rio de Janeiro and the City of Rio de Janeiro have already passed Olympic Acts to facilitate Games financing and operations. The Federal Government and the authorities of the co-host cities are in the process of passing similar Olympic Acts.

OCOG structure and transition

The structure of the OCOG was set out in detail, with leadership by the National Olympic Committee. The OCOG would be a non-governmental, non-profit civil association and would have its own board which, as a minimum, would contain the IOC members in Brazil and representatives of the NOC, athletes and the city. An Olympic Board, on which the three levels of government would be represented, would be established to oversee coordination and high level and strategic issues. An Olympic Development Authority (ODA) would be created by the three levels of government to deliver capital works, infrastructure and government services. Further agencies for transport, sustainability and security would report to the ODA.

The transition to the OCOG would draw on the experience of the 2007 Pan American Games.

CUSTOMS AND IMMIGRATION FORMALITIES

Entry into the country

Entry into Brazil would be guaranteed with a valid passport and an Olympic Identity/Accreditation Card, in accordance with IOC requirements.

There is strong government support to assist entry into Brazil both before and during the Games and access into Brazil for test events was confirmed, with special provisions for the issue of visas.

Work permits

Permits would be required for any Games personnel working in Rio de Janeiro more than one month before the Games. It is planned to deliver work permits within a period of five days at no charge.

Rio 2016 would engage special liaison officers, seconded from the Foreign Ministry and Labour Ministry to act as a “one stop” contact point for client group enquiries regarding visas and work requirements in Brazil for the duration of the Games.

Importation of goods

Confirmation was received that there would be tax exemption on all Games goods to be imported, used and exported. The Federal Government would ease entry restrictions on special products to ensure tax exemption. These regulations would apply for test events and any other Games-related early entries into Brazil.

ENVIRONMENT AND METEOROLOGY

Plans and actions

Rio de Janeiro would develop an innovative Sustainability Management Plan (SMP) for a 2016 Games, integrating economic, environmental and social elements into its “Green Games for a Blue Planet” vision. It would be closely connected to the comprehensive set of long-term programmes being implemented by the Rio City Government, supported by the State and Federal Governments.

A feature of Rio’s plans is the cleaning and regeneration of Rio’s waterways and lakes through government projects for major new water treatment and sewerage works and education campaigns.

Other Games legacies would include the reforestation of areas of the city; improved air quality standards and public transport systems; and pilot projects, including green construction technologies and materials and research projects at the Olympic Training Centre.

The SMP includes measures on renewable energy and energy conservation, including solar heating and cells and clean fuel transport, a carbon-neutral Games and green building and procurement guidelines.

There would also be a Games project to financially assist disadvantaged communities through solid waste recycling programmes, reforestation schemes (with three million trees being planted) and use of carbon credit market revenues. 100% of solid waste from the Games would be processed and recycled, with direct benefits to local communities through their direct involvement.

A comprehensive impact minimisation plan has been put in place for each Games zone, and for non-competition venues and interconnecting infrastructure.

RIO DE JANEIRO

Rio has a high level of clean energy production and use, with most electricity coming from renewable sources, most small vehicles running on ethanol, and all taxis in Rio running on natural gas. This has major benefits for air quality and in reducing carbon emissions.

With many Games-related environmental programmes linked to wider government actions, efficient delivery of these programmes would rely on close cooperation and clear delineation of roles and responsibilities between the three levels of government, the OCOG, and the proposed Olympic Development Authority and its special-purpose agency the Olympic Sustainability Division.

Brazil has signed the Kyoto Protocol.

Air and water quality

Air quality is within World Health Organisation (WHO) guideline values, with the exception of some PM (Particulate Matter) levels in the air in some areas of the city. Rio 2016 informed the Commission it was confident that before 2016, through policies requiring cleaner fuel, the levels would meet WHO guideline values.

Drinking water meets WHO standards.

Meteorology

Average weather conditions at proposed Games-time are satisfactory.

FINANCE

OCOG budget

Rio de Janeiro proposes a balanced OCOG budget, with revenue and expenditure at approximately USD 2.82 billion. In accordance with IOC guidelines, no capital investment is included in the OCOG budget.

The IOC contribution and TOP sponsorship income represent 31% of Rio de Janeiro's total revenue.

The domestic sponsorship programme for the Olympic and Paralympic Games is expected to total USD 570 million (20% of revenue).

Ticket sales and licensing revenues total USD 406 million (14.4% of revenue) while donations amount to USD 30 million or 1.1% of revenue.

To meet the promise of affordable tickets and to relieve the pressure on the marketing programme, public authorities have decided to contribute USD 692 million to the OCOG budget (25%) in the form of subsidies. These subsidies, which would generate a positive cash flow, could vary to balance the budget between the expected revenues and expenditures.

Major expenditure items are venue operations, amounting to USD 685 million (24% of expenditure); Games workforce USD 342 million (12%); technology USD 488 million (17%); administration USD 169 million (6%); and transport USD 165 million (6%).

The expenditure budget includes a contingency of USD 244 million (9% of expenses).

Non-OCOG budget

The non-OCOG capital investment budget amounts to USD 11.1 billion, including USD 5.5 billion for transport infrastructure (airport, road and railways), USD 1.2 billion for environmental management systems, USD 770 million for power/electricity infrastructure and USD 813 million for security equipment. Also included are USD 479 million for competition venues, USD 427 million for the Olympic Village, USD 812 million for the Barra Media Village and USD 203 million for the IBC/MPC. Games incremental costs represent USD 3.1 billion.

Government officials and Rio 2016 emphasised that hosting the 2016 Games would accelerate the transformation of the city and that the Games would benefit from major infrastructure investments already planned for the long-term development of Rio and the staging of the 2014 FIFA World Cup.

The federal, state and city governments have guaranteed the financing and delivery of the above-mentioned infrastructure, under the ultimate responsibility of the Federal Government.

The non-OCOG operations budget items have been identified and a commitment delivered that these would be provided by the respective government agencies or institutions.

Financial guarantees

The federal, state and city governments have guaranteed to provide all security, medical, customs and immigration services and other government-related services at no cost to the OCOG, in accordance with their jurisdictional responsibilities. In addition, the three levels of government would also provide publicly owned venues free of charge to the OCOG.

A guarantee covering any potential economic shortfall of the OCOG has been provided by the three levels of government, with each covering one third of any potential shortfall.

Additional comments

The OCOG presents a balanced and guaranteed budget of USD 2.82 billion.

Although the OCOG budget does not carry any capital cost, USD 685 million (representing 24% of expenditure) would be necessary to deliver temporary venue constructions, overlay and operations, including the costs for the management of the villages for the media and technical officials (over 25,000 people).

The budget has been well prepared with a great amount of detail. Assumptions are well supported and documented.

The Commission is confident that the growing Brazilian economy would be able to support the necessary infrastructure development needed for the delivery of the 2016 Games.

The OCOG budget seems reasonable and achievable.

RIO DE JANEIRO

MARKETING

Joint Marketing Programme Agreement

The Joint Marketing Programme Agreement signed by the City of Rio de Janeiro and the Brazilian Olympic Committee complies with IOC requirements.

Billboards and advertising

In accordance with IOC requirements, guarantees concerning outdoor advertising spaces and rates have been provided by the relevant stakeholders.

In regard to airport advertising spaces, airport renovations are being carried out, and a new concession tender will be issued. The Commission has received a guarantee from Rio 2016 that the IOC requirements would be met and that in the event of a premium, this would be absorbed by the OCOG.

Rights protection

Brazil has existing legislation that protects Olympic intellectual property rights that would be enhanced to improve the speed of decision and response to support anti-ambush measures.

The relevant authorities have committed to stopping ambush marketing and illegal street vending activities during the Games.

Ticketing

Rio's ticketing structure, with 7.1 million tickets, would provide 31% of all competition tickets at less than USD 20 with an average ticket price of USD 36 across all competition events.

Ticketing revenue estimates are USD 361 million for the Olympic Games and USD 19 million for the Paralympic Games based on a sales rate of 81% for the Olympic Games and 74% for the Paralympic Games. Based on past experience and in comparison with sports ticket pricing in Rio and Brazil, these revenue targets are considered achievable.

Local sponsorship and licensing

The Commission believes the target of USD 570 million in revenue from local sponsorships for the Olympic and Paralympic Games is conservative, even when taking into consideration the impact of the 2014 FIFA World Cup.

Licensed merchandise revenue is set at USD 45 million, including USD 5 million estimated from coin and philately programmes.

Rio 2016 indicated that the Brazilian advertising market is the sixth largest in the world providing a significant potential market for sponsorship and licensing in Rio de Janeiro and Brazil.

From a sponsorship perspective, the Commission expresses some concern about the ability of Games sponsors to fully activate their programmes in Brazil for a four year period, given the marketing activity surrounding the 2014 FIFA World Cup.

Considering the potential of the growing Brazilian market, the increase in average household income and good ticket sales for major sports events, the marketing plan and revenue targets are considered to be achievable.

SPORT AND VENUES

Sports concept

The Games concept is based on the use of the 2007 Pan-American Games venues, with venues in each of the city's four major zones and development areas. This takes into account the city's topography and growth plans and reinforces the concept of bringing the Games to the whole community. Many projects in the city's development plan would be accelerated for a 2016 Olympic Games.

The plan involves several key criteria, including technical excellence; using existing venues and transport infrastructure, with sports or disciplines sharing venues where possible; ensuring legacy and sustainability for new venues; and showcasing the beauty of the city.

Travel distances from Olympic Village	N° of competition venues
< 10 km	14
11–20 km	4
21–30 km	5
31–40 km	5
41–50 km	1 (sailing)
51–100 km	0
> 100 km	0
TOTAL (not including 4 preliminary football venues)	29

Fourteen competition venues would be within 10 minutes of the Olympic Village and seven venues within 10 to 20 minutes. The Olympic Park would be within 5 minutes of the Olympic Village. All venues would be within 50 minutes of the Olympic Village.

The four venue zones are: the Barra Zone (14 venues), the Copacabana Zone (4 venues), the Maracanã Zone (4 venues) and the Deodoro Zone (7 venues).

The heart of the Rio 2016 project is the Barra Zone where nearly 50% of athletes would compete and includes the 90 hectare Olympic Park with ten Olympic venues. There are three existing venues: Rio Olympic Arena and Maria Lenk Aquatic Centre, built for the Pan-American Games, as well as the velodrome which would be extensively upgraded to Olympic standard. In addition, by adapting and expanding permanent facilities at the Olympic Training Centre, Rio 2016 would provide a further 6 venues and one temporary venue for hockey.

To construct the Olympic Park, approximately 300 families that Rio 2016 stated were living in illegal settlements, would be relocated.

The João Havelange Stadium would host athletics, and the 90,000 seat Maracanã Stadium the Opening and Closing Ceremonies and the football finals. Both these stadia exist. The plan to provide separate venues for ceremonies and athletics would remove the challenge of having to make a very quick transition from the Opening Ceremony to athletics.

All four zones would be connected by a high performance transport ring, with a metro, suburban rail, bus rapid transit system and an Olympic lane network.

The only venues outside Rio de Janeiro are the football venues in the co-host cities of Brasilia, Belo Horizonte, Salvador and São Paulo.

There would be 29 conveniently located training venues (27 existing, 1 new and 1 temporary) with less than 15 minutes travel time from the Olympic Village for 68% of athletes.

RIO DE JANEIRO

Venue construction status

There would be 33 venues; 10 existing with no permanent work required; 8 existing with permanent work required; 7 planned and to be built irrespective of the Games; 2 new permanent additional venues to be built only if Rio de Janeiro were awarded the Olympic Games; and 6 temporary venues.

Venue construction status	N° of competition venues
Existing (no permanent work required)	10
Existing (permanent work required)	8
Planned (irrespective of the Games)	7
Additional permanent (Games dependent)	2
Additional temporary (Games dependent)	6
TOTAL (including 4 preliminary football venues)	33

The João Havelange Stadium (athletics) would be permanently expanded from 45,000 to 60,000 spectators.

Venue features/issues

There are strong sports legacy benefits for Brazil based on the following initiatives: athlete scholarships, Olympic Training Centre scholarships, new training facilities and national technical officials' training. There would also be innovative youth-oriented legacy projects at the X Park (new venues for mountain bike, BMX and canoe kayak-slalom).

Sports experience

In the past decade, Rio de Janeiro has organised international events for 18 out of the 26 Olympic summer sports, and Brazil 22.

Rio de Janeiro has hosted large multisport competitions (two continental Games) and will organise the 2011 CISM Military World Games and the 2014 FIFA World Cup.

PARALYMPIC GAMES

Concept

The Paralympic Games would be held from 7 to 18 September, commencing on National Independence Day to mark the occasion and maximise attendance.

Rio de Janeiro has developed its concept around the theme "Live your Passion" and would use the Games to stimulate change within the urban, physical and social environment. It would be a catalyst for the development of Paralympic sport not only within the city itself, but also throughout Brazil, and have a positive influence on the emergence of Paralympic aspirations throughout South America. The Games would be presented as part of a 60-day festival and promoted as a community celebration reflecting the personality and lifestyle of the city and its inhabitants. The intention is to use the Paralympic Games to create a more inclusive society, using sport and Paralympic athletes as role models. In addition, a scholarship fund of USD 7.5 million would be established to support Brazilian athletes with disabilities, as well as athletes from other South American countries.

Budget

The budget presented for the Paralympic Games is USD 170 million including a commitment for full underwriting by the City, State and Federal Governments. Within the overall revenue budget, USD 73 million would come from public subsidies.

Organising Committee

Rio 2016 would establish a fully integrated Olympic/Paralympic management structure, including representation at Board level of the National Paralympic Committee. A Paralympic Department would be established to oversee the structural integration and a dedicated accessibility manager would be engaged to ensure compliance with all accessibility requirements. Rio would also take advantage of the management experience gained through hosting the 2007 Para Pan-American Games.

Sports and venues

The Paralympic Games would use Olympic Games venues within the four zones of Barra, Copacabana, Maracanã and Deodoro. Eleven sports/disciplines would be held at Olympic Park, as the hub of the Games, in the Barra Zone and within 10 minutes of the Paralympic Village. A training venue within the zone and adjacent to the Village would be available as a training centre for eight Paralympic sports. The Main Press Centre (MPC) and International Broadcast Centre (IBC) would also be in this zone.

A transport ring would connect all zones, with dedicated Paralympic lanes operating at Games-time and during the transition from the Olympic Games.

The 90,000 seat Maracanã Stadium would be used for the Opening and Closing ceremonies. Athletics would be held at the João Havelange Stadium also within the Maracanã Zone.

Rio 2016 has committed to conduct test events for 20 Paralympic sports.

Games services

Organisers have agreed to International Paralympic Committee requirements for venue design and accessible seating. This includes a commitment to provide the same level of service to Paralympic clients as those provided during the Olympic Games. Free use of public transport would be offered to all Games accredited persons.

Plans would be made to convert excess venue space used by the broadcast media at venues during the Olympic Games into additional accessible seating platforms during the Paralympic Games.

Paralympic athletes would be accommodated in the first six levels of the 12 storey Village apartment buildings. Each building would be serviced by four elevators, two of which would be oversized to assist wheelchair access. Apartment

units in the Village have been designed to allow for good circulation space for athletes and each has one fully accessible bathroom.

Media and communications

The Olympic Games MPC/IBC would also be used for the Paralympic Games and is well located within the Barra Zone and close to a number of competition venues. Rio 2016 confirmed that Paralympic media would be accommodated in hotels rather than the Olympic Games media village, at a set rate of USD 150 per room per night.

Additional comments

The most significant legacy projects are the Olympic Training Center, a high performance competition and training centre supporting and providing services to athletes in all Olympic and Paralympic disciplines, and programmes in neighbouring communities to stimulate sports participation and a healthy lifestyle.

RIO DE JANEIRO

OLYMPIC VILLAGE(S)

Location/concept

Rio 2016 proposes a well designed plan for the Olympic Village. The site occupies 75 hectares of land and would comprise 34 apartment blocks, all 12 storeys high.

There would be an Olympic Village training centre providing training areas for 11 Olympic and 8 Paralympic sports, including a 400 m athletics track, a swimming pool and indoor facilities all within the Village's secure perimeter.

In addition, the Olympic Village Park, 600 metres from the Village and connected by a secured bridge, would provide tennis and beach volleyball courts, football fields and water-based activities, including windsurfing and canoe/kayaking.

A beach, ten minutes away by shuttle bus, would be available for the exclusive use of Olympic Village residents.

46% of athletes would live within 10 minutes of their competition venues, with 73% within 25 minutes. The maximum travel time from the Olympic Village for any athlete would be 50 minutes.

Accommodation for grooms and veterinary doctors would be provided at the equestrian venue. Co-host cities for football have secured accommodation for athletes and officials in hotels in close proximity to the competition venues.

Village development

The land for the Olympic Village is owned by one of Brazil's largest property developers who has guaranteed to construct the Village.

The owner/developer of the proposed Olympic Village site has guaranteed that OCOG representatives would be involved in guiding the overall development and legacy of the village to ensure its compliance with Games requirements.

The financing of the development is fully guaranteed by the Federal Savings Bank of Brazil (owned by the Federal Government) and is underwritten by the Federal Government. The Village would be available to the OCOG one year before the Games.

Village organisation

Approximately 17,700 beds would be available during the Olympic Games with an average space of 22 m² per resident. 8,000 beds would be provided for the Paralympic Games. These both meet IOC requirements.

The main dining hall would accommodate 5,500 athletes and would be located next to the transport mall. Additional casual dining facilities would be located along a pedestrian street.

There would be zero-emission transportation within the Olympic Village. A dedicated parking area for NOCs and NPCs would be provided next to the transport mall, in close proximity to the main dining hall.

Post-Olympic use

The Olympic Village would be converted into a residential community based on the model used for the 2007 Pan-American Games, offering medium to high quality accommodation in a rapidly growing part of the City.

NOC travel grants

Rio 2016 has guaranteed to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village.

In addition, Rio 2016 would contribute to the freight costs of horses, boats, rowing shells, canoe/kayaks, pistols, guns and ammunition for shooting competitions.

MEDICAL SERVICES AND DOPING CONTROL

General

The Commission is satisfied that Rio de Janeiro would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary polyclinic for residents providing a full range of basic medical care.

Free healthcare would be provided to the Olympic and Paralympic Family at Games time at 30 private and public hospitals. Rio 2016 has designated five hospitals with 730 beds for athletes, IFs, NOCs/NPCs and the IOC/IPC, all within 25 km of the Olympic Village.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Team doctors would be permitted to provide medical services to their delegation.

Doping control

Brazil has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against Doping in Sport. The Brazilian Government passed a resolution in May 2004 establishing basic regulations for doping control in Brazil.

The Brazilian Anti-Doping Agency (ABA) was created in 2008. Brazil has a WADA-accredited laboratory based within the Federal University of Rio de Janeiro.

Doping in sport is not considered a criminal offence in Brazil. Brazilian legislation allows the appropriate authorities to cooperate on investigations into certain aspects of doping in sport.

Horses

All horses must be quarantined for 14-days in the country of origin. Exceptions can be granted, under specific conditions, to facilitate quarantine at the equestrian venue, free of charge. An FEI-recognised laboratory is located at the Jockey Club in São Paulo.

The staging of the 2007 Pan-American Games in Rio led to significant improvements in processes for importing, taking care of and exporting horses.

RIO DE JANEIRO

SECURITY

Responsibility and command structure

The Federal Government, through the Ministry of Justice, would assume ultimate financial and operational responsibility for Games security.

The National Public Security Secretariat (SENASP) of the Ministry of Justice would be responsible for security. If Rio de Janeiro were awarded the Olympic Games, a Rio 2016 security directorate would be appointed and would work together with SENASP and other government agencies to ensure Games security operations.

Safety and security personnel

Games security personnel would be drawn from a combination of different governmental agencies and organisations. Personnel numbers appear to be sufficient. Additional experience has been gained from organising the 2007 Pan-American Games and this will be enhanced by organising the 2014 FIFA World Cup and the 2011 CISM Military World Games.

Additional comments

Rio de Janeiro recognises that it faces safety challenges and is undertaking an ambitious project to enhance the resources, technology and training of its police force by 2012.

A comprehensive presentation, involving SENASP, demonstrated how increased public safety and reductions in crime have been achieved in Rio in recent years through a change of approach, including community policing programmes and social programmes with sports activities to better integrate disadvantaged areas of Rio, reduce crime and increase youth participation in sport. Rio has safely staged major events and annually hosts 2 million people at the Carnival and New Years Eve celebrations.

ACCOMMODATION

General

The Rio accommodation plan offers a total guaranteed room inventory of over 48,000 rooms, meeting IOC requirements, and is based on an analysis of the city's future needs. As the city does not require a large amount of additional hotel accommodation, the plan consists of approximately 13,000 guaranteed hotel rooms, 25,000 rooms in newly built villages, 8,500 rooms in cruise ships and 1,700 rooms in "apartment hotels".

A total of approximately 20,000 guaranteed rooms are within a radius of 10 km and 25,000 rooms are within 10–50 km of the Games centre. The remaining guaranteed rooms are in the co-host cities for football.

There is no minimum stay requirement.

There are approximately 22,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The 2016 IOC room rate would be USD 320 for single and double rooms in 5 star SL (super luxe) and 5 star hotels and USD 280 in 4 star hotels. Ten hotels spread over 5 km in Copacabana and Ipanema would provide the required 1,800 rooms. Hotel and village room rates for all client groups include breakfast and taxes.

The 2016 maximum room rates for other client groups, including breakfast and taxes (in USD 2016) would be:

5 star SL	590
5 star	499
4 star	333
3 star	250
2 star	166

A formula with an indexation rate of 5% per annum has been used to reach the 2016 guaranteed maximum room rate. Should the 2016 rate be lower than the maximum price listed above, Rio 2016 has guaranteed that the lower rate would apply.

60% of hotels which have provided guarantees have included a renegotiation clause in regard to rates. This could represent a risk.

The rates for cruise ships would be consistent with the maximum hotel rates in the different hotel categories. If higher than the maximum hotel rates quoted, Rio 2016 committed to providing the necessary subsidies.

Media accommodation

Media would be accommodated in three newly-built villages in the Barra, Maracanã and Deodoro zones, in close proximity to the sports venues. The villages would be 3 star hotel quality. A rate of USD 150 per room per night, including breakfast and taxes is guaranteed. There would be 24-hour catering and room service and Rio 2016 stated that there would be a sufficient number of staff to operate and service the villages.

The Barra Media Village would accommodate 85% of accredited media for the Olympic Games, in approximately 15,000 rooms. All media would be accommodated in two bedroom apartments, with some apartments including an office. A section of the Barra Village would be segmented to accommodate other client groups (such as NOC additional officials, sponsor support staff and workforce).

In addition to the Barra Media Village, a hotel in the IBC/MPC complex would offer 400 rooms of 4 star standard.

A further 2,700 rooms would be available in media hotels in the Barra, Copacabana and Maracanã zones.

Paralympic Games media would be accommodated at the same USD 150 rate in hotels, rather than in the Media Village.

Whilst the location of the Barra Media Village would be convenient for the IBC/MPC, the Commission considers it would be a challenge to manage the media accommodation plan, particularly to efficiently provide all the necessary services for such a major concentration of media in this village.

Room allocation

With such a variety of different accommodation types, room allocations in hotels and villages have been designed to place the various client groups close to venues and workplaces. Cruise ships would mostly be used for TOP, NOC and OCOG sponsors and some broadcasters.

Additional comments

The letters provided by cruise ship companies to supply vessels only indicate their interest in participating in the project, but it is recognised that standard booking arrangements for ships, and the present market, make it difficult at this point of time to obtain guarantees for 2016.

The letters of intent for the Apartment Hotels come from the operators as each of the apartments in each “apartment” is individually owned.

RIO DE JANEIRO

TRANSPORT

Concept

Rio de Janeiro 2016's Olympic transport infrastructure concept is based on a project designed to create by 2016 a full "High Performance Transport Ring" connecting the four zones of the city on each side of the Tijuca National Park: the heavily populated zones of Maracanã in the centre and Deodoro to the north-west, to the rapidly growing south-west Barra Zone and Copacabana.

All public transport modes would be used to best serve the four Olympic zones and surrounding areas: metro, up-graded suburban rail and three new bus rapid transit (BRT) corridors totalling 70 km.

This modernized and new infrastructure legacy, together with approximately 300 km of Olympic lanes tested during the 2007 Pan American Games, would ensure efficient Games-time travel to venues for the Olympic Family and spectators.

International access

Necessary expansion plans for Rio International Airport will increase its capacity from 15 million people per year to 25 million by 2014. Santos Dumont Domestic Airport is located close to the city centre and provides a high frequency shuttle air link with São Paulo. These two airports would have sufficient capacity to handle Games-time traffic.

São Paulo International Airport would also be an international gateway to the Games, with transfers to Rio being facilitated for the Olympic Family and international spectators.

Olympic lanes connecting Rio international Airport to all four Olympic zones would assist in keeping travel times to and from the zones to below 40 minutes.

Infrastructure

Transport infrastructure development scheduled for completion by 2016 is extensive. It includes five transport projects:

- extending and upgrading Rio International Airport (USD 400 million);
- completing the Rio motorway bypass and other road projects in the Barra area and around João Havelange Stadium (USD 600 million);
- extension and capacity improvements of suburban rail and metro (USD 1.31 billion);
- development of three BRT lines totalling 70 km connecting the four Olympic zones to Barra Olympic Park (USD 1.23 billion);
- new rolling stock for suburban rail (70%), metro (15%) and BRT buses (15%) – USD 1.35 billion.

All planned projects and related investments are fully guaranteed, with funding provided by the three levels of government.

Olympic transport operations

The four most significant Olympic transport operation features proposed by Rio 2016 are:

- the new Rio public transport ring, integrating metro, suburban rail and BRT, would be the backbone of the Rio 2016 Games transport system for spectators, accredited workforce and volunteers;
- a 300 km Olympic lane network linking the airport with the four Olympic zones and all competition and non-competition venues ensuring reasonable travel times for accredited persons;

- a package of traffic management measures is planned, including a daily licence-plate restriction system, to reduce background traffic up to 30%;
- free public transport throughout Rio for the Olympic Family, accredited workforce and ticketed spectators.

It is noted that the largest Games traffic generators – the Maracanã and João Havelange stadiums – are already served by rail transport lines and stations, which would nevertheless undergo upgrading prior to the 2016 Games.

Rio 2016's USD 165 million Games transport operations budget seems reasonable.

Additional comments

Construction and operation of Rio de Janeiro's public transport ring would be a significant infrastructure and social legacy for Rio, improving the connection of disadvantaged areas of the city with areas offering employment, recreation and leisure opportunities.

The BRT system connecting Ipanema to the Barra Zone would be the only significant Games-dependent transport infrastructure and would be critical to Games operations.

TECHNOLOGY

Telecommunications

Telecommunications in Brazil is a rapidly growing, open and competitive market with the private sector planning to invest USD 85 billion in this sector. The Commission feels that Rio de Janeiro would be able to meet Games requirements.

Frequency control

The Ministry of Communications, through the national telecommunications agency (ANATEL), is responsible for the allocation and control of frequencies and has guaranteed the free allocation of frequencies. ANATEL has event experience from the 2007 Pan-American Games.

Additional comments

The "Anytime Anywhere – Rio a connected city" programme being implemented by the City Government will mean that the entire city will have Wi-Fi access by 2010, including free hot spots in public places and low-income areas.

Free Wi-Fi services would be provided at the IBC/MPC, the Olympic Village and all venues.

RIO DE JANEIRO

MEDIA OPERATIONS

Concept

The IBC/MPC complex would be a new facility centrally located in the Olympic Park, within a 10 minute walk of the main Media Village, within the same security zone, and close to 10 competition venues within the park. There would be operational separation between the IBC and MPC, along with some shared services and space – parking, transport hub and some catering and commercial areas.

The IBC would occupy 85,000 m² of space adjacent to the MPC. The IBC and MPC would be serviced by a 1,300 space car park. The MPC would occupy 55,000 m². IBC and MPC space and pre-Games access meet IOC requirements.

Rio 2016 stated that the design and construction of the IBC/MPC complex would take account of new media requirements and technologies. It would have additional substations and back-up generator-based power.

Media transport

Rio 2016 would provide a comprehensive shuttle bus system for accredited media, connecting all venues including the IBC/MPC, the main Media Village at Barra, and all other media hotels and village accommodation.

Media transport services would be available from 15 days prior to the Opening Ceremony of the Olympic Games until four days after the closing of the Paralympic Games.

The main media transport hub would be within the IBC/MPC complex.

The media would have 'clean to clean' access from the villages to the IBC/MPC to minimise required security checks.

Laws and taxes

Rio 2016 stated that labour laws would be modified or waived to ensure that Games broadcasters and media would not be adversely impacted in the lead up to and during the Games.

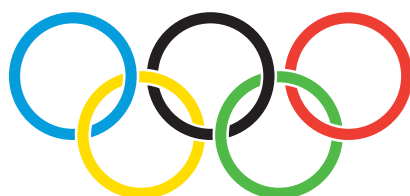
Rio 2016 has guaranteed to waive all customs duties for the import and export of equipment used for the Games.

MADRID



MADRID2016

CANDIDATE CITY



MADRID

VISION, LEGACY, COMMUNICATIONS AND OVERALL CONCEPT OF THE GAMES

Madrid proposes to organise the 2016 Olympic Games from 5 to 21 August.

The Madrid 2016 vision is centred upon social and physical regeneration – a vision underlined by its “Games with the human touch” motto, and the logo of an open hand, representing the “open character of the city and its people”. The bid’s sustainable legacy plan is based on five key areas: sport, social, economic, culture and the environment, which Madrid 2016 states is in line with the latest work carried out by the United Nations, which puts people at the centre of development.

Madrid’s motivation to host the Games is to bring the values of sport and Olympism, along with the other legacy benefits, to the people of Spain and beyond with a two-fold approach to sports legacy: “hard” facility provision, and “soft” sports development initiatives encouraging community participation and promoting pathways to excellence.

Madrid 2016 states that hosting the Games would provide the possibility to showcase the Hispanic and Mediterranean cultures.

The monitoring, management and delivery of the legacy plan over the next 20 years would be conducted by the Madrid 16 Legacy Commission, a government-private sector not-for-profit company. Monitoring would be linked to Olympic Games Impact (OGI) indicators.

The Games concept is based on the location of key Olympic infrastructure, much of which already exists, such as the tennis centre (“Magic Box”) and the Santiago Bernabéu football stadium. Madrid 2016 presents a highly compact concept, with easy access to public transport and villages close to existing facilities. Good use is made of environmentally and economically sustainable rehabilitation and construction practices.

The concept comprises two zones: the Core Zone, “the heart” of the Games, in the east of the city, close to the airport, with the Olympic Village, IBC/MPC and 13 venues for 18 sports/disciplines; and the River Zone, “the lungs” of the Games, in the west, with 10 venues hosting 12 sports/disciplines. The River Zone is a major regeneration project to create new green space as a valuable much-needed natural sporting and recreational area along a 20 km strip.

All competition venues (except shooting and sailing), the Olympic Village and the IBC/MPC would be within a 10 km radius of the city centre, resulting in short travel times for the athletes. Sailing would take place in Valencia, 361 km away.

The concept would also include other elements such as the Madrid 2016 cultural programme, building on the city’s existing rich cultural features and events, and would include celebration sites and fiesta events, aimed at turning the city into an “Olympic Village”. The overall concept and specific activities would require further elaboration.

The Madrid 2016 education programme builds on the Spanish Olympic Committee’s very good “Generation 16” programme. Promoting Olympism and sport, this programme has four key age-group based elements: “start sport (0-16 year olds), play sport (17-32), work sport (33-65) and more sport (the elderly)”. Madrid 2016’s intention is to use this programme to bring sport into the daily lives of Madrid’s inhabitants.

POLITICAL AND ECONOMIC CLIMATE AND STRUCTURE

The Madrid 2016 plan, vision and sports concept is well-constructed, very compact and complemented by the city's sports event experience and existing infrastructure and sports venues. The social impact, through community sports programmes and post-Games use of the city-owned Olympic Village development entirely for social housing, is a significant feature of Madrid's 2016 vision.

The three levels of government – national, regional and city – have all provided strong support and financial commitments and would cover any potential shortfall in the OCOG budget.

However, the Candidature File and supporting documentation, as well as the administrative structure proposed for a Madrid 2016 Games, did not demonstrate a full understanding of the need for clear delineation of roles and responsibilities, including financial, between different stakeholders to ensure efficient and timely transition to the OCOG, or of the management of operations required to implement the Games vision, concept and plans.

There has been significant involvement of the Spanish Olympic Committee and athletes in the planning of the Madrid 2016 project.

Communications programme

Madrid 2016 proposes a 15 year communications plan lasting until 2024, as it believes that the benefits and legacy of the Games should be fully monitored and communicated to the community. The plan would promote and integrate Olympic values and understanding of the Games into the lives of its citizens.

Population

Spain has a population of 45 million, with 6 million people in the metropolitan area of the region of Madrid and approximately 3 million in the City of Madrid.

Political structure/responsibility

Spain is a Parliamentary Monarchy, with the Monarch as the Head of State. The Prime Minister is the head of government, as the leader of the majority party in parliament.

Spain is divided into regions, one of which is the Autonomous Community of Madrid. The Madrid City Council is the institution in charge of governing and administering the City of Madrid and is the driving force behind the bid.

As a member of the European Union (EU), Spain is subject to EU legislation which would impact on the organisation of the Games.

Economy

Spain's economy is the eighth largest in the world with a 2007 GDP of approximately USD 1.4 trillion (source: World Bank). Madrid 2016 stated that the City's 2008 GDP figure was EUR 133 billion.

The estimated average annual inflation rate from 2010 to 2016 is between 1.1% and 2.2%.

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Support

The Spanish Government, the Madrid Regional Government and the City Council of Madrid all support the bid, as do the respective governments of the co-host cities. There is strong political unity and cross-party political support.

The Chamber of Commerce and unions are represented in the “Madrid 16 Foundation”, led by the Mayor of Madrid.

IOC opinion poll

The public opinion poll commissioned by the IOC shows the following levels of support for hosting the 2016 Olympic Games: 85% support in Madrid and 86% nationally.

LEGAL ASPECTS

Guarantees

All guarantees required by the IOC were provided. Some guarantees provided by the national and regional governments contained text stating that the guarantees would be “within the scope of their powers”. This qualification may reduce their effectiveness.

Legislation

The general Spanish legal framework would be sufficient to support the organisation of the Games. A specific statute to facilitate the financing and operation of the Games would be introduced.

OCOG structure and transition

A consortium charged with the responsibility to organise and deliver the Games would be formed, with the same structure adopted for the 1992 Barcelona Olympic Games and other major sports events in Spain.

Madrid 2016 stated that the current structure of cooperation between the NOC and the three levels of government involved in the Madrid 2016 bid would also apply to the OCOG.

There would need to be clear delineation of the roles and responsibilities within the consortium to support transition and Games operations. Further development would be required to ensure that the consortium could commence its work without delay.

CUSTOMS AND IMMIGRATION FORMALITIES

Entry into the country

Entry into Spain for citizens from the European Union (EU) would be based on a valid passport or an identity card, as is currently the case.

Entry for non-EU citizens would be based on a valid passport and Olympic Identity/Accreditation Card. Although Spain is subject to EU legislation, on the basis of statements from the Spanish Government, the Commission is confident that the Athens and Torino precedents would apply and that all necessary arrangements would be made for entry by non-EU citizens.

For test events normal visa regulations would apply but visa fees would be waived. An office within the OCOG would facilitate all visa procedures for NOCs.

Work permits

EU citizens do not require work permits, but would be required to register with the relevant authorities.

Non-EU citizens would have to apply for a work permit through the OCOG. Applications for a stay of more than 90 days would be fast-tracked.

Importation of goods

The importation, use and re-exportation of goods required for the Games would be permitted free of tax and other duties, subject to EU customs regulations.

Additional comments

Application for the necessary customs and immigration clearances would be made to the EU and previous experience from the Athens and Torino Games would indicate approval 12 months before the 2016 Olympic Games.

ENVIRONMENT AND METEOROLOGY

Plans and actions

Madrid 2016 plans a comprehensive environmental and sustainability programme integrating economic, social and environmental parameters. It has developed a detailed Environment Guide to ensure comprehensive consideration of environmental issues, to maximise environmental protection and minimise impact.

The City of Madrid has a strong set of existing environmental policies and actions, including reduction in carbon emissions, the lowering of air pollution and an extensive water recycling and advanced treatment network. Several community programmes integrating environmental measures and awareness in sports practice are also in place.

The Games concept is based on major urban renewal and regeneration, with the Olympic infrastructure plan and Games zones incorporated into city and regional planning strategies.

One percent of the public administration budget of each Games construction project would go into an Olympic Fund to finance social integration, biodiversity protection and community sports programmes. In addition, four percent would be allocated to green measures for Games construction projects.

Specific environmental and sustainability actions and legacies would include an Olympic Village to be developed as a City-owned sustainably built and serviced community of social housing, and the regeneration of 780 hectares of green space for sport and recreation. 100% of the energy consumed in Games venues would come from renewable sources. Madrid 2016 aims to recycle 100% of waste generated from the Games.

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Madrid 2016 would aim to have a carbon-neutral Games through the minimization of emissions and the development of a compensation scheme to calculate and offset total emissions.

Games operations would be in accordance with the Green Charter on Spanish Sports and the City of Madrid's existing involvement in the "Greening Major Events" programme adopted by a group of European cities.

Spain has signed the Kyoto Protocol.

Air and water quality

Air quality in Madrid meets World Health Organisation (WHO) guideline values and drinking water quality meets WHO standards.

Meteorology

Average weather conditions are generally satisfactory.

Madrid 2016 stated that any potential adverse effects of the high average temperatures at proposed Games time would be reduced by the low levels of humidity. The competition schedule would need to be adapted.

FINANCE

OCOG budget

Madrid proposes a balanced OCOG budget, with revenue and expenditure at approximately USD 2.67 billion. In accordance with IOC guidelines, no capital investment is included in the OCOG budget.

The IOC contribution and TOP sponsorship income represent 38% of Madrid's total revenue.

The domestic sponsorship programme for the Olympic and Paralympic Games is expected to total USD 659 million (25% of revenue).

Ticket sales and licensing revenues total USD 630 million (24% of revenue) while donations amount to USD 4.2 million or 0.2% of revenue.

Major expenditure items are venue operations, amounting to USD 514 million (19% of expenditure); Games workforce USD 326 million (12%); technology USD 492 million (18%); administration USD 271 million (10%); ceremonies and culture USD 207 million (8%). Transport expenditures are projected at USD 94 million (3.5%).

The expenditure budget includes a contingency of USD 98 million (4% of expenses).

Non-OCOG budget

The non-OCOG capital investment budget totals USD 3.44 billion with USD 2.36 billion representing Games incremental costs. These incremental amounts include USD 464 million for competition venues, USD 314 million for roads and railways, USD 1.22 billion for the Olympic Village, USD 132 million for the Media Village and USD 226 million for accommodation.

With the exception of a limited part of the costs relating to security, medical and the environmental management systems, the non-OCOG operations budget items have not been indicated but have been committed to by the respective government agencies or institutions.

Financial guarantees

The national, state and city governments have guaranteed to provide all security, medical, customs and immigration services and other government-related services free of charge to the OCOG, in accordance with their jurisdictional responsibilities.

In addition, the different levels of government would also provide publicly owned competition and non-competition venues free of charge to the OCOG.

Madrid 2016 also confirmed that venues at the IFEMA exhibition centre, and the two venues owned by Real Madrid (basketball and football) would be provided to the OCOG at no cost.

As requested by the IOC, a guarantee covering any potential economic shortfall of the OCOG has been provided by the three levels of government, with each covering one third of any potential shortfall.

Additional comments

Madrid 2016 presented a balanced and guaranteed OCOG budget of USD 2.67 billion. A Paralympic Games subsidy of USD 120 million has been committed by the three levels of government, with each guaranteeing one third.

In a number of complex Olympic-specific operational areas such as transport, the bid budget documentation lacked clarity and showed limited understanding of Olympic requirements. However, the global budget presented should enable Madrid 2016 to deliver the Games in line with its vision.

The level of budget contingency is low compared to previous Games, but the Commission believes that financial margins exist due to conservative marketing revenue projections.

Overall, the OCOG budget seems reasonable and achievable.

MADRID

MARKETING

Joint Marketing Programme Agreement

The Joint Marketing Programme Agreement signed by the City of Madrid and the Spanish Olympic Committee complies with IOC requirements.

Billboards and advertising

In accordance with IOC requirements, guarantees concerning outdoor advertising spaces and rates have been provided by the relevant stakeholders.

Rights protection

Spain has existing legislation which protects Olympic intellectual property rights which would be strengthened to support anti-ambush measures through improving the speed of decisions and responses to ambush marketing abuses.

The relevant authorities have committed to stop ambush marketing and illegal street vending activities during the Games.

Ticketing

Madrid's ticketing structure, with 7.9 million tickets, would provide 50% of all competition tickets at less than USD 50 with an average ticket price of USD 83 across all competition events.

Ticketing revenue estimates are USD 507 million for the Olympic Games and USD 55 million for the Paralympic Games, based on sales rates of 76.5% for the Olympic Games and 74% for the Paralympic Games. Based on a ticket pricing comparison with the large number of international sports events that have previously been held in Madrid and Spain, these revenue targets are considered achievable.

Local sponsorship and licensing

Madrid 2016 has set a conservative target of USD 659 in revenue from local sponsorship.

Licensed merchandise revenue is set at USD 105 million, with a further USD 17 million estimated from coin and philately programmes and USD 24 million from two special lottery draws, for which revenues have been guaranteed by the National Government.

Given the size of the market and recognising the number of sports events held in Madrid and Spain in previous years, the Commission believes the local marketing plan and revenue targets to be achievable.

SPORT AND VENUES

Sports concept

The compact Games concept features two zones, the Core Zone and the River Zone. All competition venues except shooting and sailing would be within a 10 km radius of the city centre with easy access by road and public transport to the airport. The plan is closely aligned with the City's long-term strategic plans, leaving new sports venues as a legacy.

Competition venues would be located in 2 zones:

- the Core Zone in the east of the city: IFEMA cluster (7 venues) and the Olympic Park (Promenade) cluster (6 venues);
- the River Zone in the west of the city: with the Club de Campo – Villa de Madrid cluster (3 venues) and the Casa de Campo cluster (4 venues). The River Zone also contains 3 stand-alone venues.

Outside these zones there are 4 venues.

Travel distances from Olympic Village	N° of competition venues
< 10 km	14
11–20 km	13
21–30 km	0
31–40 km	0
41–50 km	0
51–100 km	0
> 100 km	1 (sailing)
TOTAL (not including 5 preliminary football venues)	28

Seventeen competition venues would be within 10 minutes of the Olympic Village and 10 competition venues within 10 to 20 minutes.

The following venues would be located outside Madrid: sailing in Valencia (361 km from the Olympic Village), and the football venues in the co-host cities of Barcelona, Córdoba, Malaga, Merida and Palma de Mallorca.

There would be 40 training venues, 11 new and 29 existing, all within 20 minutes of the Olympic Village.

Venue construction status

Madrid proposes 33 venues. 17 exist with no permanent work required; 6 exist with permanent work required; 2 venues will be built irrespective of the Games; and 6 new permanent venues and 2 temporary venues are Games-dependent.

Venue construction status	N° of competition venues
Existing (no permanent work required)	17
Existing (permanent work required)	6
Planned (irrespective of the Games)	2
Additional permanent (Games dependent)	6
Additional temporary (Games dependent)	2
TOTAL (including five preliminary football venues)	33

Venue features/issues

Madrid 2016's plans for the construction of the rowing, canoe/kayak flat-water and open water swimming venue would involve the demolition and rebuilding of a 6-lane bridge over the course which the Commission feels would result in significant operational and financial challenges.

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The proposal to adapt the 65,000 capacity Olympic Stadium from football to athletics would present design and construction issues which the Commission feels had not been considered.

While the UCI has approved the site of the BMX venue, the Commission feels there would need to be further consultation in regard to the specific venue plans, given the size of the site.

Sports experience

In the past decade, Madrid has organised international events for 18 out of 26 summer Olympic sports and Spain 23.

PARALYMPIC GAMES

Concept

The Paralympic Games would take place between 9 and 20 September. There would be a transition period of nine days between the closing of the Olympic Village and the opening of the Paralympic Village on 2 September.

Madrid 2016 considers the Paralympic Games as the most visible and tangible element of its “Games with the human touch” concept. It aims to establish Madrid as a model city for social inclusion, with the Games a catalyst for social regeneration. This objective is reinforced by a strong emphasis on accessibility and commitment to universal design principles in venue construction for both the Olympic and Paralympic Games.

Budget

Madrid 2016 has budgeted USD 176 million to conduct the Paralympic Games. The three levels of government have made a firm financial commitment to the Paralympic Games of USD 120 million, with each guaranteeing USD 40 million.

Organising Committee

The OCOG would have an integrated management and governance structure responsible for both the Olympic and Paralympic Games.

A specific Paralympic Games Department would be established within the OCOG structure and its director would be a member of the OCOG Board of Directors. It is also proposed that the Spanish Paralympic Committee would be involved in the OCOG structure and the International Paralympic Committee represented on the OCOG Advisory Group.

Sports and venues

The venue plan is compact and would provide easy access for athletes and spectators. Most venues for the Paralympic Games would be within the Core Zone or River Zone, with 85% of athletes competing in venues within a 5 km radius of the Paralympic Village. Sailing, in Valencia, would be the furthest venue and would be an hour-and-a-half by high-speed train in 2016.

The Paralympic Village would be within 500 m of the Paralympic Stadium in the Core Zone and close to the majority of sports venues, as well as the IBC/MPC. Other competition venues for rowing, wheelchair tennis, archery and equestrian would be located in the River Zone.

Training venues would also be close to competition venues and the Paralympic Village. All Paralympic events, except for road cycling, would be conducted in the same venues as Olympic events. Accessible design features have been included in plans for all venues from conception, thus streamlining the transition from Olympic to Paralympic mode.

Madrid 2016 proposes to conduct ten international Paralympic test events, in addition to a number of national events in Paralympic sports in the period prior to the Games.

Games services

The Olympic Village would also be used as the Paralympic Village, situated near the IBC/MPC and the Paralympic Stadium. The Village would be adapted and reconfigured to suit the needs of Paralympic athletes.

The Paralympic Family hotel would also be situated in the Olympic Park area, close to the main stadium.

Madrid has an extensive and accessible public transport system and dedicated Paralympic lanes would also be provided, with the Olympic Lane network being adapted to suit the Paralympic venue plan. A Paralympic Transport Commission would be established for the Games. Its task would be to oversee transport operations for all Paralympic client groups.

Media and communications

The Olympic Media Village of 5,000 rooms would also be used during the Paralympic Games. The complex of four-star standard buildings would be offered at USD 240 per room per night.

Paralympic Games officials would be accommodated in the Village, but in a separate section.

The Olympic Games IBC/MPC would also be used for the Paralympic Games.

Additional comments

A state-of-the-art Paralympic Training Centre would be constructed irrespective of the Games. The venue would become the headquarters of the Spanish Paralympic Committee and would provide a number of training facilities for several hundred athletes.

MADRID

OLYMPIC VILLAGE(S)

Location/concept

The Olympic Village would be constructed on 46 hectares of land. The residential zone would consist of 18 buildings of different heights varying from 3 to 15 floors. There would be 16 hectares of parkland, providing a lake and gardens as well as jogging and bicycle tracks. A fitness centre in the residential zone would include a gym, spa and recreational areas.

52% of athletes would live within five minutes of their competition venues, and 80% within ten minutes. The maximum travel time from the Olympic Village for any athlete in Madrid would be 20 minutes.

The Village would feature sustainable design, construction and operations; centralised heating and cooling through a green energy facility; a direct waste collection-to-treatment system; and water saving and recycling.

There would be a secure walkway from the Olympic Village to the Olympic Park.

Accommodation in the football co-host cities would be in four-star hotels close to the competition venue.

Madrid 2016 proposed to accommodate sailing athletes and team officials in Valencia in 480 rooms in three existing 4 star hotels. The Commission felt that this proposal required further study to ensure that an additional athletes' village with all the required services would be provided.

Accommodation for grooms and veterinary doctors would be provided at the equestrian venue.

Village development

The site for the proposed Olympic Village belongs to the City of Madrid. A guarantee has been provided for the use of the land and the concept proposed by Madrid 2016 fits well with the city's sustainable living plans. The City of Madrid has guaranteed the full financing and construction of the Olympic Village which would be made available to the OCOG at no rental cost.

Village organisation

The Olympic Village would provide 17,800 beds for athletes and officials, with the possibility to accommodate extra officials. For the Paralympic Games, 7,170 beds would be available. The Village would provide 18.3 m² per person in Olympic mode, and 20.7 m² in Paralympic mode, meeting IOC requirements.

The main dining hall would have a seating capacity of 6,000. In addition, three casual dining facilities located throughout the village would seat a total of 1,200 people.

The internal Olympic Village transport fleet would be powered by solar/electric power generated in the Village.

Four dedicated parking areas on the edge of the Village are proposed, to meet the needs of the NOCs/NPCs.

A subway station located adjacent to the site of the Olympic Village would facilitate easy access to the city centre.

MEDICAL SERVICES AND DOPING CONTROL

Post-Olympic use

Following the Games, the residential zone would become a social housing community, with the City of Madrid retaining ownership. Of the 18 buildings in the Olympic Village, two would become hotels and one would be converted into a residence for the elderly. 15% of the remaining properties would provide rental accommodation for active Spanish athletes and 85% would be available for rental as social housing, providing a good legacy from a Madrid Games. The NOC centre would become a school.

NOC travel grants

Madrid 2016 guarantees to cover the economy class airfare costs for all Olympic and Paralympic athletes and team officials entitled to stay in the Olympic Village. In addition, Madrid 2016 confirmed that an amount equivalent to 15% of the grant would be allocated to freight costs.

General comments

The Commission is satisfied that Madrid would be able to provide a high standard of healthcare to all visitors.

Games healthcare

The Olympic Village would have a multi-disciplinary poly-clinic for residents providing a full range of basic medical care.

Four designated hospitals with more than 4,600 beds and located within 15 km of the Olympic Village would provide free medical services to members of the Olympic and Paralympic Family at Games time.

Spectators would receive first aid and emergency medical services free of charge at Games venues.

Team doctors would be permitted to provide medical services to their delegation.

Doping control

Spain has signed the WADA Copenhagen Declaration and ratified the UNESCO International Convention against doping in sport. A new Spanish anti-doping agency was formed in 2008.

Madrid has a WADA-accredited Doping Control Laboratory located in the centre of the city.

Anti-doping legislation in Spain was revised by a Royal Decree on 17 April 2009 with a specific Addendum included dealing with the availability of athletes for testing. The Commission could not determine whether the new legislation makes the Spanish sports or doping authorities fully compliant with the WADA Code. It is important that this issue is resolved.

MADRID

Doping in Spain is a crime under Article 39 of the Spanish Penal Code. It is a crime for an athlete's entourage to administer or suggest the use of forbidden substances or methods forbidden by anti-doping authorities. The athlete concerned would receive an administrative sanction as implemented by WADA. National authorities would cooperate with the anti-doping agencies.

Horses

The Municipal Institute of Medical Research in Barcelona, accredited by the FEI, would be used for the analysis of equine samples.

Horses coming into Spain from EU countries would only require a veterinarian's certificate of good health and a passport. Horses from non-EU countries, in addition to the above certificate and passport, may also be required to go through quarantine in their respective countries, depending on the animal's country of origin.

SECURITY

Responsibility and command structure

The Spanish Government, through the Ministry of the Interior, would assume ultimate financial and operational responsibility for Games security.

A unified command structure, the High Commission for Olympic Security, led by the Ministry of the Interior, would make policy decisions. An Olympic Security and Planning Commission would set strategy and an Olympic Security Division would be responsible for operations.

Safety and security personnel

Madrid and Spain have an excellent infrastructure and a well trained and equipped security and public safety apparatus. Madrid is capable of providing the level of security and safety required for the Games.

Additional comments

The Spanish Government stated to the Commission it was confident Madrid could organise safe Games in 2016 given the valuable experience and lessons gained by both the Spanish and Madrid security forces through major security incidents in the past which also provided a catalyst for enhanced resources and equipment.

ACCOMMODATION

General

The Madrid accommodation plan offers a total guaranteed inventory of over 52,000 rooms, meeting IOC requirements. This includes 40,000 hotel rooms and 12,400 other rooms of which 5,000 would be in a temporary media village.

There are approximately 38,000 existing or planned guaranteed rooms within a radius of 10 km and 9,000 rooms within a radius of 50 km of the Games centre. The remaining guaranteed rooms are in the co-host cities for football and sailing.

There is no minimum stay requirement.

There are approximately 46,000 existing or planned hotel rooms within a radius of 50 km of the Games centre.

Room rates

The USD 2016 IOC room rates (including breakfast and taxes) for single and double rooms would be as follows:

GL Hotels	574
5 star	399
4 star	336

The Madrid candidature file stated that the Olympic Family would be accommodated in 10 hotels. During the Commission's visit, Madrid 2016 stated that they had reduced this to four hotels in which they had been able to secure 100% capacity.

The USD 2016 room rates for other client groups for single and double rooms (including breakfast and taxes) would be:

GL Hotels	665
5 star	455
4 star	385
3 star	301
2 star	231

The above rates are fixed rates and have been calculated on a formula based on the average price in 2008 with an annual inflation factor of 4% plus a Games premium of 10%. Should prices in 2016 be lower than anticipated by the formula, Madrid 2016 has committed to renegotiating with the Hotel Association to ensure that the lower rate would apply. The Commission felt that the OCOG might face resistance from the Hotel Association in this respect.

Room rates have been calculated based on a EUR/USD exchange rate of 1.40 which leaves some exposure to currency fluctuations for the respective client.

Media accommodation

A temporary media village, consisting of modular and demountable buildings would be constructed for the Games adjacent to the IBC/MPC. Following the Paralympic Games, the housing would be removed and relocated for use as social housing.

MADRID

All rooms would offer services such as laundry, room service and internet access. However, guests in the media village would use dining facilities within the IBC/MPC complex. There would be 5,000 accessible rooms, with one in five being a double bedroom, enabling more than 6,000 accredited media to be accommodated.

The Media Village rate would be USD 240, inclusive of breakfast and taxes.

Other accommodation options for the media include a number of hotels near competition venues at a range of prices commencing at the two-star 2016 guaranteed rate of USD 231 per night. University accommodation would also be available at this rate, which the Commission feels is expensive.

There would be no minimum stay for media accommodation.

Room allocation

Room allocation has taken into account venue locations and integration with extensive public transport links.

Additional comments

Price controls would apply to services in guaranteed hotels (meeting rooms, food and beverage, telephones, laundry and parking) based on June 2015 prices, plus a maximum increase of 10%.

The Hotel Association has confirmed that the above price control mechanism would also apply to room rates for spectator accommodation (2015 rate, plus 10% maximum).

TRANSPORT

Concept

Madrid has one of the leading transport systems in Europe, with a modern, extensive urban motorway system, a dense and efficient combined metro and suburban rail network, and an upgraded international airport. Four high speed rail lines will connect Madrid to the co-host cities (except Palma de Mallorca).

Madrid proposes a compact Games transport concept with all venues except one within a 10 km radius of the city centre. Travel times between the Core Zone and the River Zone would generally be below 25 minutes.

International access

Madrid is served by the recently expanded Barajas International Airport, which has the capacity to handle all Olympic traffic demands.

The airport has an efficient rail link to the city centre (15–20 minutes) and to the IFEMA exhibition centre, one of the key Olympic competition clusters (within 10 minutes). A second suburban rail link to Barajas Airport is under construction and will serve the City centre as well as the proposed IBC/MPC, 5 minutes from the airport.

Infrastructure

The Madrid regional road and motorway system is still undergoing improvement after 25 years of significant development, primarily through environmental investments such as putting substantial sections of the M30 motorway underground. Total road investments of USD 3.1 billion are planned for 2009–2013, irrespective of the Games.

Priority is being given to metro and suburban rail extensions and new services, with USD 1.78 billion of investments planned between 2009 and 2016.

In addition, if Madrid was awarded the Games, investments of USD 264 million would be committed specifically for Olympic venue accessibility improvements, including seven new metro and suburban rail stations for new competition venues and the Olympic Village.

Transport connections to and between Olympic venue clusters, and 2009-2016 rail transport accessibility developments were explained in greater detail during the Commission's visit, facilitating a better understanding of the project.

Overall, the transport infrastructure would have the capacity to handle Olympic Games requirements in 2016.

Olympic transport operations

The four most significant Olympic transport operation features proposed by Madrid 2016 are:

- full Olympic venue rail transport accessibility;
- an extensive Olympic lane network;
- a traffic reduction scheme;
- free public transport for all accredited and ticketed spectators (no spectator parking at venues).

To fully implement the Madrid 2016 policy of 100% Olympic venue accessibility by public transport, seven new rail stations – to serve the Olympic Park cluster, the Olympic Village, the new rowing site and other venues – would be added to the already comprehensive rail system.

The proposed Olympic lane network would comprise 358 km of directional Olympic lanes – mostly on Madrid's urban motorways.

A traffic reduction scheme during the Olympic Games would take advantage of the summer holiday decrease in traffic (usually around 20%) and use of public transport (30%). In addition, it is expected that measures such as day-time truck restrictions and programmes encouraging the use of major park and ride facilities on the outskirts of Madrid, would facilitate Olympic operations.

Travel to and from the sailing venue in Valencia by high-speed train would be free for all accredited persons.

The Olympic transport operations budget of USD 94 million appears low in relation to the magnitude and quality of Olympic and general public transport services planned. Further detail on Games-time plans would be required.

MADRID

TECHNOLOGY

Telecommunications

Telecommunications infrastructure is well developed and Spain is able to meet Games requirements. The telecommunications market has been deregulated since 1998 and is open and competitive.

Substantial investment is planned in 4G and Long Term Evolution technology, as well as the fibre-optic network. Mobile phone coverage will continue to increase.

Madrid 2016 stated that the Spanish Government has guaranteed all investments for the telecommunications infrastructure required for the Games.

Frequency control

The Ministry of Industry, Tourism and Commerce, through its communications agency, manages the allocation of radio transmission frequencies, radio transmission domain and awarding licences and has provided the required guarantee regarding the allocation of frequencies free of charge.

Additional comments

Free wireless services would be provided to all residents in the Olympic and Paralympic Village, the media village and the IBC/MPC.

MEDIA OPERATIONS

Concept

The IBC and MPC would be located in two newly constructed pavilions adjacent to the existing Madrid Exhibition Centre Complex (IFEMA), in the Core Zone. The IFEMA cluster would host seven sports. The IBC/MPC site would also be close to the Olympic Park.

The provision of 100,000 m² space for the IBC and 70,000 m² for the MPC would meet IOC requirements.

Media transport

A dedicated bus service between hotels, the media village and the IBC/MPC, as well as competition venues would be provided, with scheduling based on media requirements. There would also be a dedicated service for equipment between the IBC/MPC and competition venues.

The media would have 'clean to clean' access from the village to the IBC/MPC to minimise required security checks, and a special transport service inside the precincts between competition venues.

High-speed trains with media dedicated carriages would connect each co-host city with Madrid (except Palma de Mallorca).

Laws and taxes

Accredited media and support personnel temporarily posted to Spain for Games-related work would not be subject to Spanish labour laws.

The importation, use and re-exportation of goods required for the Games would be permitted free of customs duties, subject to the EU regulations.

SUMMARIES

The Commission would like to thank the four Candidate Cities for their dedication to the Olympic Movement. The Commission has been greatly impressed by the quality of all four candidates and the IOC can be very proud that such prestigious cities are seeking to host the 2016 Games.

Having carried out a detailed technical evaluation and visit to each of the four Candidate Cities the Commission feels that whilst each of these cities could organise the 2016 Games, there are risks and opportunities inherent to each project which it is the Commission's duty to clearly identify to the IOC members before they elect the 2016 Host City. These risks and opportunities have been mentioned throughout the report and are summarised below.

CHICAGO

Chicago 2016's vision is to welcome the world to a 60-day festival in the heart of the City using mostly existing facilities and temporary venues within a number of public parks on the shores of Lake Michigan. Chicago wishes to demonstrate that it can organise the Games without the need for public investment in major permanent venues.

The Olympic Village, the IBC/MPC and many hotels would be centrally located and 22 competition venues would be within 8 km of the city centre, resulting in a compact venue plan with minimum travel times for athletes and other client groups. Whilst presenting a compact plan, venues for equestrian and shooting would be more than 50 km from the Olympic Village. Road cycling and mountain bike, due to IF technical requirements, would be 256 km and 293 km away respectively in the State of Wisconsin and would be supported by an additional village.

Games planning is closely aligned to the city's continuing urban planning strategies. Chicago 2016's aim is to leave sustainable environmental, social and sports legacies for the community, particularly for youth, rather than to construct permanent major sports venues.

Paralympic Games delivery has been fully integrated into Games planning. The Games would be used to support and further develop the city's commitment to accessibility and social inclusion.

The well-designed and compact lakefront Olympic Village would offer a special experience for the athletes. However, whilst letters of interest have been received from private developers to deliver the Village, at the time of the Commission's visit, a full financing guarantee was not provided.

SUMMARIES

Chicago proposes to use 15 existing competition venues. One venue will be built irrespective of the Games. If elected as the Host City, Chicago would construct six permanent venues that would be scaled down post-Games, such as the Olympic Stadium and the aquatic venue, and nine temporary venues. During the Commission's visit, Chicago 2016 demonstrated thorough planning and a full understanding of the complexity of such a proposal, including the construction of temporary venues in public parks. It is nevertheless felt that the emphasis on major temporary or scaled down venues increases the element of risk to the OCOG in regard to the planning, costing and delivery of the venues.

The compact concept should result in short travel times for Games client groups. However, transport efficiency, particularly around the McCormick Place complex, would depend on a number of factors including a significant increase in the capacity and use of public transport and the success of other plans to reduce traffic. As the Games-time transport plan involves more than doubling peak commuter traffic demands on Chicago's Metra Rail System, such an increase could be a major challenge.

The bid is driven by the City of Chicago which would be the lead governmental delivery authority. There would be a strong financial and delivery reliance on public/private partnerships, a model which is commonly used in the USA.

There would be direct involvement of the Federal Government, including the designation of the Games as a National Special Security Event whereby the Federal Government would assume full financial and operational responsibility for security.

The roles and responsibilities of the Federal Government and the State of Illinois have been clearly defined. However, a clearer delineation of roles and responsibilities between the City and the OCOG would be required to ensure that the OCOG would not be overburdened operationally and financially by the delivery of Games infrastructure or by the management of diverse programmes not directly linked to the delivery of the event.

The structure of responsibilities and the heavy financial reliance on the OCOG to deliver Games infrastructure and temporary venues means Chicago would need an extensive sponsorship programme to generate USD 1.83 billion in revenue for the Olympic and Paralympic Games to support the significant expenditure budget. Recognizing the strong revenue generating capability and the commitments shown by the business community, the Commission considers the budget to be ambitious but achievable.

Chicago 2016 has not provided a full guarantee covering a potential economic shortfall of the OCOG, as requested by the IOC. Instead, it proposes a capped guarantee of USD 750 million, presenting a risk for the IOC should the shortfall exceed this amount. At the time of the Commission's visit, Chicago 2016 had formally requested the IOC to amend the Host City Contract. The Commission informed the bid that a standard Host City Contract applied to all cities.

Documentation and presentations provided to the Commission by the key organisations involved in the bid were detailed and of a high quality.

TOKYO

The Tokyo 2016 bid is based on the promotion of a contemporary Games through the delivery of a socially, environmentally and economically sustainable Games in a major metropolis. The “Uniting our Worlds” vision combines vitality and sustainability, heritage and innovation and forms part of a government strategy to promote youth and participation in sport in an ageing society.

The 1964 Olympic Games changed the development of the City of Tokyo. By organising the 2016 Games, Tokyo wishes to build upon the positive legacy of the 1964 Games through a combination of using former Olympic venues and building new facilities and infrastructure, thereby creating a “100 year” Olympic legacy. There is an emphasis on sustainable development and urban regeneration, aligning Games plans with the city’s long-term urban planning strategies.

The Games concept is based on providing minimum travel times for athletes and other client groups, through a highly compact venue plan. All venues except shooting would be within an 8 km radius of the city centre, making effective use of the city’s extensive and high-capacity public transport network.

To secure the implementation of its vision and concept and to demonstrate its determination, the Tokyo Metropolitan Government, which drives the bid, has financially guaranteed the Games and has established an “Olympic Hosting Reserve Fund” of USD 3.7 billion. The National Government and the City of Tokyo have guaranteed to finance the necessary infrastructure to deliver the Games and to cover any potential economic shortfall in the OCOG budget.

Paralympic Games delivery has been fully integrated into Games planning and would be used as a catalyst for social change.

While noting Tokyo 2016’s vision to provide sustainable legacies for the community, concern is expressed at the relatively low level of public support for a 2016 Games in Tokyo as shown in the IOC’s opinion poll.

During the venue visits, it became apparent to the Commission that a number of venues listed as existing would in fact need to be built. This lack of clarity could have communications and legacy implications.

The Games venue plan would generally facilitate very efficient Games operations and travel. There could be challenges in regard to traffic around the areas of the Olympic Village and the Olympic Stadium. In addition, the Commission expressed concern about the size of the land area available for the construction of the Olympic Village.

The guarantees provided for hotel accommodation cover only the period between the Opening and Closing Ceremonies. Should this period not be extended, client groups needing to arrive earlier could face substantially higher rates.

Although some on-site presentations and venue plans lacked detail and clarity, documentation and information presented by key organisations involved in the bid was of a high quality.

SUMMARIES

RIO DE JANEIRO

The Rio de Janeiro 2016 bid is centred on the vision of using sport as a catalyst for social integration and the Games for “celebration and transformation” of the city, the region and the country.

The bid is driven by the Brazilian Government and Rio 2016’s vision incorporates the government’s plans for improved social integration through investment in sports programmes involving social inclusion through sport and leisure, elite sports training, expansion of infrastructure, the promotion of major events and its commitment to bring the Games to South America.

A Rio 2016 Games aims to showcase Brazil’s and Rio’s capabilities, social and economic development and natural features.

The 2016 venue plan would be closely aligned with general development plans and the social needs of the city. The Games would act as a vehicle for new facilities, transport and other infrastructure and physical regeneration, particularly of the city’s waterways and key development zones of the city.

As such, the Federal Government considers the investment required for infrastructure to be worthwhile and that the Games would leave an affordable and significant legacy. The vision for the Games is endorsed by strong public support as shown in the IOC’s opinion poll.

The three levels of government have guaranteed to finance the necessary infrastructure to deliver the Games and to cover any potential economic shortfall in the OCOG budget.

The Commission believes that transition from a Rio 2016 bid to an OCOG would benefit from the continuity of the experience and knowledge gained and partnerships forged through organising the 2007 Pan-American Games.

The Paralympic Games would be fully integrated into Games planning and Rio would use the 2016 Paralympic Games as a catalyst for social inclusion and the promotion and development of Paralympic sport.

The topography of Rio, as well as the legacy vision, involving the development of four key zones in the city, would impact on travel distances for some athletes and other client groups. Efficient implementation of the Games-time transport operations plan, including the Olympic lane system and delivery of extensive plans for new transport infrastructure, would be critical.

Rio has embarked upon an extensive urban regeneration programme under the Federal Plan for Growth Acceleration, a national USD 240 billion programme, involving major infrastructure works. A Rio 2016 Games would accelerate delivery but would require careful management and monitoring.

To meet Games requirements and given the insufficient number of hotel rooms, Rio 2016 has put forward a tailored accommodation plan incorporating hotel rooms, four villages and six cruise ships, taking into account the future needs of the city. This project, including managing the 20,000 room media village in Barra, would require particular attention in both the planning and delivery phases. The difficulty to obtain guarantees for cruise ships seven years before the Games places extra pressure on Rio 2016 to meet Games demands.

MADRID

Recognising that it faces public safety challenges, the City of Rio has taken a new approach with regard to local policing which engages the community in a range of social and sports programmes, already showing positive results.

While hosting the 2014 FIFA World Cup will accelerate infrastructure delivery and provide valuable organisational experience, it also represents a challenge with respect to 2016 Games marketing and communications strategies.

Documentation and presentations provided to the Commission by the key organisations involved in the bid were detailed and of a very high quality.

Madrid's vision for a 2016 Games is based upon the city's sporting traditions and a strategy to attract major international sports events. It takes advantage of the city's recent and on-going regeneration and urban development.

Plans are based on social and physical regeneration with a two-fold approach to sports legacy: "hard" facility provision and "soft" sports development initiatives encouraging community participation and promoting pathways to excellence. Social plans, encapsulated in the "Games with the Human Touch" vision, include extensive programmes for community sport and recreation.

The post-Games use of the Olympic Village development (owned and fully funded by the City of Madrid) and the re-use and relocation of the Media Village for social housing are other elements of Madrid's legacy plan. A major project to create new green spaces and sporting and recreational areas builds on existing comprehensive city environmental programmes.

The delivery of the Paralympic Games would be fully integrated into Games planning with Madrid aiming to establish itself as a model city for social inclusion.

The vision for the Games is endorsed by strong support from the public as shown in the IOC's opinion poll.

The highly compact Games concept would generally facilitate efficient operations and is based on the location of key Olympic infrastructure, much of which already exists: 23 out of 33 venues exist and two venues will be built irrespective of the Games. All competition venues (except shooting – 12 km from the Olympic Village – and sailing), the Olympic Village and the IBC/MPC would be within a 10 km radius of the city centre and can be accessed by public transport. This would result in short travel times for athletes and other client groups. Sailing would take place in Valencia, 361 km away, and would be supported by an additional village.

SUMMARIES

Plans for the construction or alteration of two venues – the Olympic Stadium and the rowing, canoe/kayak flat water and open water swimming venue – could result in significant construction, operational and financial challenges.

The three levels of government – national, regional and city – have provided strong support and financial commitments and would cover any potential shortfall in the OCOG budget.

However, the Candidature File and supporting documentation, as well as the administrative structure proposed for a Madrid 2016 Games, did not demonstrate a full understanding of the need for clear delineation of roles and responsibilities, including financial, between different stakeholders to ensure an efficient and timely transition to the OCOG, or of the management of operations required to implement the Games vision, concept and plans. Given the current complexity and magnitude of delivering a major multi-sports event such as the Olympic Games, this could result in organisational and financial challenges.

At the time of the visit, it was unclear whether Spanish anti-doping legislation complied with the WADA code. It is important that this issue is resolved.

Documentation and presentations provided to the Commission by the key organisations involved in the bid varied in quality.

APPENDICES

- A. COMPOSITION OF THE COMMISSION
- B. SUMMARY OF IOC OPINION POLL RESULTS
- C. MAPS
- D. ABBREVIATIONS

APPENDIX A

COMPOSITION OF THE COMMISSION

CHAIR

Mrs Nawal El MOUTAWAKEL

IOC OLYMPIC GAMES EXECUTIVE DIRECTOR

Mr Gilbert FELLI

MEMBERS

Mr Simon BALDERSTONE
Mr Andrès BOTERO PHILLIPSBOURNE
Prof. Philippe BOVY
Mr Guy DRUT
Mr Gregory HARTUNG
Mr Göran PETERSSON
Mr Alexander POPOV
Sir Craig REEDIE
General Mounir SABET
Mr Etienne THOBOIS
Mr Ching-Kuo WU

IOC ADMINISTRATION

Ms Jacqueline BARRETT
Mr Mattias KAESTNER
Miss Helen STEWART

APPENDIX B

SUMMARY OF IOC OPINION POLL RESULTS

The IOC commissioned Sports Marketing Surveys to conduct public opinion polling in the four Candidate Cities and their respective countries regarding the support for hosting the Games of the XXXI Olympiad in 2016. All four polls were carried out from 16 February to 24 February 2009.

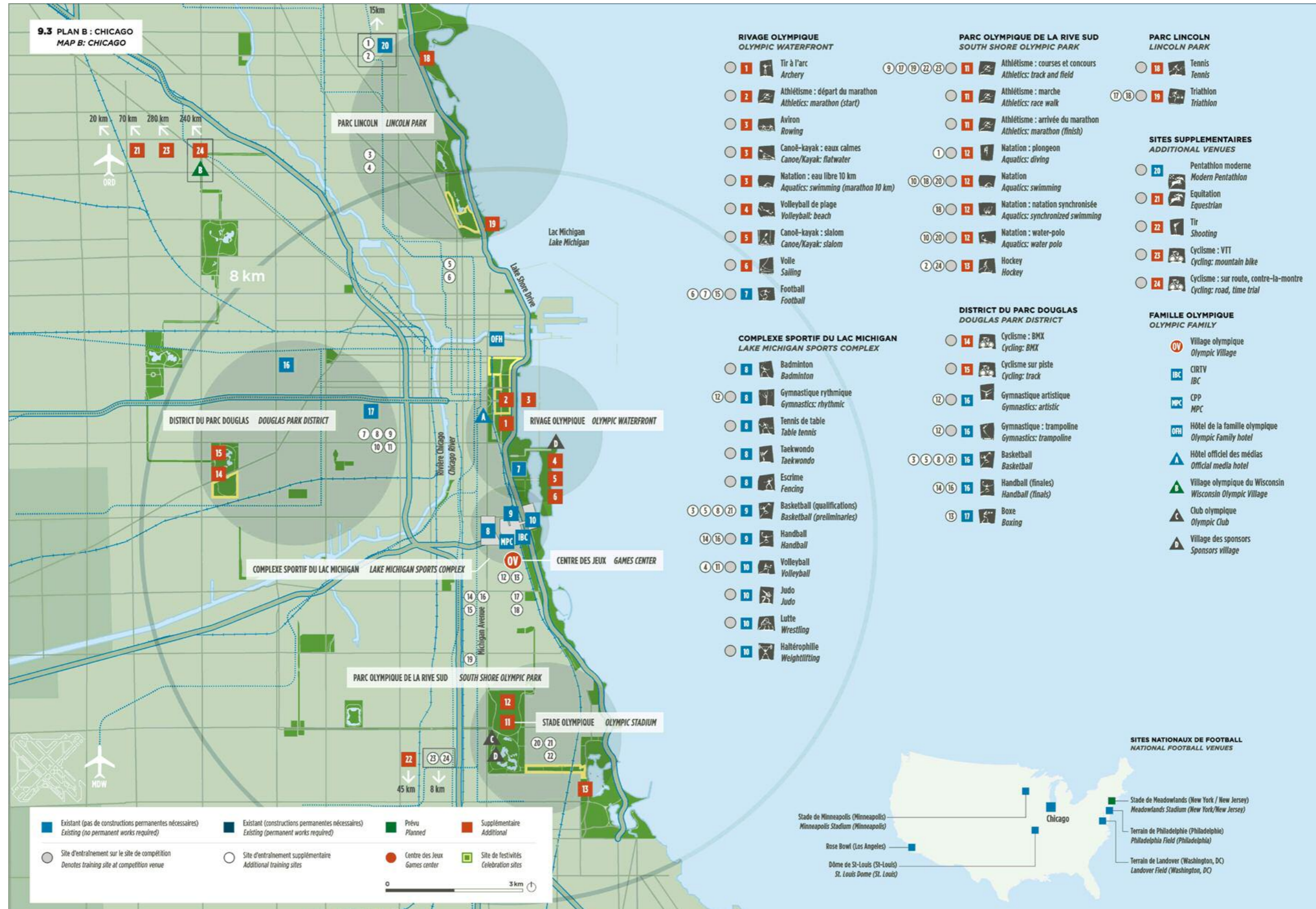
In answer to the specific question:

“To what extent would you support or oppose [CITY] hosting the Olympic Summer Games in 2016?”

The results were as follows:

	Support strongly	Support	No opinion/ Neutral	Oppose	Oppose strongly
Chicago	38.7%	28.6%	20.5%	6.5%	5.7%
USA	32.7%	28.4%	30.0%	4.9%	4.1%
Tokyo	25.2%	30.3%	21.5%	15.5%	7.8%
Japan	19.8%	34.7%	26.1%	12.1%	7.3%
Rio de Janeiro	41.9%	42.6%	6.4%	5.2%	4.0%
Brazil	28.8%	40.1%	15.4%	9.7%	5.9%
Madrid	57.9%	27.0%	8.3%	4.0%	2.8%
Spain	59.6%	26.2%	11.4%	1.4%	1.4%

All figures are expressed in percentage terms. Where they do not add up to 100%, this is due to rounding.

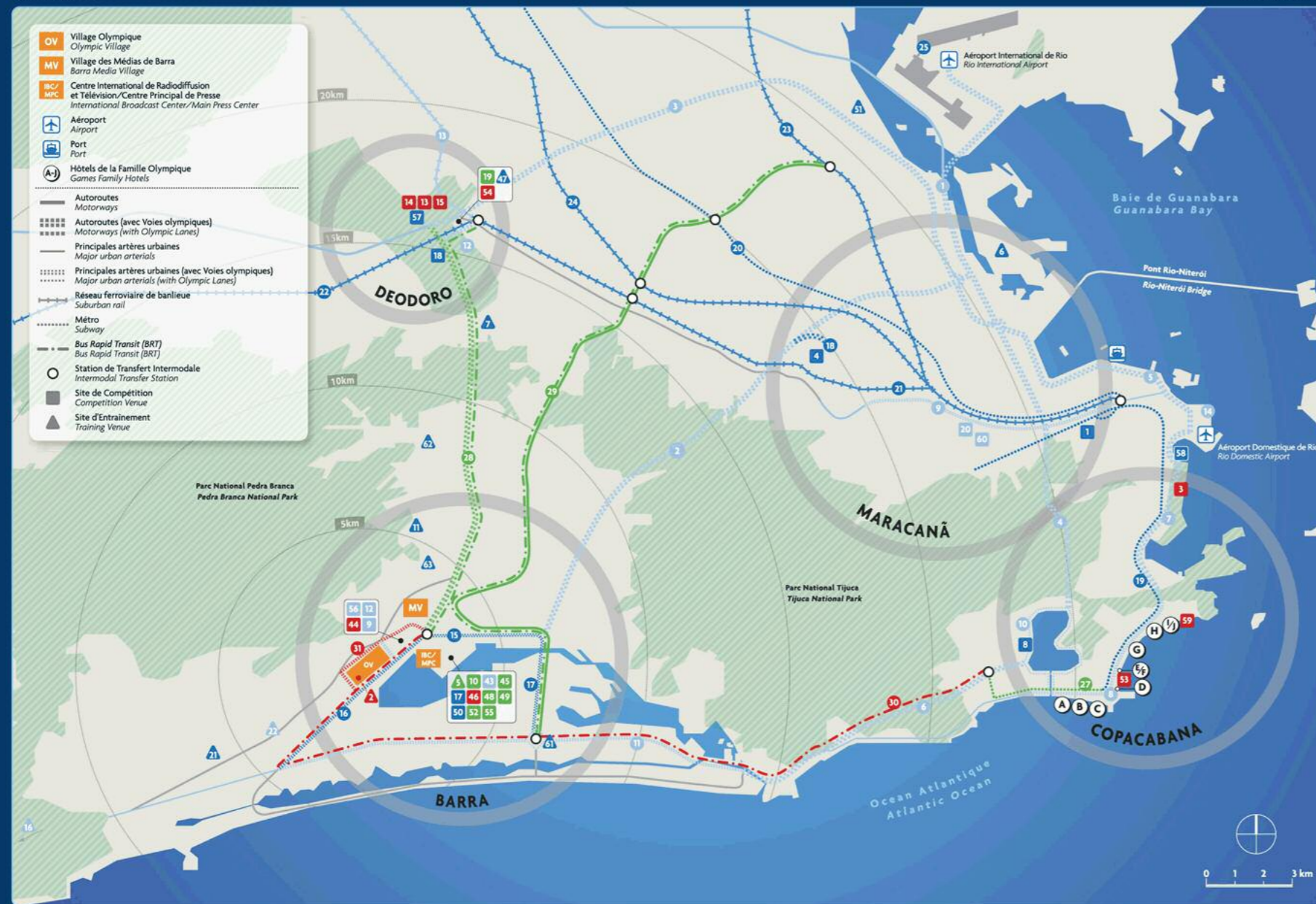




CARTE B – INFRASTRUCTURES DE TRANSPORT ET SITES EXISTANTS, PRÉVUS ET SUPPLÉMENTAIRES
Rio de Janeiro

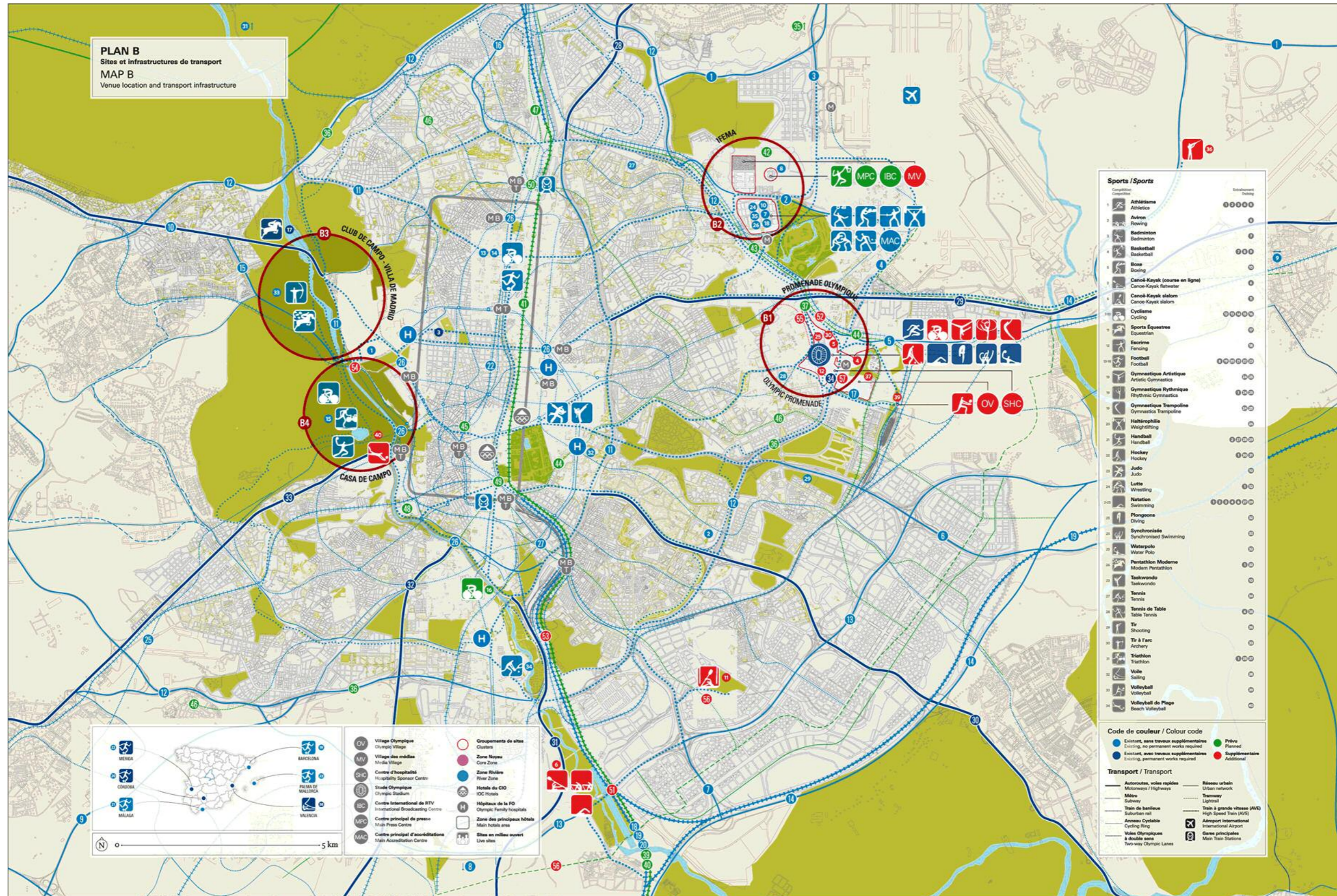
MAP B – EXISTING, PLANNED AND ADDITIONAL TRANSPORT INFRASTRUCTURE AND VENUES
Rio de Janeiro

Carte B – Infrastructures de Transport et Sites Existants, Prévus et Supplémentaires
Map B – Existing, Planned and Additional Transport Infrastructure and Venues



SITES DE COMPÉTITION ET D'ENTRAÎNEMENT COMPETITION AND TRAINING VENUES		INFRASTRUCTURE DES TRANSPORTS TRANSPORT INFRASTRUCTURE	
1 Sambódromo Flamengo Park	48 CEO - Salle 2 OTC - Hall 2	1 Autoroute - Voie Presidente João Goulart - Ligne Rouge Motorway - Via Presidente João Goulart - Red Line	1 Autoroute - Voie Presidente João Goulart - Ligne Rouge Motorway - Via Presidente João Goulart - Red Line
2 Parc de Flamengo Flamengo Park	49 CEO - Salle 3 OTC - Hall 3	2 Autoroute - Avenue Governador Carlos Lacerda - Ligne Jaune Motorway - Avenue Governador Carlos Lacerda - Yellow Line	2 Autoroute - Avenue Governador Carlos Lacerda - Ligne Jaune Motorway - Avenue Governador Carlos Lacerda - Yellow Line
3 Stade João Havelange João Havelange Stadium	50 Centre Aquatique Maria Lenk Maria Lenk Aquatic Center	3 Autoroute - Avenue Brasil Motorway - Avenue Brasil	3 Autoroute - Avenue Brasil Motorway - Avenue Brasil
4 Centre d'Entraînement du Village Olympique Olympic Village Training Center	51 Centre d'Éducation Physique Almirante Adalberto Nunes Almirante Adalberto Nunes Physical Education Center	4 Autoroute - Tunnel Rebouças/Voie Élevée Fresyinet Motorway - Rebouças Tunnel/Fresyinet Elevated Way	4 Autoroute - Tunnel Rebouças/Voie Élevée Fresyinet Motorway - Rebouças Tunnel/Fresyinet Elevated Way
5 CEO Athlétisme OTC Track and Field	52 Stade Aquatique Olympique Olympic Aquatics Stadium	5 Autoroute - Voie Élevée Périphérique Motorway - Peripheral Elevated Way	5 Autoroute - Voie Élevée Périphérique Motorway - Peripheral Elevated Way
6 Université Fédérale de Rio de Janeiro Federal University of Rio de Janeiro	53 Fort de Copacabana Fort Copacabana	6 Autoroute - Voie Rapide Barra - Zone Sud Motorway - Barra-South Zone Expressway	6 Autoroute - Voie Rapide Barra - Zone Sud Motorway - Barra-South Zone Expressway
7 Université de l'Armée de l'Air Air Force University	54 Centre d'Entraînement du Village Olympique Olympic Village Training Center	7 Autoroute - Aterro/Avenue Flamengo Motorway - Aterro/Avenue Flamengo	7 Autoroute - Aterro/Avenue Flamengo Motorway - Aterro/Avenue Flamengo
8 Lago Rodrigo de Freitas Lago Rodrigo de Freitas	55 Centre d'Entraînement du Village Olympique Olympic Village Training Center	8 Artère Urbaine - Avenues des Plages de la Zone Sud Major Urban Arterial - South Zone Beach Avenues	8 Artère Urbaine - Avenues des Plages de la Zone Sud Major Urban Arterial - South Zone Beach Avenues
9 Riocentro - Pavillon 4 Riocentro - Pavilion 4	56 Stade Aquatique Olympique Olympic Aquatics Stadium	9 Artère Urbaine - Avenue Presidente Vargas/Radiale Ouest Major Urban Arterial - Avenue Presidente Vargas/Radial Oeste	9 Artère Urbaine - Avenue Presidente Vargas/Radiale Ouest Major Urban Arterial - Avenue Presidente Vargas/Radial Oeste
10 CEO - Salle 1 OTC - Hall 1	57 Parc de Copacabana Parque de Copacabana	10 Artère Urbaine - Avenue Borges de Medeiros/Epitácio Pessoa Major Urban Arterial - Avenue Borges de Medeiros/Epitácio Pessoa	10 Artère Urbaine - Avenue Borges de Medeiros/Epitácio Pessoa Major Urban Arterial - Avenue Borges de Medeiros/Epitácio Pessoa
11 Centre d'Entraînement du Village Olympique Olympic Village Training Center	58 Université Fédérale de Rio de Janeiro Federal University of Rio de Janeiro	11 Artère Urbaine - Avenue das Américas Major Urban Arterial - Avenue das Américas	11 Artère Urbaine - Avenue das Américas Major Urban Arterial - Avenue das Américas
12 Université Fédérale de Rio de Janeiro Federal University of Rio de Janeiro	59 Parc de Pentathlon Moderne de Deodoro Deodoro Modern Pentathlon Park	12 Artère Urbaine - Avenue Duque de Caxias Major Urban Arterial - Avenue Duque de Caxias	12 Artère Urbaine - Avenue Duque de Caxias Major Urban Arterial - Avenue Duque de Caxias
13 Complexe Sportif Juliano Moreira Juliano Moreira Sports Complex	60 Parc de Pentathlon Moderne de Deodoro Deodoro Modern Pentathlon Park	13 Réseau Ferroviaire de Banlieue - Ligne Japeri Suburban Rail - Japeri Line	13 Réseau Ferroviaire de Banlieue - Ligne Japeri Suburban Rail - Japeri Line
14 Riocentro - Pavillon 2 Riocentro - Pavilion 2	61 Centre Aquatique Maria Lenk Maria Lenk Aquatic Center	14 Aéroport Domestique de Rio Rio Domestic Airport	14 Aéroport Domestique de Rio Rio Domestic Airport
15 Lago Rodrigo de Freitas Lago Rodrigo de Freitas	62 Centre d'Éducation Physique Almirante Adalberto Nunes Almirante Adalberto Nunes Physical Education Center	15 Artère Urbaine - Avenue Abelardo Bueno Major Urban Arterial - Avenue Abelardo Bueno	15 Artère Urbaine - Avenue Abelardo Bueno Major Urban Arterial - Avenue Abelardo Bueno
16 Stade Olympique des Eaux Vives Olympic Whitewater Stadium	63 Parc de Copacabana Parque de Copacabana	16 Artère Urbaine - Avenue Salvador Allende Major Urban Arterial - Avenue Salvador Allende	16 Artère Urbaine - Avenue Salvador Allende Major Urban Arterial - Avenue Salvador Allende
17 Parc de Flamengo Flamengo Park	64 Arène de Deodoro Deodoro Arena	17 Artère Urbaine - Avenue Ayrton Senna Major Urban Arterial - Avenue Ayrton Senna	17 Artère Urbaine - Avenue Ayrton Senna Major Urban Arterial - Avenue Ayrton Senna
18 Centre Olympique de BMX Olympic BMX Center	65 Parc de Pentathlon Moderne de Deodoro Deodoro Modern Pentathlon Park	18 Artère Urbaine - Liaison au Stade Olympique Major Urban Arterial - Olympic Stadium Link	18 Artère Urbaine - Liaison au Stade Olympique Major Urban Arterial - Olympic Stadium Link
19 Centre Olympique de VTT Olympic Mountain Bike Center	66 Centre d'Entraînement du Village Olympique Olympic Village Training Center	19 Métro - Métro Ligne 1 Subway - Metro Line 1	19 Métro - Métro Ligne 1 Subway - Metro Line 1
20 Velodrome Olympique de Rio Rio Olympic Velodrome	67 CEO - Salle 2 OTC - Hall 2	20 Métro - Métro Ligne 2 Subway - Metro Line 2	20 Métro - Métro Ligne 2 Subway - Metro Line 2
21 Centre d'Évaluation de l'Armée Army Assessment Center	68 Centre d'Entraînement du Village Olympique Olympic Village Training Center	21 Réseau Ferroviaire de Banlieue - Ligne Deodoro Suburban Rail - Deodoro Line	21 Réseau Ferroviaire de Banlieue - Ligne Deodoro Suburban Rail - Deodoro Line
22 Centre National Équestre National Equestrian Center	69 Riocentro - Pavillon 3 Riocentro - Pavilion 3	22 Réseau Ferroviaire de Banlieue - Ligne Santa Cruz Suburban Rail - Santa Cruz Line	22 Réseau Ferroviaire de Banlieue - Ligne Santa Cruz Suburban Rail - Santa Cruz Line
23 Arène de Deodoro Deodoro Arena	70 Centre National de Tir National Shooting Center	23 Réseau Ferroviaire de Banlieue - Ligne Sacacuruna Suburban Rail - Sacacuruna Line	23 Réseau Ferroviaire de Banlieue - Ligne Sacacuruna Suburban Rail - Sacacuruna Line
24 Stade Maracanã Maracanã Stadium	71 Sambódromo Sambódromo	24 Réseau Ferroviaire de Banlieue - Ligne Belford Roxo Suburban Rail - Belford Roxo Line	24 Réseau Ferroviaire de Banlieue - Ligne Belford Roxo Suburban Rail - Belford Roxo Line
25 Complexe Sportif Juliano Moreira Juliano Moreira Sports Complex	72 Fort de Copacabana Fort Copacabana	25 Aéroport International de Rio Rio International Airport	25 Aéroport International de Rio Rio International Airport
26 Club de Football Zico Zico Football Club	73 Centre d'Entraînement du Village Olympique Olympic Village Training Center	26 Métro - Métro Ligne 1 (extension) Subway - Metro Line 1 (extension)	26 Métro - Métro Ligne 1 (extension) Subway - Metro Line 1 (extension)
27 Club de Football Vasco Barra Vasco Barra Football Club	74 Arène de Copacabana Copacabana Stadium	27 BRT - Autoroute - Liaison C BRT - Motorway - Link C	27 BRT - Autoroute - Liaison C BRT - Motorway - Link C
28 Arène Olympique de Rio Rio Olympic Arena	75 Centre d'Évaluation de l'Armée Army Assessment Center	28 BRT - Artère Urbaine - Couloir TS BRT - Major Urban Arterial - TS Corridor	28 BRT - Artère Urbaine - Couloir TS BRT - Major Urban Arterial - TS Corridor
29 Centre d'Entraînement du Village Olympique Olympic Village Training Center	76 Marina da Glória Marina da Glória	29 BRT - Autoroute - Barra-South Zone BRT - Motorway - Barra-South Zone	29 BRT - Autoroute - Barra-South Zone BRT - Motorway - Barra-South Zone
30 Riocentro - Pavillon 6 Riocentro - Pavilion 6	77 Arène Maracanãzinho Maracanãzinho Arena	30 Artère Urbaine - Voie 5 Major Urban Arterial - Via 5	30 Artère Urbaine - Voie 5 Major Urban Arterial - Via 5
31 CEO - Salle 4 OTC - Hall 4	78 Centre d'Entraînement du Village Olympique Olympic Village Training Center		
32 Centre d'Entraînement du Village Olympique Olympic Village Training Center	79 Complexe Sportif Juliano Moreira Juliano Moreira Sports Complex		
33 Université Fédérale de Rio de Janeiro Federal University of Rio de Janeiro	80 École Municipale Sergio Buarque de Holanda Sergio Buarque de Holanda Municipal School		
34 Complexe Sportif Juliano Moreira Juliano Moreira Sports Complex	81 École Municipale Carlos Caetano Mingays Carlos Caetano Mingays Municipal School		
35 Centre Olympique de Hockey Olympic Hockey Center	82 École Municipale Silveira Sampaio Silveira Sampaio Municipal School		
36 Centre de Hockey de Deodoro Deodoro Hockey Center			

(T) Entraînement dans l'enceinte du site (T) Training provided within the venue



APPENDIX D

ABBREVIATIONS

The following abbreviations have been used in the report:

BRT	Bus Rapid Transit
CPI	Consumer Price Index
EU	European Union
EUR	Euro
GDP	Gross Domestic Product
IBC	International Broadcast Centre
IOC	International Olympic Committee
IPC	International Paralympic Committee
IF	International Federation
FEI	International Equestrian Federation
FIFA	International Football Federation
MPC	Main Press Centre
NGO	Non-Governmental Organisation
NOC	National Olympic Committee
NPC	National Paralympic Committee
OBO	Olympic Broadcast Organisation
OCOG	Organising Committee for the Olympic Games
UCI	International Cycling Union
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USD	United States Dollar
WADA	World Anti Doping Agency
WHO	World Health Organisation